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Strengthening National Evaluation Societies
An Exploratory Survey

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Table of Contents

List of Figures and Tables

I.   INTRODUCTION

The Paris Declaration (PD) and in its wake the Accra (and Busan) agenda have given a renewed impetus to monitoring and evaluation (M&E). The importance of M&E may be understood from various angles. First, the establishment of well-functioning M&E frameworks in partner countries is crucial for the realization of results-oriented, iterative and evidence-based policy making. Second, when it comes to 'accountability' and particularly 'downward accountability', monitoring and evaluation are crucial ingredients. Particularly non-governmental actors are thought to play key roles in both the supply and demand of information and accountability. As users themselves with 'grassroots' contacts with beneficiaries, they may be able to produce information about the implementation and impact of service delivery and policy processes. As actors in civil society representing various citizens' interests, they may wish to hold government accountable, requesting reliable information and objective assessments of outcomes. The establishment of well-functioning recipient M&E frameworks is also crucial for donors, particularly as they wind down their own parallel M&E systems and become (largely) dependent upon the recipient's system.

The changing aid architecture does not only give renewed importance to M&E, it also imposes a challenging reform agenda. In short, the expectations are that, 'partner countries endeavor to establish results-oriented reporting and assessment frameworks that monitor progress against key dimensions of the national and sector development strategies and that these frameworks should track a manageable number of indicators for which data are cost-effectively available' (indicator 11-OECD/DAC, 2005a: 8). From donors, it is expected that, 'they work with partner countries to rely, as far as possible, on partner countries' results-oriented reporting and monitoring frameworks' and that they, 'harmonise their monitoring and reporting requirements, and, until they can rely more extensively on partner countries' statistical, M&E systems [work] with partner countries to the maximum extent possible on joint formats for periodic reporting' (OECD/DAC, 2005a: 8).

While the basic principles of the M&E reform agenda are generally accepted, its actual implementation persistently stands out as one reform area where progress is slow. On the one hand, donors still rely overwhelmingly on their own institutional apparatus, harmonize only slowly with other donors and hardly align to the national M&E apparatus. On the other hand, the 2006 and 2008 PD surveys show that only 2 of the 29, and 3 of the 54 countries surveyed, respectively, had results-oriented frameworks that were deemed adequate (i.e. results for indicator 11—OECD/DAC, 2007: 35; OECD/DAC, 2008: 58–59).

While the importance of developing national M&E capacity and use is widely acknowledged, there seems to be little strategic engagement in this area. One of the actors that have largely been neglected in this context so far are National Evaluation Societies (NES). This is somehow surprising as evaluation societies regroup much of the nationally available M&E expertise and as such they can play a crucial role in strengthening M&E practice and use. Moreover evaluation societies are made up of members of different sectors (government, universities, civil society, private sector, …) and precisely because of this mix of different key positions and roles in learning and accountability processes, evaluation societies provide a platform for those different actors to interact, exchange information/ views/ opinions, forging networks or alliances. It is this networking among supply and demand of M&E that may trigger an increased use and influence of M&E outputs.

Also in academic literature, the topic of 'national evaluation societies' and their unique potential for fostering 'alliances of change' across members pertaining to different institutional settings has remained largely unexplored so far. The current survey is a first step in filling the gap. It provides a

mapping of evaluation societies in low and middle income countries, their outlook, activities, perceived contributions to goals of learning and accountability as well as the main obstacles hindering their activities. Survey findings will provide input into further research on the role of NES in evaluation capacity development and into analysis on what works, what does not and why. Secondly, it will feed into the elaboration of a training programme which will support evaluation societies in their desire to be drivers of change towards increased national M&E capacity and use.

On a final note, the authors would like to thank all the members of the evaluation societies who have participated in the survey. Many have reacted and cooperated very enthusiastically in the survey. Additionally, we would also like to thank IOCE's board members for their cooperation with our research and their support for the planned training programme.

The structure of the report is as follows: the next section sets out the survey methodology, findings and analysis are presented in chapter 3 while chapter 4 concludes and outlines routes for further research.

II. METHODOLOGY

This report is based on the analysis of data gathered through an online survey that was organised by members[1] (S. Dewachter, N. Holvoet, M. Gildemyn) of the theme group 'Aid Policy' of the Institute of Development Policy and Management. Initially, the survey only targeted evaluation societies in PRSP[2] countries as we were particularly interested in those countries where the importance of M&E activities is stressed under the new aid approach (Paris Declaration/ Accra Agenda for Aid). However, as we went along with the survey and contacted evaluation societies, evaluation societies from non-PRSP countries were also interested in participating. As we realised that inclusion of PRSP and non-PRSP countries also provided opportunities to include a comparative perspective in the study and given the fact that cross-fertilisation among different NES might be interesting, we decided to broaden the survey population.

Compiling the population of evaluation societies was not as straightforward as it may seem. Several lists were consulted and the international/regional networks of evaluation societies were contacted (IOCE, Relac[3], Afrea[4]). IOCE's list discerns 52 low and middle-income countries in which an evaluation society is active (See annex). In four additional countries an evaluation society was identified in the course of the survey even though some of them are still in an incipient stage or in the process of getting organised (Argentina, Chile, Honduras, Uruguay). In 37 out of 56 countries evaluation societies participated (*country coverage rate is 66 percent*). In some countries more than one evaluation society exists and more than one NES participated in the survey, leading to 40 evaluation societies out of a total of 67 evaluation societies having participated in the survey (*response rate is 60 percent*).

The survey was placed online in March 2011 and was available in French and English. It was composed of questions on eight main topics: profile of the respondent, general characteristics of the organisation, resources, members, internal governance, recent changes for the evaluation society in the context of the new aid approach, goals, and training needs. To increase the response ratio, several individual emails were sent to the respondents to remind them of the survey and encourage them to participate.

In total 46 respondents participated in the survey. Two evaluation societies were excluded from the analysis and report for the following reasons: one evaluation society belonged to a high-income country, the other one was not yet organised according to the respondent. In four evaluation societies (Burkina Faso, Ethiopia, Kenya and Indonesia) two respondents filled in the questionnaire (*multiple respondents),* thus leaving us with 40 different evaluation societies. In three countries two different evaluation organisations *(multiple evaluation societies)* participated in the questionnaire

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[1]The authors would like to thank L. Inberg for useful comments and suggestions on the questionnaire and findings.
[2]A Poverty Reduction Strategy Paper (PRSP) is a country-based document which summarizes poverty diagnostics, poverty reduction strategies, actions and related targets, implementation strategies as well as monitoring and evaluation frameworks. The elaboration and approval of a country's PRSP is a condition for being granted debt relief or conditional lending from the World Bank and IMF.
[3]Red de Seguimiento, Evaluación y Sistematización de América Latina y el Caribe.
[4]African Evaluation Association

(Ghana, Uganda and Tanzania). The participating evaluation societies thus belong to 37 different countries.

As was mentioned above, in four countries (Ethiopia, Indonesia, Kenya and Burkina Faso) more than one respondent participated separately in the survey (*multiple respondents*). It was deemed better to provide a picture of the different organisations rather than of the respondents and thus multiple respondents' answers were 'merged' to provide one profile of the evaluation society. In most cases the answers of different respondents were the same or similar and sometimes the information from different respondents was complementary. When information was somewhat divergent, an attempt was made to triangulate with other data sources containing information on the evaluation society. If no such information was available 'an average' of both answers was taken as the final response.

The analysis of the survey data was done using SPSS. Given the descriptive nature of the report descriptive statistics, cross tabs and t-tests are the most commonly used statistics.

III.   FINDINGS & ANALYSIS

A.   Presentation of the participating Evaluation Societies

1.   Countries

In total 40 evaluation societies participated in the survey. The participating evaluation societies belong to 37 different low or middle-income countries: Argentina, Benin, Botswana, Brazil, Burkina Faso, Cameroon, Chile, Comoros, Democratic Republic of the Congo, Ethiopia, Georgia, Ghana, Guinea, Honduras, India, Indonesia, Ivory Coast, Kenya, Kyrgyz Republic, Madagascar, Malaysia, Mali, Mauritania, Morocco, Namibia, Nepal, Niger, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Africa, Tanzania, Uganda, Uruguay and Zambia.

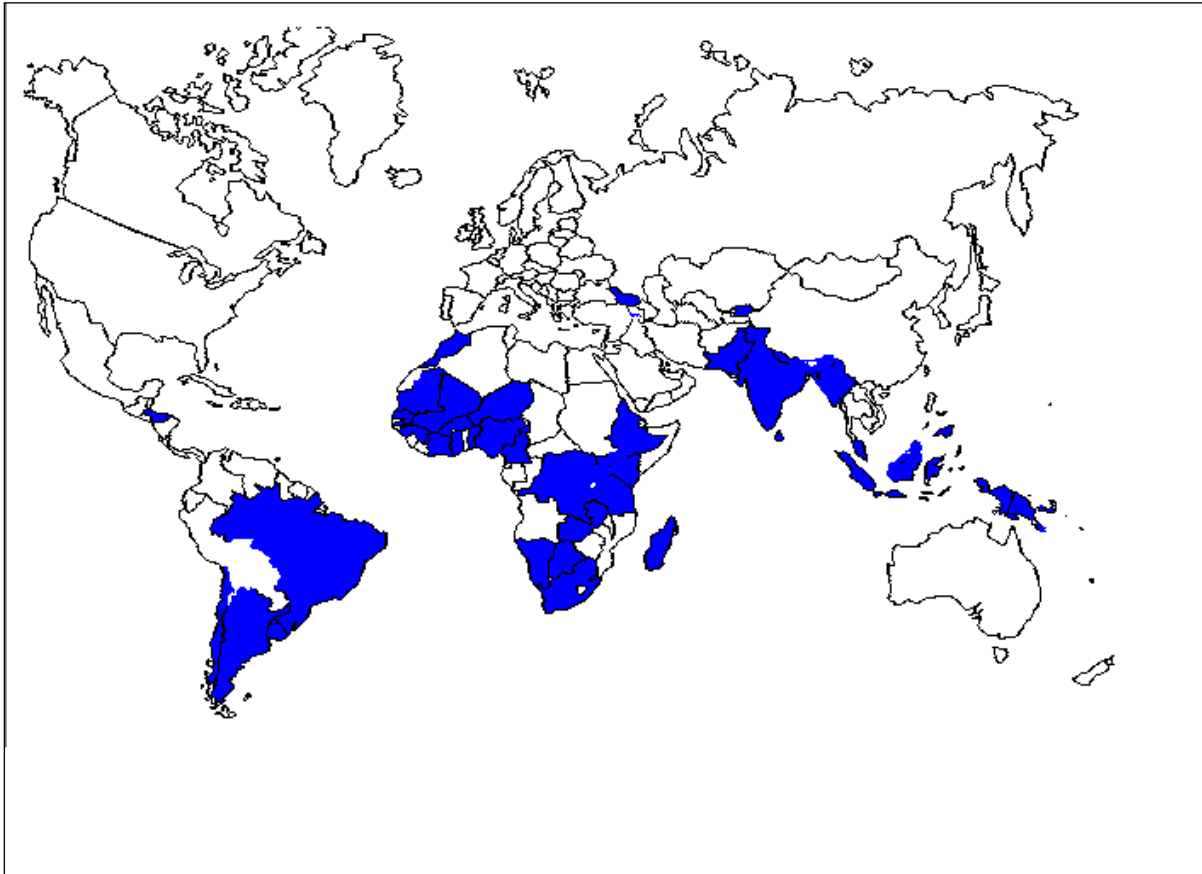**Figure 1: Map of participating countries**

Table 1: List of participating evaluation societies (countries in bold are PRSP countries)

Country	Name Evaluation Society	Abbreviation	N
Argentina	ReLAC ARGENTINA		1
Benin	Réseau Béninois de Suivi et Evaluation	ReBSEv	1
Botswana	Botswana Association Monitoring and Evaluation		1
Brazil	Agência Brasileira de Avaliação/ Rede Brasileira de Monitoramento e Avaliação		1
Burkina Faso	Réseau Burkinabè de Suivi-Evaluation	RéBuSE	2
Cameroon	Cameroon Development Evaluation Association	CaDEA	1
Chile	Red de Seguimiento, Evaluación y Sistematización de CHILE		1
Comoros	Association Comorienne de Suivi et Evaluation (ACSE)	ACSE	1
DRC	Association Congolaise pour le Suivi et l'évaluation		1
Ethiopia	Ethiopian Evaluation Association	EEvA	2
Georgia	Georgian Evaluation Society		1
Ghana	Ghana Evaluators Association		1
Ghana	Ghana Monitoring & Evaluation Forum		1
Guinea	Association Guinéenne des Evaluateurs		1
Honduras	Red Hondureña de Evaluación, seguimiento y sistematización		1
India	Development Evaluation Society of India	DESI	1
Indonesia	Indonesian Development Evaluation Community	INDEC	2
Ivory Coast	Reseau Ivoirien de Suivi et d'Evaluation/ Ivorian Network for Monitoring and Evaluation		1
Kenya	Evaluation Society of Kenya		2
Kyrgyz Republic	National Monitoring and Evaluation Network of the Kyrgyz Republic		1
Madagascar	Madagascar Association for Evaluation	MASSE	1
Mali	Association pour la Promotion de l'Evaluation au Mali	APEM	1
Malaysia	Malaysian Evaluation Society	MES	1
Mauritania	Association Mauritanienne de Suivi-Evaluation		1
Morocco	Association Marocaine de l'Evaluation		1
Namibia	Namibia Monitoring and Evaluation Association		1
Nepal	Evaluation Nepal		1
Niger	ReNSE	ReNSE	1
Nigeria	Monitoring & Evaluation Network Nigeria	MENN	1
Pakistan	Pakistan Evaluation Network		1
Philippines	Pilipinas Monitoring and Evaluation Society		1
Rwanda	Rwanda Evaluation Society/Societe d'Evaluation Rwandaise		1
Senegal	Réseau sénégalais de l'évaluation	SENEVAL	1
South Africa	South African Monitoring and Evaluation Association	SAMEA	1
Tanzania	Tanzania Evaluation Association	TANEA	1
Tanzania	Zanzibar monitoring and evaluation		1
Uganda	Northern Uganda Monitoring and Evaluation Network		1
Uganda	Uganda Evaluation Association		1
Uruguay	Red Uruguaya de Evaluadores (en formación)		1
Zambia	Zambia Evaluation Association		1

From those 37 countries, 24 countries are located in Africa, 8 in Asia and 5 in Central & Latin America. Differentiating between income categories shows that about half the countries in the survey are low-income countries (18). Moreover, 25 countries have embarked on a PRSP process, the majority of which are African (20 out of 25 countries) and low-income countries (18 out of 25). The distribution of the countries over the various classifications (income, regional and PRSP) is presented below in Table 2.

Table 2: Participating countries according to region and income category

		In which region is the evaluation society based?							
		Africa		Asia		Central & Latin America		Total	
To what income category does the country belong	LOW INCOME	16		2		0		18	
		PRSP	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*
		16	*0*	*2*	*0*	*0*	*0*	*18*	*0*
	LOWER MIDDLE INCOME	5		5		1		11	
		PRSP	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*
		4	*1*	*2*	*3*	*1*	*0*	*7*	*4*
	UPPER MIDDLE INCOME	3		1		4		8	
		PRSP	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*	*PRSP*	*Not PRSP*
		0	*3*	*0*	*1*	*0*	*4*	*0*	*8*
Total		24		8		5		37	

2.   Who answered the questionnaire?

Evaluation societies, like any organisation, are not homogeneous. They are composed of professionals from different sectors (government, civil society, academia, private sector, and others) with different functions and opinions. Because of the wide variety of evaluation society members it is important to take into account who actually fills in the questionnaire.

Let's therefore first have a look at the profile of the respondents of the study in order to take into account the different backgrounds of the respondents. Table 3 clearly shows a balanced picture of the sectors to which the respondents belong. The share of civil society, consultants, government and donor organisations are comparable in size (around twenty percent) and as such prevent a possible bias in the results to be presented.

Table 3: Respondents' profile

Sector of Employment	Frequency	Percentage
Academia	3	7,5
Civil society	8	20,0
Consultant	9	22,5
Donor agencies	5	12,5
Evaluation society	2	5,0
Government	7	17,5
International organisation	2	5,0
Multiple respondents	4	10,0
Total	40	100,0

B.   Profile of the Evaluation Societies

1.   Goals and activities

What is an evaluation society?

A formal definition of Evaluation societies is not easily available. The American Evaluation Association define themselves as

> "*an international professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluations. Evaluation involves assessing the strengths and weaknesses of programs, policies, personnel, products and organizations to improve their effectiveness*." (Source: Website American Evaluation Association)

Given that different evaluation societies have slightly different views on what their organisation's main mission and vision are, we have asked the evaluation societies to briefly explain what their organisational goals and main activities are.

a)   Goals

What are the main goals evaluation societies strive to accomplish? The main categories are drawn from all the goals listed by the various evaluation societies. The full list of goals mentioned by the evaluation societies is available in Annex 1.

BOX 1: EXAMPLES OF EVALUATION SOCIETIES' MAIN GOALS

"Give more spaces to rigorous program evaluation into the decision making processes involved in the design, implementation and management of public and private development interventions in the country, including economic and social policy measures".

"The purpose of the MENN is to provide a platform for interested individuals, organisations and institutions to share knowledge, opportunities, experience and other resources in M & E. It is also an opportunity to access professional consultants in Monitoring and Evaluation in Nigeria and Africa. In addition to being an informal medium to support capacity building, strengthening and dissemination of monitoring and evaluation information in Nigeria under a Network for Monitoring and Evaluation. MENN aims to assist in bringing together local and international evaluators and evaluation groups with interest in Nigeria and Africa. To learn together and create a platform for sharing information and making efforts to bridge the gap between demand and supply for evaluation capacity, utilization and institutionalization particularly in Nigeria. MENN is focused on supporting the development of evaluation theory and practice in Nigeria, Africa and internationally".

"Mainstream Evaluation within Government departments, NGOs, Private Sectors. To be an interface for Evaluators of the country to share their views and experience. To be a platform of connexion between Burkina Faso Evaluators and those of the world. Capacity Building of Evaluators in Burkina Faso Develop and maintain partnership with other Evaluation societies around the world."

"TANEA is an evaluation association of professionals committed to the continuous quality improvement of the monitoring and evaluation profession in Tanzania through the development, promotion and good ethics so as to ensure evaluation contributes positively to sustainable development among its objectives is to promote useful evaluations that support development in Tanzania, facilitate networking and information sharing on evaluation in Tanzania and other parts of the world and facilitate capacity building in professional monitoring and evaluation"

"The RISE constitutes a frame of promotion and cogitation of the Monitoring and Evaluation. The general objectives of the RISE are:
1.The promotion of the culture of Monitoring and Evaluation for the Development;
2. The strengthening of the national capacities and the promotion of leading role in Monitoring and Evaluation;
3. The harmonization of norms and professional practices in Monitoring and Evaluation."

"The general goal of the Zambia Evaluation Association is to develop evaluation as a profession and to promote the highest levels of professionalism. Specific objectives include:
1.To develop capacity in the country for good M&E practices and processes;
2. To develop programmes to guide evaluation practices;
3. To provide information to interested parties about new developments in the field; and,
4. To link members and associations with similar evaluation interest".

14

b) *Activities*

Evaluation societies undertake many activities to work toward achieving their goals. From all the core activities mentioned by the different evaluation societies the following main categories can be distinguished (BOX 2). A full list of the mentioned activities is available in Annex 2.

BOX 2 : EXAMPLES OF EVALUATION SOCIETIES' ACTIVITIES

Education/ training/capacity building

- *Organize lectures, seminars and workshops for the members and non-members as well;*
- *Organize small niche training for local NGO & CS as a group to promote evaluation*
- *Develop educational programs in cooperation with the local and foreign educational institutions*

Research

- *To undertake research and to support national institutions in the planning and development of monitoring and evaluation systems.*
- *Publish an evaluation magazine, print or electronic materials; search, systematize and disseminate publications of foreign Associations, working in this field.*
-

Policy Advisory Work

- *Help in designing the M&E system as well as evaluating projects both for local and international institutions.*
- *Build capacities of local government staff in ensuring high-quality RBM as a means to improving development effectiveness*

Advocacy

- *Develop and advocate evaluation policies, legislative and regulatory acts in the field of evaluation and monitoring; promote enactment or adoption of these acts;*
- *Active participation in the process of development, advocacy and implementation of good practice and international standards in development evaluation, in liaison with other interested organizations.*
- *Communications with policy makers and government officials (joint meetings, conferences...)*
- *Develop and launch the communication strategy with the authorities, private sector, media, citizens or scientific-educational institutions;*

Stimulate evaluation culture

- *Active participation in the process of development, advocacy and implementation of good practice and international standards in development evaluation, in liaison with other interested organizations.*
- *to initiate debates on issues related to monitoring and evaluation;*
- *Advocacy for more rigorous evaluations of development programs and use of their results in development policy making among development decision makers in the country;*
- *Reaching out to people, communities, sectors, organizations and entities for the furtherance of evaluation cause.*
- *Develop and institutionalize Evaluators' Code of Ethics;*
- *Stimulating demand for measureable results (data) through improved feedback*

Defend the interest of evaluators as professionals

- *Helping the professional advancement of members*
- *Dissemination of information of professional interest to national evaluators;*
- *Organising local members and stakeholder meetings*
- *Resource mobilisation*

Networking

- *Provide a forum for networking.*
- *Maintenance of a platform for discourses on development and evaluation through conferences and dedicated workshops*
- *Communication (correspondence with members, development of website and administration of e-platform among others)*
- *Participate in other international similar networks and forums.*
- *Outreach and publicity(including recruitment of new members and forging stakeholder strategic partnerships)*

2.   Age

When reviewing the profile of evaluation societies, a first remarkable finding is that most evaluation societies are very young organisations. Some of the responding evaluation societies have not yet taken off completely (Uruguay, Nepal, Namibia).

The bar chart in figure 2 clearly shows that evaluation societies are a fairly new phenomenon. The oldest evaluation societies (in our survey) date from 1995 (the Malaysian Evaluation Society) and 1997 (Ghana Evaluators Association). On average evaluation societies are about five and a half years old (median age: five years). From 2004 onwards more evaluation societies were created. One possible explanation is that the establishment of international platforms such as AfrEa in 1999 and, more importantly, IOCE in 2003 stimulated the creation of national evaluation societies (Segone and Ocampo, 2006). An alternative explanation might be that in the realm of the Paris Declaration, some bilateral donors as well as multilateral organisations (such as UNICEF) started to give more attention to the establishment and use of country-led M&E systems.

No significant difference in average age was found between evaluation societies from Sub-Saharan Africa or from low-income countries compared to other countries.

Figure 2: Age of the evaluation societies
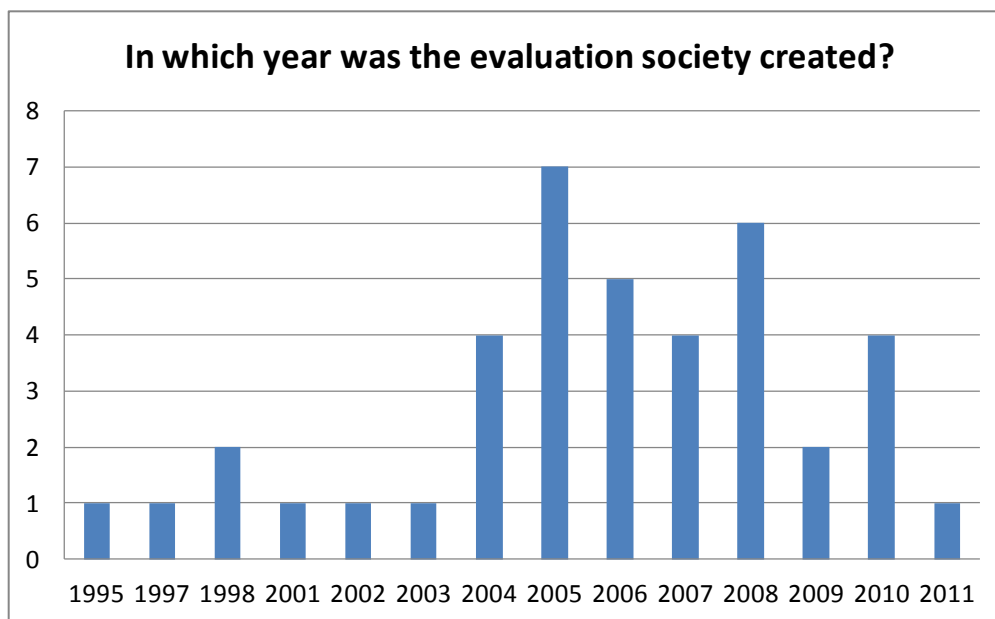
Given the fact that evaluation societies are still relatively new actors in the M&E landscape, there might be implications in terms of their degree of professionalization and institutionalisation. In order to get some insights into this issue, the next section focuses amongst others on the financial and human resources which NES have at their disposal as well as their internal governance structure.

3.   Resources

In terms of financial and human resources available to evaluation societies important differences exist but, overall, NES in low and middle-income countries are operating with very limited financial means.

Figure 3 gives an overview of paid staff available (full and part-time) to evaluation societies. The chart clearly shows that an overwhelming 75 percent of all evaluation societies do not have any paid staff at their disposal. Those evaluation societies that do have some paid employees generally have less than five employees at their disposal. Only one evaluation society (Georgia) has more than five full-time employees.

Figure 3: Personnel of evaluation societies
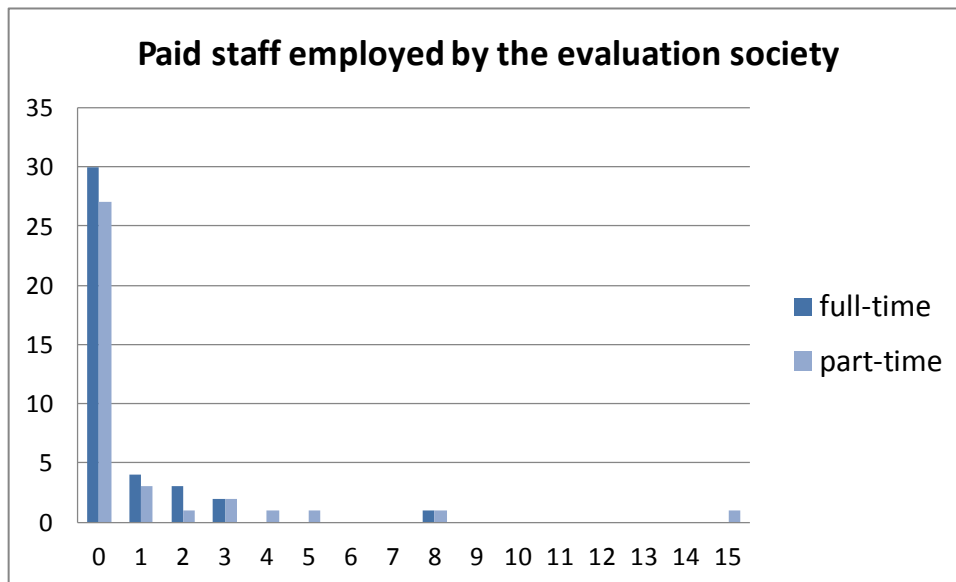
Evaluation societies thus mainly rely on the voluntary input of committed professionals working in M&E-related functions within government, CSOs or consultancy firms for the functioning of their organisation. Figure 4 depicts the number of volunteers that work for the evaluation society. Seventy percent of the evaluation societies can count on the input of between 1 and 10 volunteers, while about 20 percent has a more extensive volunteer network.

Figure 4 : Volunteers in evaluation societies

Volunteers in evaluation societies
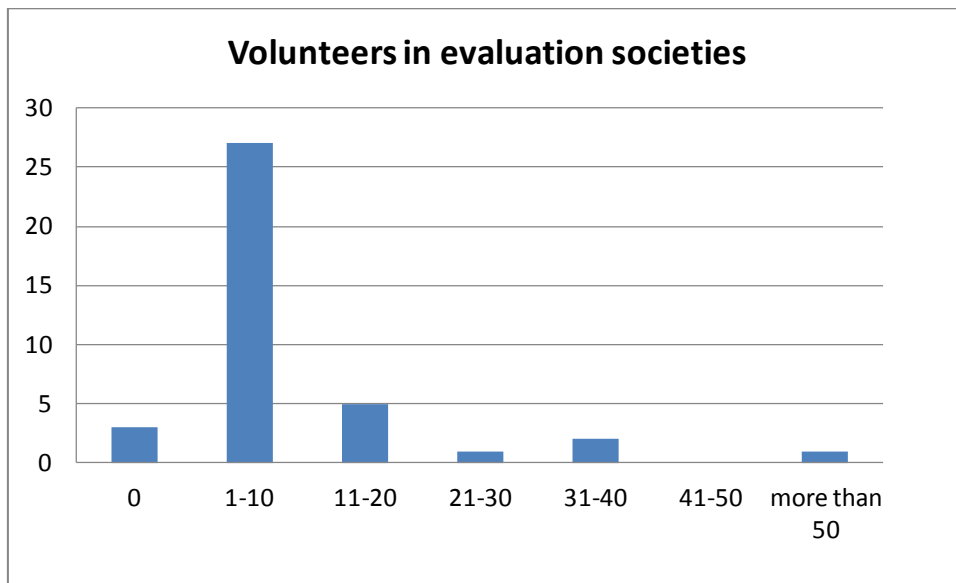
Reviewing the data on paid staff and volunteer input for evaluation societies we can conclude that, in most cases, evaluation societies are being sustained by the voluntary input of a small group of professionals.

The limited number of paid staff available to evaluation societies is clearly a reflection of the fact that most evaluation societies have very limited budgets. Chart 5 shows the financial resources available to evaluation societies. Some forty percent of the evaluation societies have no financial means at their disposal. Of the other sixty percent that do dispose of financial means, about half has less than 10.000 U.S. Dollars at their disposal.

Figure 5 : Financial resources available to evaluation societies
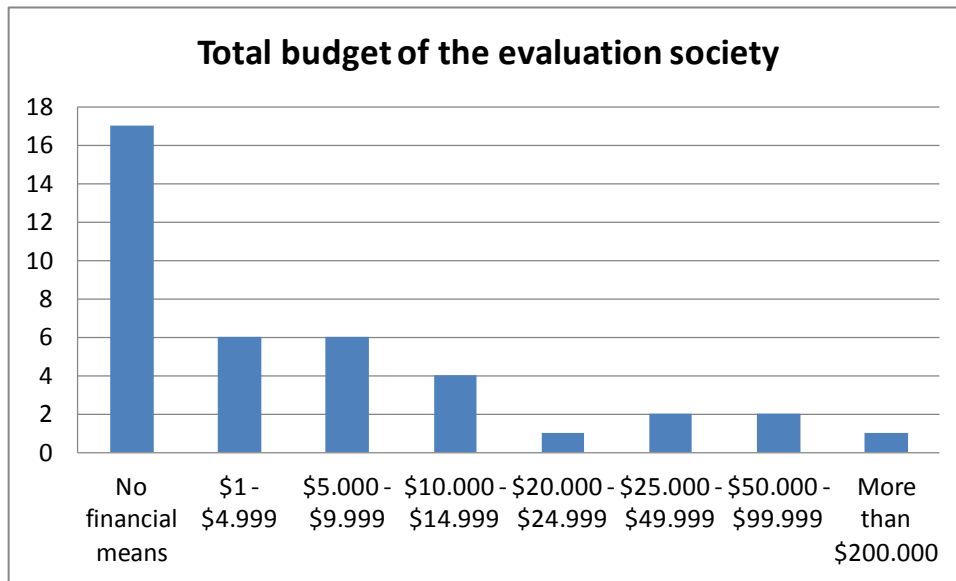
Interestingly, T-tests show no significant differences in the availability of financial resources when differentiating between different income category countries or between different regions. Similarly, evaluation societies in PRSP countries are not significantly better resourced than in non-PRSP countries.

Figure 6 and 7: of the evaluation societies according to income category / region
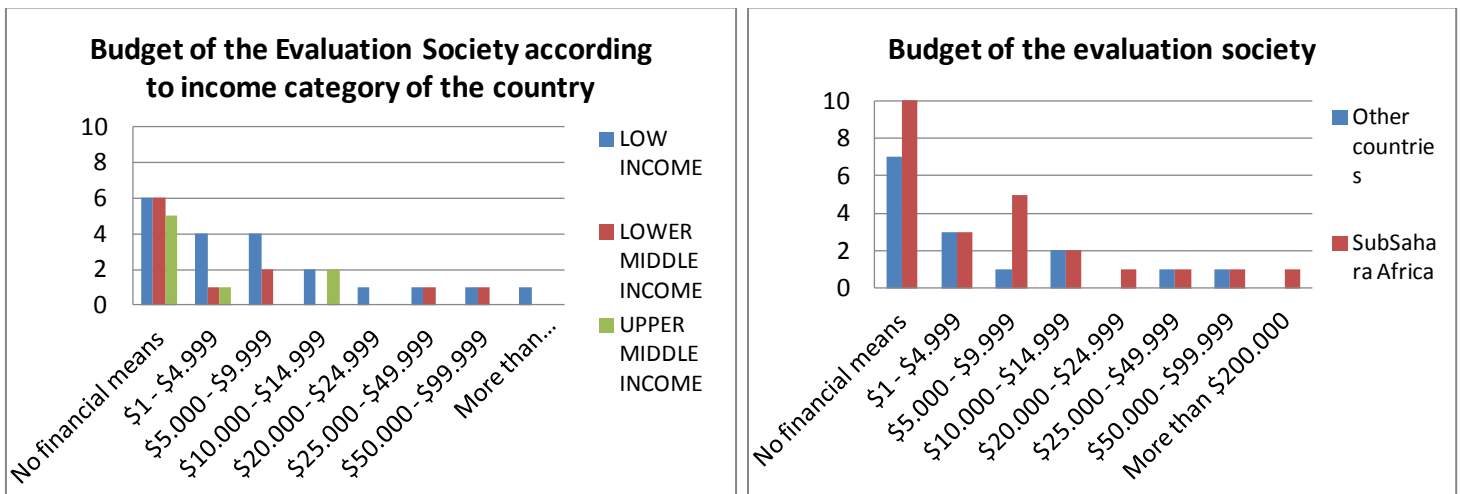
Figure 8 below shows that the often uttered critique that civil society organisations in developing countries are '*donor bred and fed*' does not seem to apply to evaluation societies as they mostly rely on membership fees as their main source of income. In terms of the sustainability of financial resources the dependency on membership contributions is a good strategy. Nevertheless the second most important source of income is still funding provided by international donors. A significant difference is found between the average amount of financial resources available to evaluation

societies that are being financed by donors compared to those that are financed through other channels. This means that NES that are funded by donors are significantly wealthier than other NES.

Figure 8: Origin of financial resources
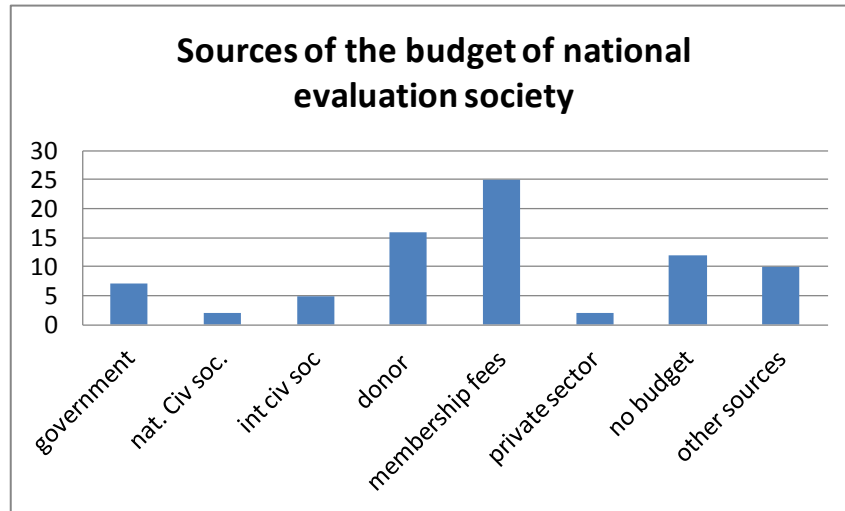
Given the importance international donors attach to M&E -and by extension M&E actors-, especially in the context of the Paris Declaration, we would expect that NES in PRSP countries receive more (financial) support from international donors than those in non-PRSP countries[5]. The data from the survey proves otherwise. There is no significant differrence between an evaluation society in a PRSP country and in a non-PRSP country in terms of being financially supported by international donors.

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[5] Although there could be a likely spill-over effect of donors that are advocating the core principles of the new aid approach in countries that are not formally involved in a PRSP process.

4.   Members

Evaluation societies can have both individual (a researcher, consultant, Member of Parliament, bureaucrat ...) and organisational members (e.g. universities, think tanks, NGO's, ...). Most evaluation societies have both.

The number of individual members varies from 0 to some 1300 members (*Brazilian Evaluation Agency*). The number of organisations that are an official member of the evaluation society is logically more limited with about 45 organisational members (*Réseau Nigérien de Suivi- Evaluation*) being the highest number of organisational members. Almost half of the evaluation societies (N = 17) do not have any organisational members.

Figure 9: Individual and Organisational Members of Evaluation Societies
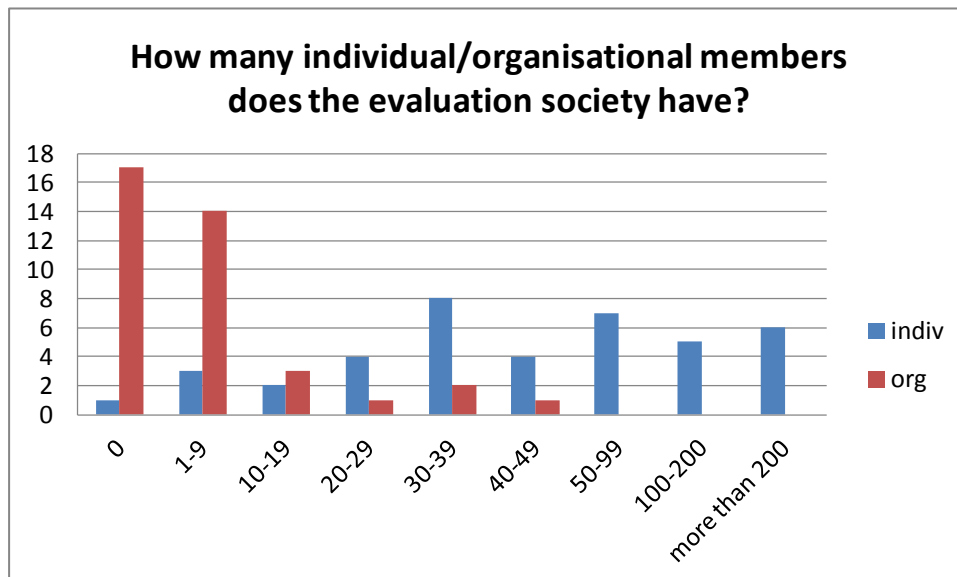
Typical for an evaluation society -and what makes it so interesting- is that it brings together persons/ organisations from many different sectors with one thing in common, namely their interest in monitoring and particularly evaluation. This diversity stands out when identifying the different sectors to which evaluation society members belong.

Figure 10: Membership of evaluation societies according to sectors
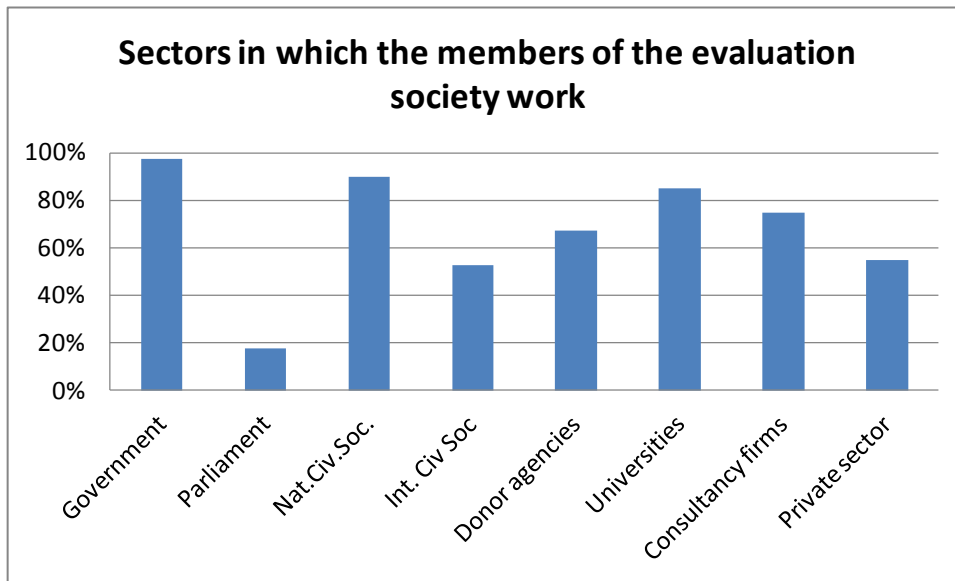
Almost all evaluation societies (95 percent) have members from government. Professionals from national civil society organisation and university staff is also represented among the members in more than 80 percent of the evaluation societies. Additionally consultants, donor agencies, international civil society and private sector are also active members in most evaluation societies. Only members of Parliament are relatively absent from evaluation societies.

The bar chart however only shows what sectors are active in evaluation societies but does not reveal anything about the relative share a sector takes up in an evaluation society. One could imagine that if an evaluation society has 40 members and about 35 of them are government officials, the composition would affect the internal dynamics differently than if there was a more balanced mix of different sectors active in the NES. The survey probed the respondents to indicate the relative strength of the various sectors in the membership of the evaluation society, however the data is very difficult to compare.

Figure 11: share of different sectors in the membership of NES

Share of the different sectors in Evaluation Society's membership
(10 = biggest group among members/ 0= smallest sector among members)
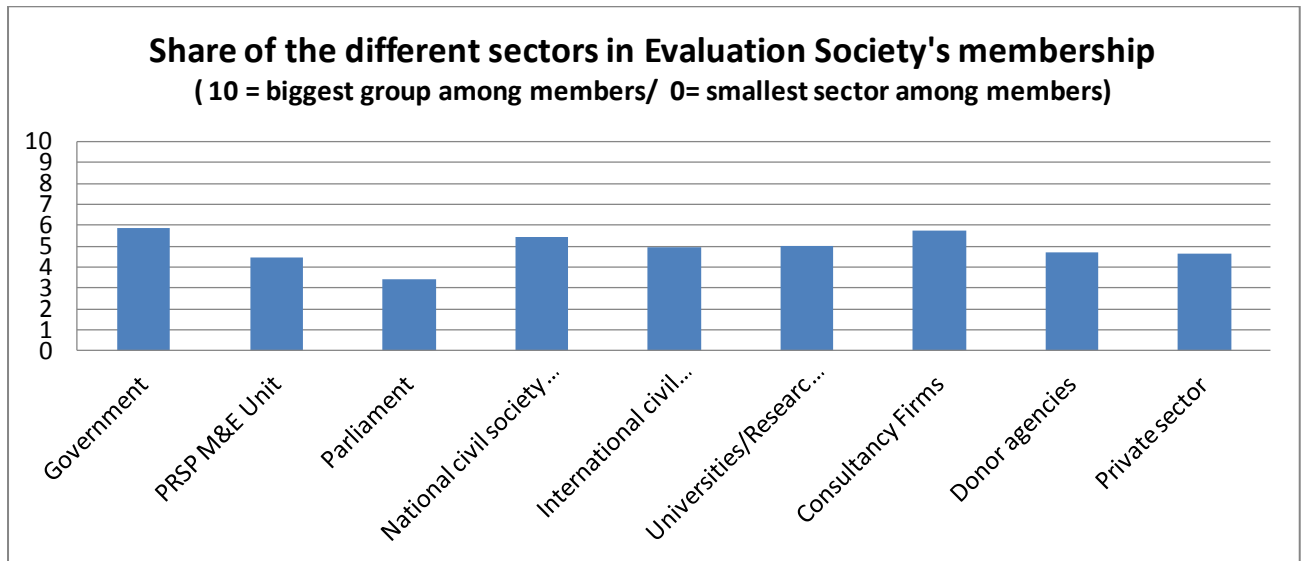
Figure 11 shows the relative share of the different sectors within the evaluation societies' membership. Respondents were asked to rank the different sectors based upon the number of members of this sector that are active in their evaluation society. The figure shows the average rank reported by the respondents, with 10 representing the biggest sector among the members in the evaluation sector and a lower score indicating that there are fewer members from this sector. Although necessary caution is warranted[6] when interpreting these results, they do seem to confirm the same pattern that was found when looking at absolute strength of sectors in the evaluation membership: most members of evaluation societies seem to work in the government sector, civil society or consultancy firms. Parliament is the least represented sector among the members from evaluation societies.

In conclusion, 95 percent of the evaluation societies have at least one member from government active among their members. Moreover, government, civil society and consultancy firms seem to be the largest sectors among their membership (*share of membership*).

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[6] There is quite some missing data on this question (N missing data ranges from 5 to 20 per category) and there seems to be quite some variation in the way different respondents use the 1-10 ranking scale.

5.   Internal governance

A next issue of interest is to get some insight into how the evaluation society is governed**.** Even though transparant, democratic internal governance principles are often advocated by M&E actors, in practice, their actual implementation may prove to be very difficult especially for organisations that lack resources, staff, time, and institutionalised organisation structures among others.

Almost half of the evaluation societies organise a meeting more than twice a year, which is quite regularly considering the limited resources available. On the other hand, three incipient evaluation societies (Nepal, Uruguay, Namibia) have not yet convened so far. The information below highlights that, in spite of the fact that (effective) meetings do not take place often, members use other ways to communicate with each other.

Figure 12: Frequency of meetings of the evaluation societies
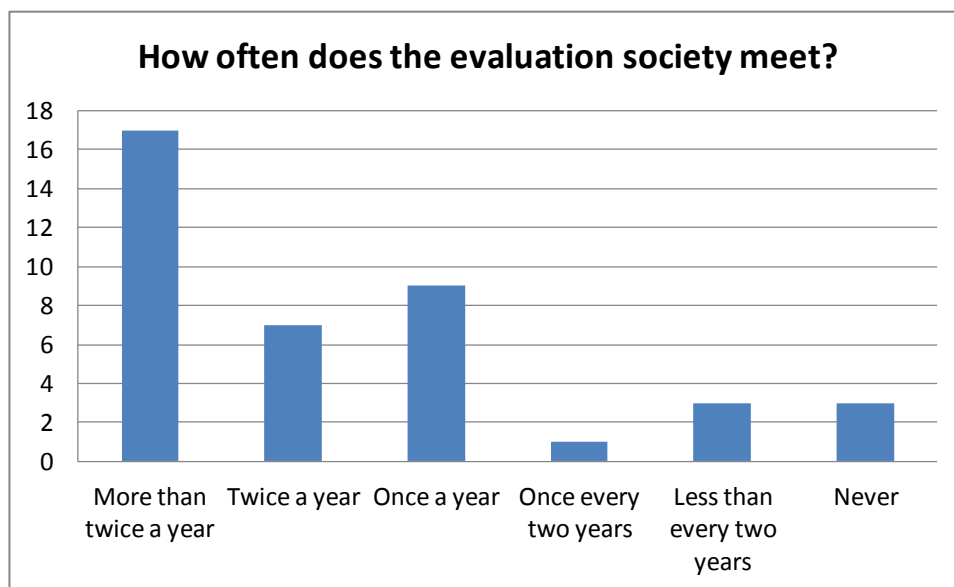
80 percent of all evaluation societies are governed by a board or council. The president of the evaluation society is elected in about seventy percent of the cases. Regarding communication, 53 percent of the evaluation societies mention that they have an operational website (list of websites in Annex). The others have indicated that a webpage is under construction or will be built in the near future. Websites are thus quite commonly used for internal and external communication. Other means of internal/external communication mentioned by NES are yahoo groups, listservs, online discussion fora, and others.

C.   Increased importance of M&E

As previously mentioned in the preface, the initial interest for this research was sparked off by the observation that the Paris/Accra/Busan agenda and discourse are attributing a pivotal role to monitoring and evaluation. However, in practice, we find that evaluation societies, which are an important national actor in the M&E arena, have so far largely been overlooked by many development actors. Therefore this survey probed whether evaluation societies themselves had noticed any changes in importance attributed to evaluation societies since the beginning of the 'new aid paradigm' and whether the increased interest also translated into real changes (funds or influence) for evaluation societies themselves[7].

Figure 13 depicts the results of the survey with regard to the importance attributed to M&E by both donors and national governments, differentiating between the interest donors/governments have for evaluation societies and, on the other hand, the actual funds made available to support evaluation societies. The results seem to confirm the idea that donors and governments are mostly paying lip service to supporting evaluation societies.

Figure 13: Increased Importance of Monitoring and Evaluation

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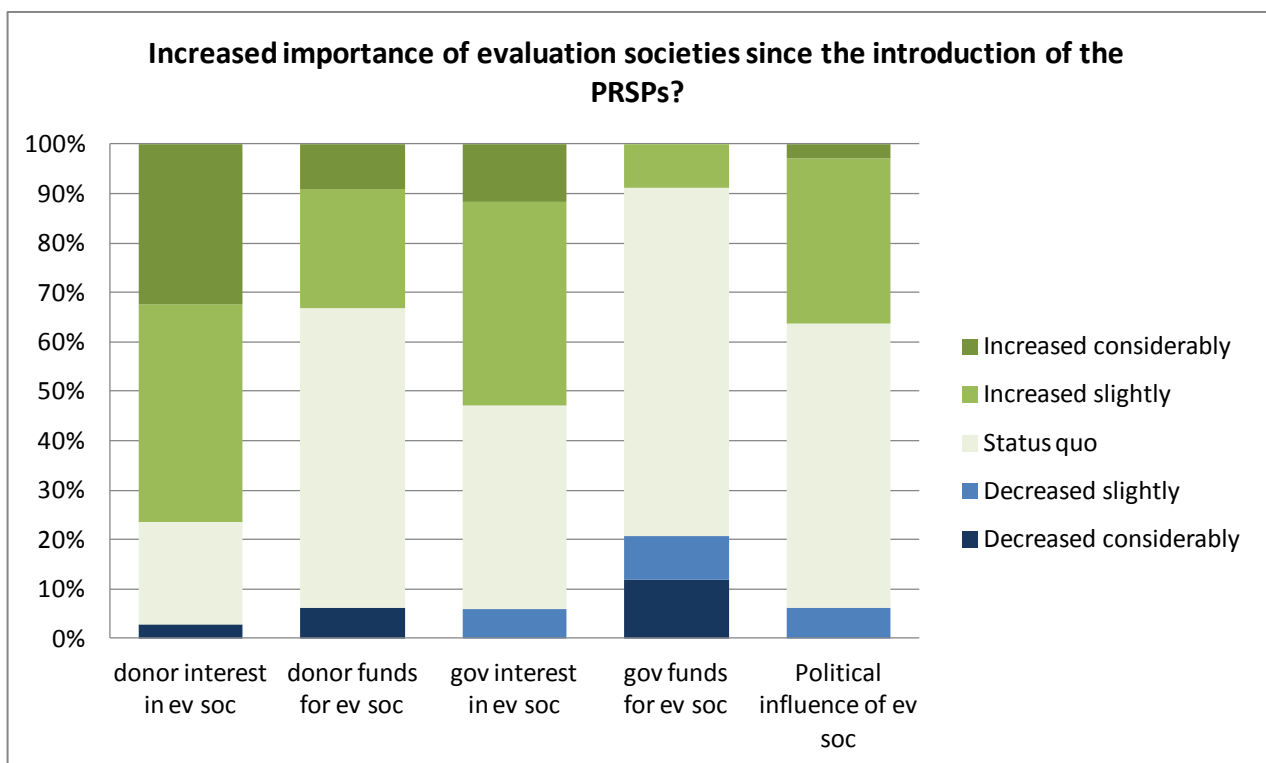
[7] Twelve countries in our sample are non- PRSP countries. Seven NES indicated that the questions regarding the increased importance of NES since the introduction of the PRSPs (figure 13) were not applicable to them. Five NES thus responded to these questions even though they are not active in a PRSP setting. However, given that the principles and practice of the new aid approach could extend beyond the PRSP countries, these NES' answers are included in the results.

Both donor and government <u>interest</u> in evaluation societies is perceived to have increased over the last five years, though this increase was higher for donors (with about 75 percent of NES perceiving an increase) than for governments (53 percent). When it comes to <u>committing funds</u>[8], the percentage of evaluation societies that have noticed an increase in funds by donors (33 percent) and by government (9 percent) is much lower.

Overall, these results confirm what some of the evaluation societies also mentioned in the survey namely that they feel donors and governments mainly pay lip service to the idea of strengthening evaluation societies so that NES can take up a more active role in strengthening M&E systems. In practice, in terms of increased funds, most evaluation societies feel that the funds and political influence do not match the increased attention.

> *"We felt somewhat abandoned by other actors in the field and here you offer a survey which looks into the heart of what we are supposed to do.(…)"*

> *"For a long time Evaluation Societies have been largely 'voluntary organisations' with the 'gods of development' paying only lip service to their strengthening (…)"*

Given the importance that the Paris/Accra/Busan agenda attributes to M&E, countries that are in the process of developing/ implementing a PRSP and as such immersed in the new aid approach should experience the changes in donor discourse and practice first hand. It could therefore be hypothesised that in PRSP countries the interest and funds for evaluation societies, being an important actor in the national M&E landscape, increased more than in non-PRSP countries. However, a t-test showed that there was no significant difference between PRSP and non-PRSP countries for any of the variables presented in figure 13 (interest/funds of donor/government & political influence). Additionally, the analysis also found no significant difference when differentiating between income based groups (*low/ lower middle/ upper middle income groups*) or between regions (*Africa/ Asia/ Central & Latin America*).

Why is there no significant difference between PRSP and non-PRSP countries with respect to the interest/ funds and influence attributed to evaluation societies? A number of possible explanations come to mind. The most plausible explanation points to the failure of donors to translate their discourse around the importance of M&E within the new aid approach in practice. Said differently, the discourse is not translated into increased interest or funds, at least not for evaluation societies. This is somehow in line with findings from an earlier OECD/DAC study on bilateral donors' evaluation departments which highlighted that most bilateral donors acknowledge the importance of national M&E even to the extent that bilateral donors' evaluation departments have 'strengthening of national M&E' in their mandates but most of them do not know how to effectively put this into practice (see Liverani and Lundgren, 2007). A second explanation is that national evaluation societies are not sufficiently on the international donor radar yet. A third explanation could be that donors do

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[8] It is important to point out that some donors use other instruments, besides the donation of funds, to support evaluation societies (e.g. through use of free facilities, infrastructure, …)

in fact support evaluation societies in PRSP countries more than in other countries, however they use other instruments to do so (e.g. scholarships to individual evaluators, providing infrastructure free of charge, among others*). Last, there could be a sort of donor spill-over effect, meaning that principles and practices linked to the PRSP process and the new aid approach are internalised by donors and therefore also applied in other non-PRSP countries, thus rendering the difference between evaluation societies in PRSP and non-PRSP countries negligible.

D.   Evaluation Societies' contribution to the strengthening of national M&E

In section B.1 the goals and activities of evaluation societies were presented. The goals pursued by evaluation societies can be covered by the following six broad goals:

1. *Stimulate **networking** among various actors involved in monitoring and evaluation (Government, Civil Society, Donors and Academia)*

2. *Strengthen the **evaluation capacity of evaluation society members** (in terms of evaluation practices and methods)*

3. *Increase **evaluation activities and practices***

4. *Stimulate the **use/influence of policy/programme evaluation***

5. *Increase **government accountability** towards its citizens*

6. *Improve the **PRSP Monitoring and Evaluation** system*

For each of these goals this survey explores

A.   Whether evaluation societies feel that there have been some <u>improvements</u> with regard to this issue over the last five years

B.   Whether evaluation societies think <u>their organisations have been able to meaningfully contribute to realising that specific goal</u> and if so how they did it?

C.   What the <u>most important impediments</u> were in trying to contribute to the realisation of that specific goal.

1.   Changes over time

When asked whether any changes had occurred (compared to five years ago) with regard to the six specified goals, evaluation societies seem to report improvement on most of the goals that were presented. Figure 14 shows that for all six goals the majority of evaluation societies find that there has been at least a slight increase or improvement. Forty percent of the respondents find *evaluation activities and practices* to have increased considerably over the last five years, while another forty percent considers them to have slightly increased. Similarly seventy percent of the respondents perceive an increase in *the evaluation capacity of the NES' members*. Another point of improvement (increased slightly + considerably) is the *networking among M&E actors*, which was reported by sixty percent of the respondents.

Figure 14: Changes in the realisation of the six main goals of NES
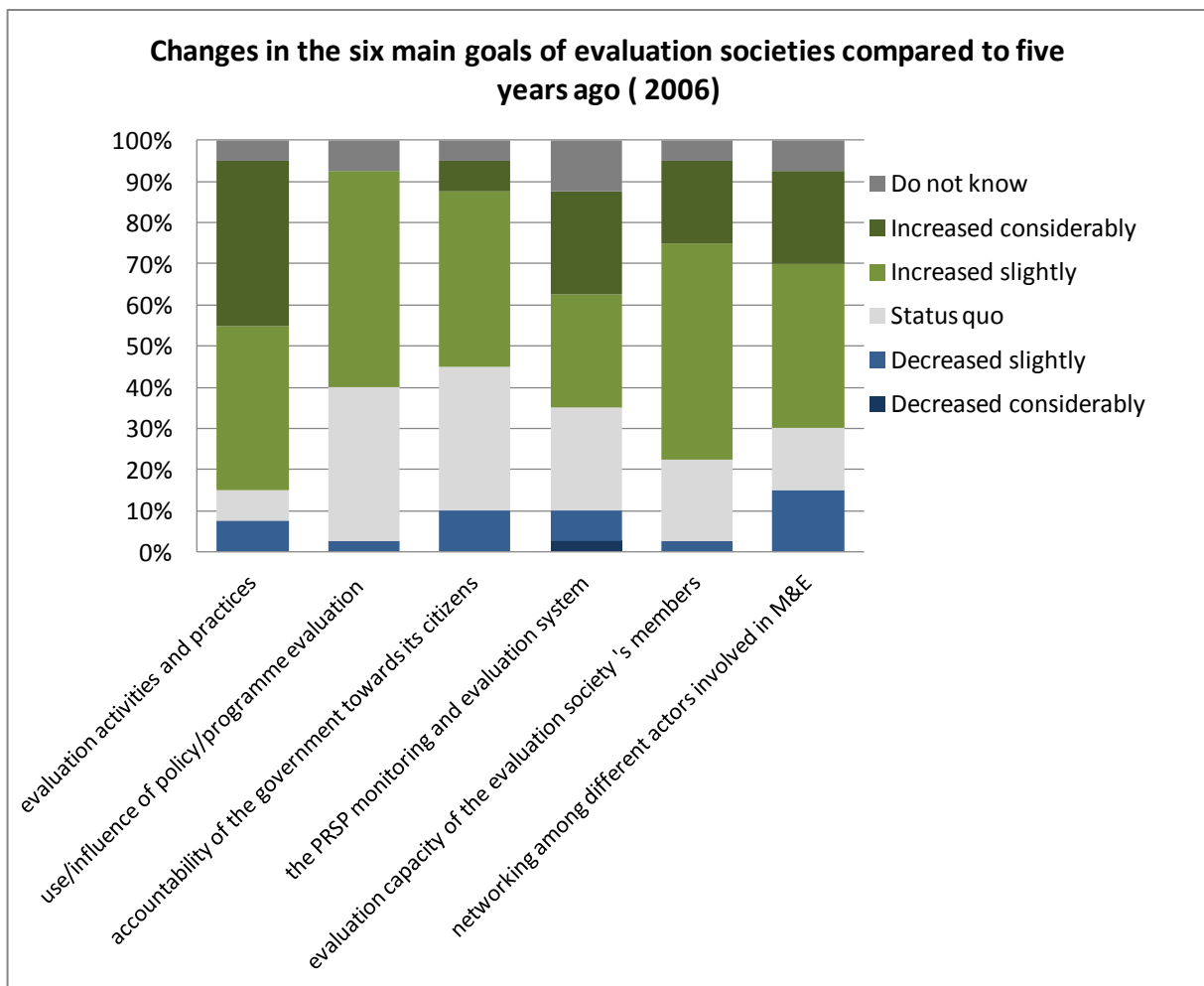
The results are slightly less optimistic regarding the *increase of accountability of the government towards its citizens, the improvement of the PRSP M&E system* and the *use/influence of policy/ programme evaluation.* The percentage of respondents that reported a status quo for one of those

specific objectives ranged from almost 40 percent (*use/influence of evaluation)* to 25 percent (*strengthening PRSP M&E system).*

These goals are of course quite broad and many different types of M&E actors can contribute to them. Have the evaluation societies themselves been able to contribute to the realization of the aforementioned goals? And if so how have they contributed? These questions will be dealt with in more detail in section 2 of this chapter.

The bar chart in figure 15 below clearly shows that evaluation societies perceive their contribution to *stimulating networking among M&E actors* as substantial. *Increasing evaluation activities and practices* as well as *improving the evaluation capacity of their members*, on the other hand, are goals to which evaluation societies believe they have not (yet) been able to contribute very much.

Figure 15: Contribution of evaluation societies to the six goals
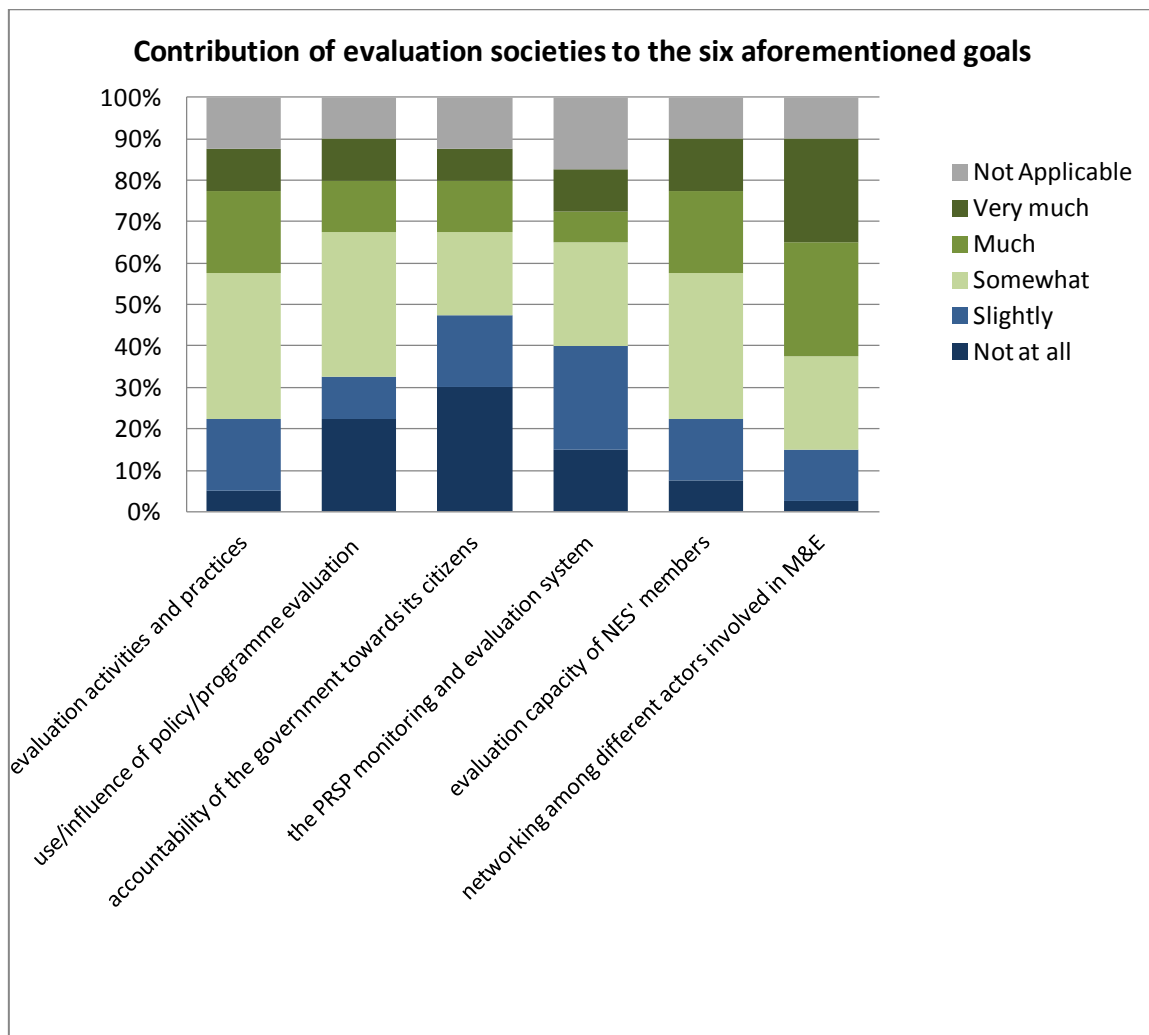
At the other end of the scale we find that about thirty percent of all respondents feel that their evaluation society has not been able to contribute in any way to *increasing the accountability of government towards its citizens*. *Increasing the use/influence of evaluation* and *strengthening the PRSP M&E system* are also relatively weak in terms of goals where NES feel they have contributed.

2. Contributions by evaluation societies

In what ways have evaluation societies been able to contribute to the specified objectives? This question will be answered for each of the six goals separately.

a)   Stimulating networks among various actors involved in M&E

Both the bar chart and the description of the individual contributions of the evaluation societies (BOX 3) show that stimulating networks among M&E actors is a goal that is actively being pursued by evaluation societies. Only one NES does not engage in any activity stimulating networks among M&E actors while four NES consider this goal as non applicable to their organisation. The other organisations are very active with regard to this particular objective.

Figure 16: NES' contribution to stimulating networks among M&E actors
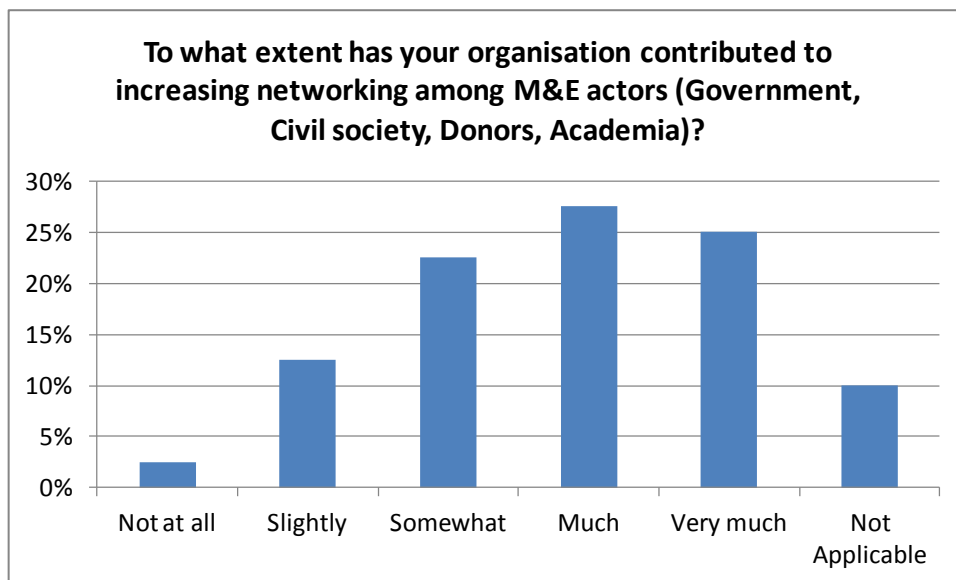
Reviewing the ways through which evaluation societies stimulate networks (BOX 3), the importance of internet (yahoo groups, listserv, online discussions, ...) is clear. Further, organising seminars, trainings or meetings and inviting a variety of actors (own members, policy makers, members of Parliament ...) are often used techniques to bring people together and facilitate exchanges among M&E actors.

BOX 3: HOW HAS YOUR NES CONTRIBUTED TO STIMULATING NETWORKS AMONG VARIOUS ACTORS INVOLVED IN M&E?

- *A discussion was established in yahoo groups to connect the members and spark exchanges.*
- *Advisory role to regional networks and formation of similar societies*
- *Providing forums for networking and discussion of ideas including publications, seminars, workshops and conferences.*
- *By inviting policy makers to our workshops.*
- *By organising one or two days of Evaluation in Burkina, during which meetings actors from different professional background meet together to discuss ideas, current thinking and their experiences on Evaluation.*
- *By organising workshop restitution or Afrea conference*
- *During the serialized sessions, open invitations are extended through the working group emails to all partners in the region to attend*
- *Frequent gathering of evaluators from various organizations and the Mini-Symposiums every two years*
- *INDEC conducts regular/periodic workshops/seminars/discussions and invite various source persons from Government, Universities and also among members themselves*
- *In Feb 2010,ESK in partnership with the Government's national monitoring & evaluations system brought together M&E practitioners from across the sectors namely; government, NGOs, donor representatives consultants and academia*
- *The membership on the list serve have been linking individually and institutionally to share resources on M&E. There could have been some joints actions emerging from the relationships the platform has provided but we have no evidence of such results.*
- *We organised the first edition of 'the Moroccan Week of Evaluation' in the month October 2010. This activity has brought together more than 150 persons. We have elaborated a database where everyone interested in M&E has been incorporated. A group email allows us to share all information on M&E.*
- *Our email distribution list is growing, in terms of subscription. It brings together many people from different kind of actors who are interested in M&E*
- *PARTICIPATING IN CONCLAVES AND NATIONAL AND INTERNATIONAL MEETS.*
- *The Ombudsman office we have a informatics system for planning, monitoring and evaluation called SIPME who is one of the best experiences among many offices in Bolivia who accomplish evaluation capacity. We also share our experiences to many ministries regarding evaluation and programming issues.*
- *Through extensive use of internet, the members of Pakistan Evaluation Network are in constant contact within professional circles and taking part in various debates. Bringing local NGOs and donor / UN organizations closer. This is besides the physical contact through organizing events. Sharing of information and literature among various actors is common. There is a sense of togetherness.*
- *I think now the communities trust the evaluation networks and societies in sharing information and using them as a medium to take their point of view to the policy makers and donors.*
- *We conduct awareness building meetings, invite various actors involved in MandE to conferences and events organized by the society*

b)   *Strengthening the evaluation capacity of the NES' members.*

The results show that most NES find that they have indeed contributed to some extent to improving the evaluation capacity of their members, albeit to a lesser degree than they have contributed to stimulating networks. Thirty-five percent of all respondents indicated that their NES has managed to contribute somewhat to strengthening the evaluation capacities, with only eight percent not having contributed at all.

Figure 17: Contribution to strengthening evaluation capacity
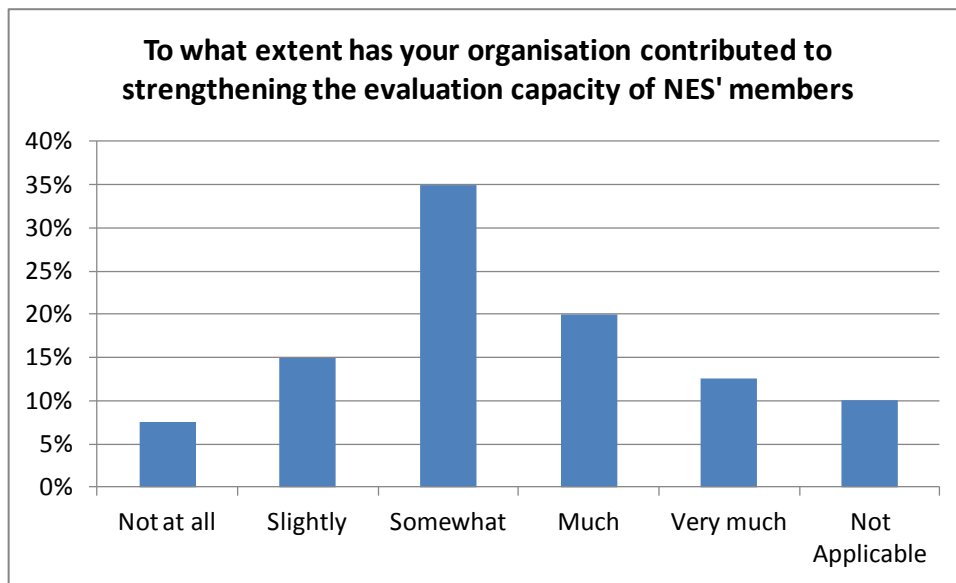
BOX 4 presents the ways in which the NES have tried to strengthen evaluation skills. Unsurprisingly, organising trainings for their members is one of the most recurrent answers. Evaluation societies themselves organise trainings or they can encourage or even sponsor members to attend existing external training opportunities. Similarly internet, websites and electronic platforms are often used to facilitate the exchange of information, training resources on M&E, and research results among others.

BOX 4: HOW HAS YOUR ORGANISATION CONTRIBUTED TO STRENGTHENING THE EVALUATION CAPACITY OF ITS MEMBERS?

- *MES hosts regular forums to discuss topics related to monitoring and evaluation, managing for development results and other related contemporary issues which provide an opportunity for participants to discuss and interact with industry experts, academia and practitioners. Forum speakers are both local and international. In the past years the joint forums have been undertaken in collaboration with the Ministry of Finance. Forums are usually held several times in the year focusing on specific topics such as Cost Benefit Analysis, Policy Analysis, Data Management and Analysis, and others. To stay updated about future forums as well as other related activities please visit the website from time to time to view the listing of forums By setting up the thematic group. But those group activities have to be implemented*
- *Capacity building, training, seminars*
- *Conducting monthly mini-workshops on key evaluation topics & supporting one another in their routine tasks (official); sharing of relevant technical materials*
- *Making available a roster of evaluators of the country and the region*
- *Mini-symposium + Training by experts+ sending members to AfrEA conferences*
- *Networking, capacity building, literature translation and publishing*
- *Our evaluation society has organised the 'Senegalese days of evaluation' which were an important moment for strengthening capacities through different training sessions.*
- *Once a year we organise training sessions on the methodology and practice of evaluation for our members. The members have to pay a fee.*
- *mentoring young evaluators.*
- *Sharing M&E materials, research findings, seconding them to trainings and short courses Sharing of resources*
- *The members float ideas and brain storm while preparing monitoring and evaluation proposals in their own sphere of work, share reports and lessons learned to be used generally. There is no hesitation among the members to come up with a problem and ask peers to suggest a solution or share similar experience. It is extremely useful.*
- *Through an interactive e-platform, members are able to interact and share experiences and knowledge. Holding face to face meetings and sharing ideas on how ESK can contribute towards the strengthening of the Evaluation function in the country(which is still relatively weak)*
- *We will make all the government agencies' monitoring division and units chief as the members of this society. At the same time all the academia and development practitioners will also join the society eventually so that the policy makers, development workers and academia will sit in one plat form to discuss the evaluation issues of the country.*
- *With CES offers a credentialing programme for professional evaluators*

c)   Increasing evaluation activities and practices in your country

A third goal that evaluation societies could aspire to achieve is the promotion of evaluation activities and practices in their country. 13 percent of the NES did not attempt to promote evaluation activities and practices, while 5 percent did not manage to contribute to it. Thirty-five percent of the respondents find they have contributed somewhat, while 18 percent felt they only slightly advanced the promotion of evaluation activities and practices. Compared to the two previous objectives, NES feel less confident about their contribution to the promotion of evaluation activities and practices.

Figure 18: Contribution to promoting evaluation activities and practices
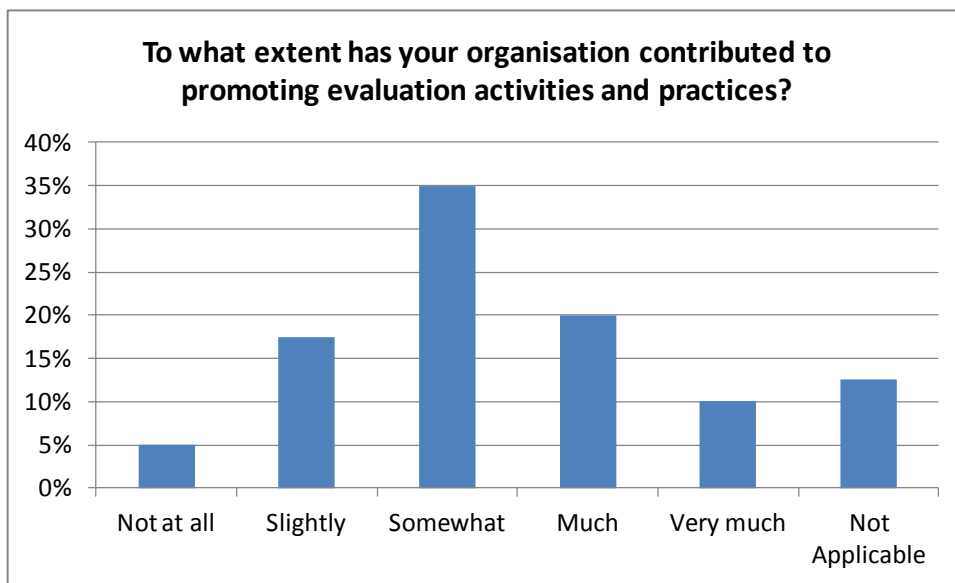
When asked how they tried to further the promotion of evaluation practices (BOX 5), a wide variety of activities were mentioned, ranging from training, networking, lobbying and advocacy, to conducting specific studies, and forging strategic partnerships with government agencies, Parliament, and other actors.

BOX 5: HOW HAS YOUR ORGANISATION CONTRIBUTED TO INCREASING EVALUATION ACTIVITIES AND PRACTICES IN YOUR COUNTRY ?

- *Conducting training in M&E /Posting regular forums / National conference on M&E / Publicity / Sponsoring seminars*
- *Advocacy & professional enhancement*
- *After advocacy, The Ministry of planning set up a Directorate for Evaluation*
- *Ageval's board works with ministries to develop evaluation concepts*
- *By ESK forging a strategic partnership with the government's national monitoring system, this has bridged one of the evaluation gaps whereby government and other stakeholders conducted the evaluation function separately but slowly and surely the two can now work hand in hand to strengthen evaluation in the country*
- *By building a network with 1344 members and disseminating knowledge and information about practices, development capacity opportunities and consultancy opportunities. It's difficult to measure and isolate the effects.*
- *Conferences, criticizes DSRP policy*
- *Linking with new Government initiatives to strengthen evaluation activities*
- *Not much. need more effort.*
- *Not yet*
- *We have worked frequently together with both chambers of Parliament to diffuse the idea that evaluating the actions of government are necessary not only with regard to the budget but also in terms of efficiency and impact.*
- *Promotes the development of the field in the NGO, Government, Academic level; Supports Evaluation System building at the governmental level,*
- *This has been achieved through the undertaking of analysis of the national budget, tracking of public services, training activities for CSOs, and policy makers which has increased both CSO and policy makers understanding and increase of evaluation activities and practices in Ghana.*
- *The increase has been driven by donors and government demands for M&E systems to be part of projects and programmes and to employee M&E staff/specialists*
- *The latest contribution is in the area of disaster risk management and evaluation of post disaster recovery and rehabilitation programmes. Our members have acquired expertise and are contributing to the national efforts. I, myself have conducted during 2006-2007 Programme Reviews of the Earthquake Reconstruction and Rehabilitation Programme while working with ERRA.*
- *Training people of another ministries*
- *Developed an evaluation guideline and distributed to members*
- *Linking members on supply side with information on and to demand side-actors.*

d)   Stimulating the use/influence of policy evaluation in your country

The goals put forward by the survey differentiated between promoting the <u>practice</u> of evaluation and <u>the influence</u> evaluation studies can have on policy making. The next results gauge to what extent NES feel they have been successful in increasing the potential influence of evaluation studies on policy making.

The results in figure 19 clearly show that NES perceive themselves as being less successful in increasing the influence of policy/ programme evaluation on policymaking than stimulating the practice of undertaking such evaluations (previous objective). More than twenty percent of the respondents find that they have not contributed at all to increasing the influence of policy/programme evaluation, while the biggest category, about thirty-five percent finds they have been able to somewhat contribute to it.

Figure 19: Contribution to increasing the use/influence of policy and programme evaluation
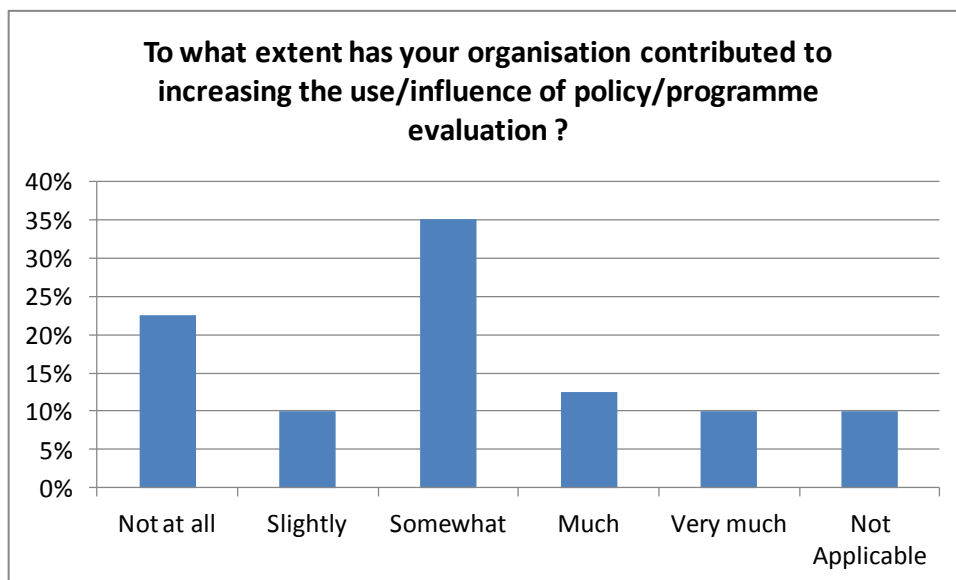
BOX 6 summarizes the main ways in which NES attempt to increase the influence of policy/programme evaluation. The emphasis of the activities undertaken now shifts towards advocacy, opinion building, development of policy notes, publishing of reports/ studies, strategic partnerships with governments and establishing links to policy making actors.

BOX 6: HOW DID YOUR ORGANISATION CONTRIBUTE TO STIMULATE THE USE/INFLUENCE OF POLICY EVALUATION IN YOUR COUNTRY ?

- *After the organisation of the 'Senegalese days of evaluation' a follow up committee has been created. They have met with several authorities to inform and convince them about the importance and the benefits of evaluation.*
- *Constant advocacy to improve evaluation policies*
- *Development of policy notes. evaluation of policy. participation in country led Evaluation*
- *ESK is still in its infancy and it is only slowly working towards influencing policy evaluation with some of the initial steps being forging a strategic partnership the government's national M&E system. What ESK is bringing on board is input of non-state actors*
- *Initiated and developed the Evaluation System models for the government of the country*
- *It is difficult to assess. Pakistan Evaluation Network contributes through advocacy, opinion building, capacity building on relevant issues.*
- *Lobbying*
- *MEMBERS INDIVIDUALLY PUBLISHED REPORTS AND ARTICLES.*
- *Mainly undertaken through evaluation advocacy work aims to help promote the benefits of evaluation, providing assistance and advice on evaluation policy matters, exchange of ideas/ experiences in the public sector.*
- *We have done much at the level of Parliament and those responsible for evaluation within the Ministries but the decision makers themselves are not yet 'preneurs des evaluation' even though there are required to do so by international donors, they do not do it whole-heartedly*
- *Our association has participated in the pilot committees for evaluation missions in Morocco*
- *Recent training in policy evaluation, esp. relating to mining*
- *Some of our members have won the confidence of district local government staff and so they are regularly invited to mentor/coach district technical staff; and we earned invitations to facilitate at district planning sessions (some of the planners like the stimulating question that at times raised by our members, helps make staff think through their activities)*
- *The ministry of planning has implemented policies for governmental activities evaluation after RISE sensitisation*
- *Through the involvement of INDEC member particularly in the donor and government agencies has had influence in the result of policy evaluation*
- *Reached out to sectors in governance to raise awareness on the importance of evaluation in running the bureaucracy*

The fifth goal, increasing government accountability towards its citizens, seems to be the hardest one to support. Thirty percent of the respondents find they have not been able to contribute to the goal of increasing government accountability towards their fellow citizens. Also remarkable is that about thirteen percent of the respondents indicate that this goal is not applicable to their evaluation society, thereby stating that this is in fact not perceived to be one of the objectives to be aspired by their organisation.

Figure 20: Contribution to increasing government accountability towards its citizens

To what extent has your organisation contributed to increasing accountability of the government towards its citizens?
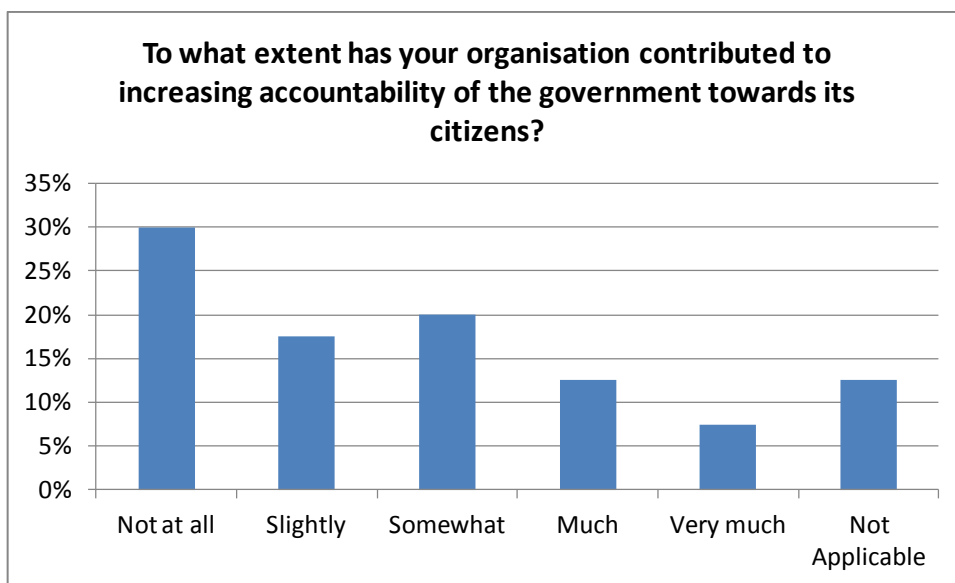
Not suprisingly when asked how they have aborded the issue of demanding government accountability, some NES have indicated that they have not (yet) pursued such activities. Some mentioned that it will be an issue on a future agenda. Those that have tried to further this objective mention very similar activities as with the previous goal, namely, advocacy, awareness building, discussion with government officials, publishing studies/research, strategic partnerships.

BOX 7: HOW DID YOUR ORGANISATION CONTRIBUTE TO INCREASING GOVERNMENT ACCOUNTABILITY TOWARDS ITS CITIZENS ?

- *Through discussion and policy initiatives with relevant government agencies /Getting involved in some of the government programs that affects citizens interests. /Through policy seminars and conferences*
- *All of our processes have transparency besides we empowered many social organisations to defend theirs right so the government offices are encouraged their accountability*
- *By involving the INDEC member in the government program evaluation, the accountability of evaluation results can be seen by citizens*
- *Isodec has been undertaking a yearly analysis of government economic budgets, tracking of policies and undertaking initiatives that helped to increase government accountability towards its citizens. Citizens have access to information and now hold government accountable.*
- *Influencing some of the district decision in result documentation & sharing (this has resulted into study results being disseminated at sub-county level, involving lower local government council)*
- *Participated in the DRSP Review.*
- *The political environment is not conducive for accountability. Even if the evaluation reports and media reports raise the issue, no action is expected for the authorities.*
- *Through governance/civil service reform/public policy projects funded by donor agencies*
- *Being a member of the Governance Monitoring and Evaluation Committee. However, it has little influence on the decisions of government and accountability towards its citizens. Even other civil society members of the committee have also no influence on government as they can only recommend activities and solutions to the government.*
- *Advocacy through letters to government officials and policy makers; advertisement through training seminars sponsored by the organization*
- *By increase advocacy toward the ministry of plan where many focal point (ie PRSP) are member of RISE*
- *Capacity building for government and awareness raising on evaluation and accountability*

f)   *Improving the PRSP monitoring and evaluation system*

The final objective specified in the survey was the strengthening of the M&E system in the framework of the Poverty Reduction Strategy. Obviously, as some of the respondents of the survey are part of an NES in a country that has not embarked on a PRSP process, about twenty percent of the respondents found this objective not applicable for their evaluation society. Apart from those that are not involved in a PRSP process, respondents still did not show great optimism about the way in which they have been able to improve the PRSP M&E system: about 20 percent of the respondents felt they had been able to make a substantive (much: 8 % and very much: 10%) contribution to strengthening the M&E system. Compared to the 53 percent that considered they made a substantive contribution to stimulating networks among M&E actors or even the 33 percent that did for strengthening the evaluation capacity of the NES' members, it constitutes an important difference.

Table 4: Contribution to improving the PRSP M&E system

			Is the country a PRSP country?		Total
			NO	YES	
To what extent has YOUR ORGANISATION contributed to improving the PRSP M&E system?	Not at all	Count	2	4	6
		%	17%	14%	15%
	Slightly	Count	0	10	10
		%	0%	36%	25%
	Somewhat	Count	2	8	10
		%	17%	29%	25%
	Much	Count	2	1	3
		%	17%	4%	8%
	Very much	Count	0	4	4
		%	0%	14%	10%
	Not applicable	Count	6	1	7
		%	50%	4%	18%
Total		Count	12	28	40

BOX 8 summarizes the most frequent contributions mentioned by the evaluation societies. Most contributions seem to be related to the individual participation of members in PRSP committees or groups. The responses here seem to suggest that the PRSP process does in some cases allow for recurrent forms of input from the evaluation societies.

BOX 8: HOW DID YOUR ORGANISATION CONTRIBUTE TO IMPROVING THE PRSP MONITORING AND EVALUATION SYSTEM IN YOUR COUNTRY ?

- *Active participation in PRSP evaluation*
- *By participating in the secretariat of the first PRSP (since then I have not heard any news on the role of AMSE)*
- *By participating in the elaboration of the M&E system of the second generation PRSP*
- *Evaluation report focussing on marginalised groups*
- *It is a member of the Governance Monitoring and Evaluation Committee. It also took part in training government officers in M&E in the beginning of the programme and some members of civil society.*
- *Now ESK though still in its infancy has forged a strategic partnership with the government's PRSP M&E system*
- *Our contribution to sectoral analysis and preparation to sectoral M&E trainings of CSOs. We are a member of sectoral groups at the national development planning commission and we participate in designing the monitoring frameworks and reviewing ministries, department and agencies policies. The PRSP is not relevant in India. However, M&E of poverty reduction programs has improved in recent years.*
- *Participation in work meeting, once we were invited*
- *No opportunities*
- *Playing advisor roles during district planning process especially in selecting relevant indicators*
- *Several PSRP Unit staff are member of the RISE*
- *Somewhat involved in the formulation of the 10th Malaysia Plan which contains PRSP strategies and policies.*
- *Through individual members involved in the monitoring of the PRSP implementation*
- *Through participation in the debates generated at various public forums, particularly the Planning Division and some of the relevant ministries.*
- *participated in PRSP discussions, discussion of PRSP monitoring indicators. however, due to several revolutions and change of power and instability in the country the PRSP process has fallen apart (exists formally on paper)*

3. Stumbling blocks

The previous section reviewed whether any progress had been made on the six goals over the last five years and whether evaluation societies felt they had been able to meaningfully contribute to the advancement of those goals. In short results showed that on average the *promotion of evaluation activities and practices* is perceived to have improved most over the last five years, followed by *improving the evaluation capacity of their members* and *stimulating networking*.

In terms of NES contributing to those goals, a similar picture can be found though *stimulating of networking among M&E actors* takes up the first place followed *by promoting evaluation activities* and practices and *increasing the evaluation capacities of their members*.

Both the improvement and the contribution to the goals of *increasing government accountability* and *stimulating the use/influence of policy/programme evaluation* on average lag somewhat behind. Not surprisingly the two latter goals are less hands-on and tangible in output or effect and more difficult to control than the first ones, nevertheless they constitute pivotal contributions for strengthening national M&E systems.

Figure 21: Comparing improvement in and contribution made by NES to six specified goals

Six goals: improvement over time and contribution by NES (average scores)
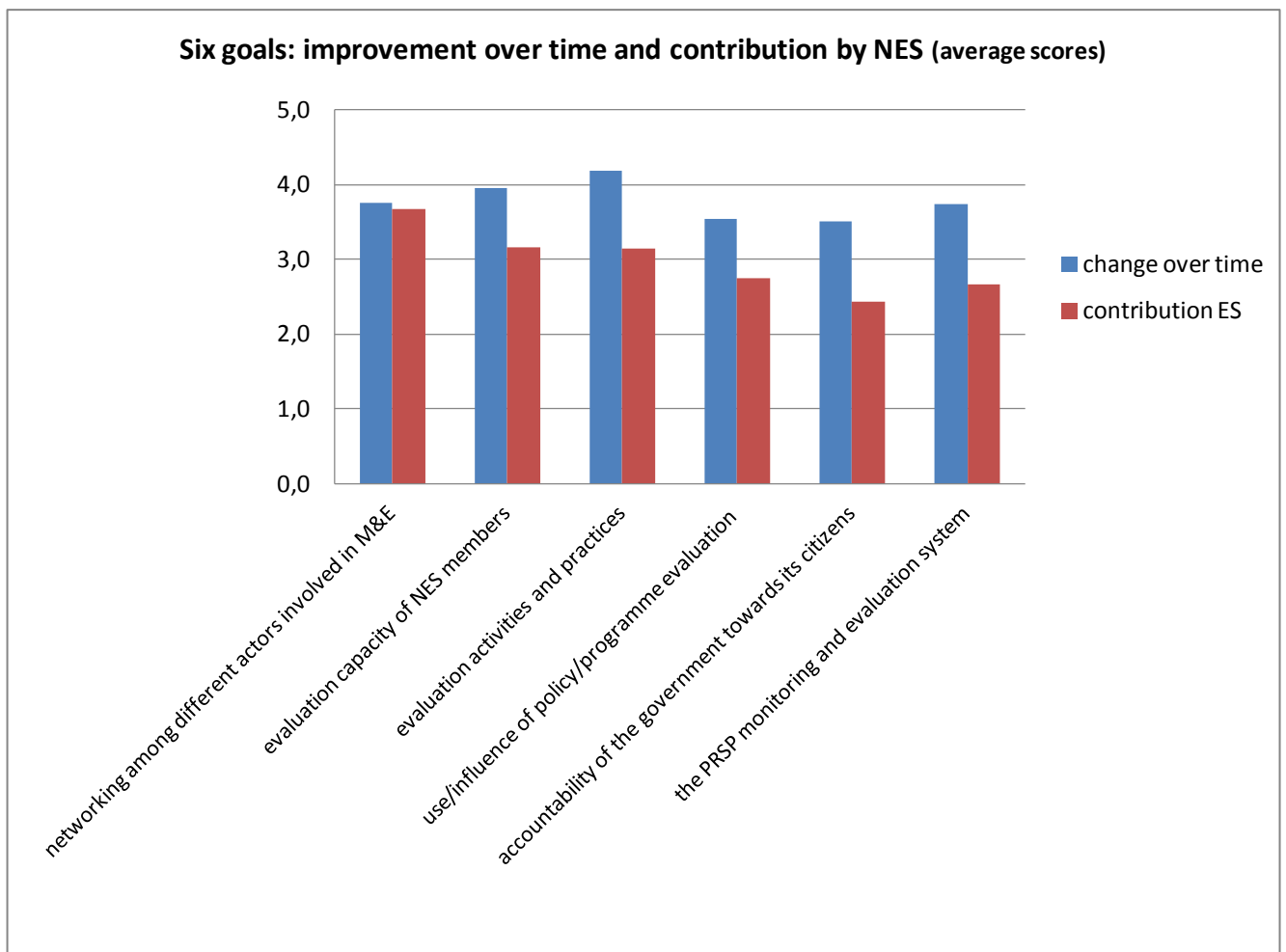
Having reviewed what has changed and how much NES have contributed to it, we identify the most important stumbling blocks for the advancement of those goals. Figure 22 summarizes the results.

One first remarkable feature is that the respondents do not differentiate much between different goals when identifying the obstacles. The score for one particular recurrent resource/obstacle is relatively consistent across various different goals (e.g. financial resources).

The one missing resource that stands out compared to the other resources necessary to accomplish the six goals are <u>financial resources</u>. The difference between the score of financial resources and the other resources mentioned is substantial. Given that around 40 percent of the NES have no budget and another 30 percent has a budget of less than 10.000 US $ per year, it should not come as a suprise that financial resources are a major impediment to the functioning of evaluation societies.

Other stumbling blocks are support from international donors, access to/ support from Parliament, and media coverage. The lack of these 3 resources is especially problematic for those goals that scored weaker on improvement and contribution, namely *increasing government accountability* and the *influence of policy/ programme evaluation.* Therefore one could argue that tackling those stumbling blocks constitutes a viable way to improve the limited contribution evaluation societies have been able to make in these areas.

Figure 22: Stumbling blocks for the goal completion

To what extent is the *(resource)* sufficiently available to the evaluation society to be able to work to establish the *(goal)* (average score)
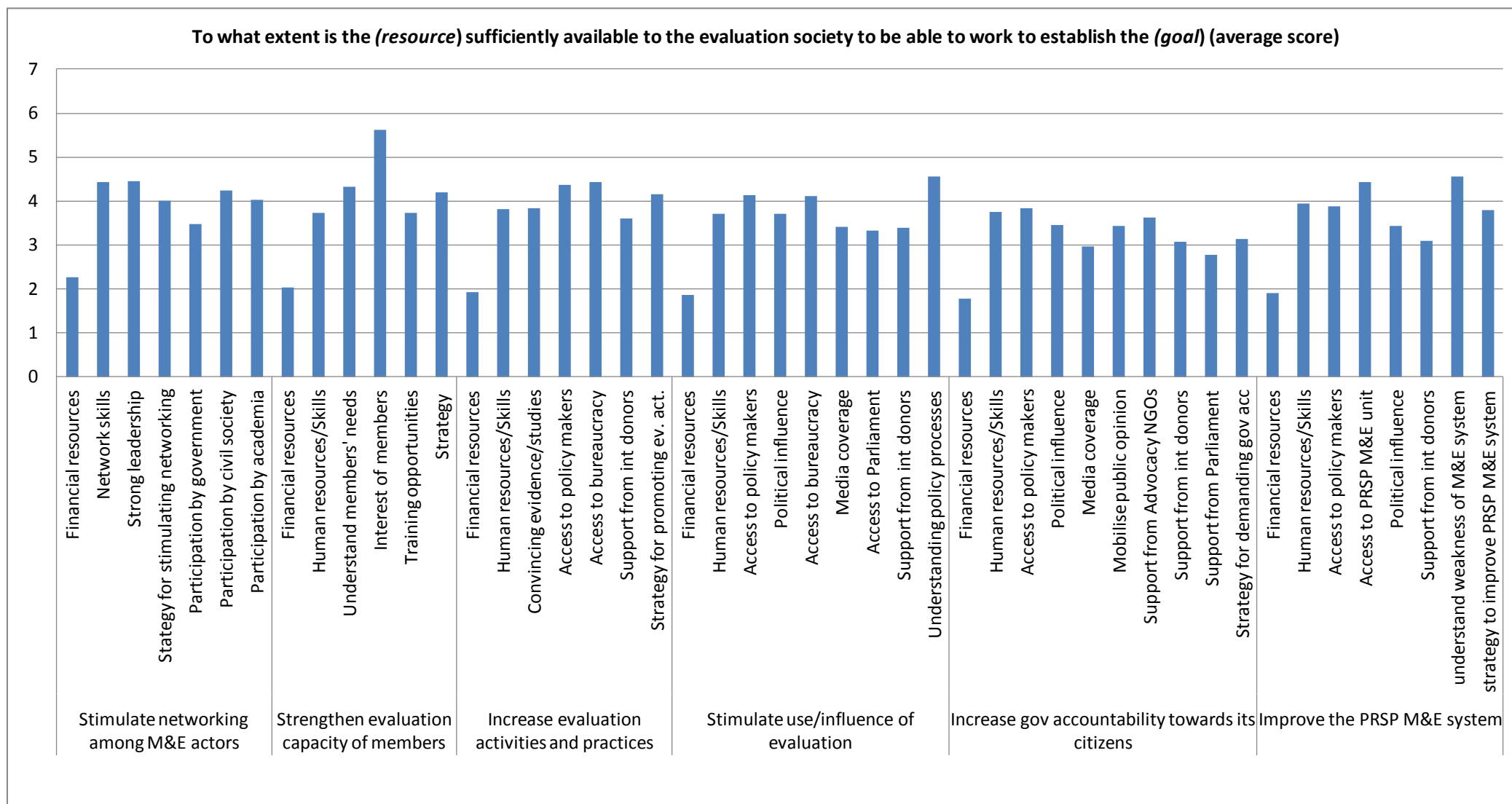
Among the most widely available assets that are mentioned, one can find the interest of members in training opportunities, leadership, understanding the reality of policy processes and understanding the weaknesses of the M&E system.[9] The above classifications must however be nuanced to some extent as some of the differences between the various assets are relatively small.

Table 5 classifies the different resources ranging from resources that NES lack most (dark blue) to those that are most widely available (dark green) for goal accomplishment. The second column lists the resource under review, while the first column mentions the goal that was referred to. The score indicates, on a scale from 1 to 7, to what degree the respondents felt the evaluation society has enough of the listed resources to contribute to the goal (completely insufficient (1) → completely sufficiently available (7)). The resource that received the lowest score, i.e. the resource that is considered to be least available to evaluation societies in accomplishing its goal, is the lack of financial resources in the struggle towards increasing government accountability. In fact the top five of most important unavailable resources entirely consists of *lack of financial resources*. After the deprivation of financial resources, NES also mentioned support from Parliament, media coverage and support from international donors as important stumbling blocks. At the other end of the table, we find the most abundant resources (in green) being interest of members in strengthening their capacity as well as a thorough understanding of both the policy process and the weaknesses of the M&E system. Other resources mentioned are strong leadership, access to bureaucracy/ M&E PRSP unit and network skills..

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[9] Although when asked whether training modules with regard to these topics would be of interest, many respondents indicated that they would be very interested in attending such type of training.

Table 5: Available (and lacking) assets for evaluation societies

GOAL	RESOURCE	SCORE
Increase gov accountability towards its citizens	Financial resources	1,78
Stimulate use/influence of evaluation	Financial resources	1,86
Improve the PRSP M&E system	Financial resources	1,91
Increase evaluation activities and practices	Financial resources	1,92
Strengthen evaluation capacity of members	Financial resources	2,03
Stimulate networking among M&E actors	Financial resources	2,26
Increase gov accountability towards its citizens	Support from Parliament	2,78
Increase gov accountability towards its citizens	Media coverage	2,97
Increase gov accountability towards its citizens	Support from int donors	3,08
Improve the PRSP M&E system	Support from int donors	3,09
Increase gov accountability towards its citizens	Strategy for demanding gov acc	3,14
Stimulate use/influence of evaluation	Access to Parliament	3,33
Stimulate use/influence of evaluation	Support from int donors	3,39
Stimulate use/influence of evaluation	Media coverage	3,41
Improve the PRSP M&E system	Political influence	3,42
Increase gov accountability towards its citizens	Mobilise public opinion	3,43
Increase gov accountability towards its citizens	Political influence	3,46
Stimulate networking among M&E actors	Participation by government	3,47
Increase evaluation activities and practices	Support from int donors	3,59
Increase gov accountability towards its citizens	Support from Advocacy NGOs	3,62
Stimulate use/influence of evaluation	Political influence	3,70
Stimulate use/influence of evaluation	Human resources/Skills	3,70
Strengthen evaluation capacity of members	Human resources/Skills	3,73
Strengthen evaluation capacity of members	Training opportunities	3,73
Increase gov accountability towards its citizens	Human resources/Skills	3,76
Improve the PRSP M&E system	Strategy to improve PRSP M&E system	3,79
Increase evaluation activities and practices	Human resources/Skills	3,81
Increase gov accountability towards its citizens	Access to policy makers	3,83
Increase evaluation activities and practices	Convincing evidence/studies	3,84
Improve the PRSP M&E system	Access to policy makers	3,88
Improve the PRSP M&E system	Human resources/Skills	3,94
Stimulate networking among M&E actors	Strategy for stimulating networking	4,00
Stimulate networking among M&E actors	Participation by academia	4,03
Stimulate use/influence of evaluation	Access to bureaucracy	4,11
Stimulate use/influence of evaluation	Access to policy makers	4,14
Increase evaluation activities and practices	Strategy for promoting ev. act.	4,16
Strengthen evaluation capacity of members	Strategy	4,19
Stimulate networking among M&E actors	Participation by civil society	4,24
Strengthen evaluation capacity of members	Understand members' needs	4,32
Increase evaluation activities and practices	Access to policy makers	4,36
Stimulate networking among M&E actors	Network skills	4,42
Improve the PRSP M&E system	Access to PRSP M&E unit	4,42
Increase evaluation activities and practices	Access to bureaucracy	4,43
Stimulate networking among M&E actors	Strong leadership	4,45
Stimulate use/influence of evaluation	Understanding policy processes	4,56
Improve the PRSP M&E system	Understanding weakness of M&E system	4,56
Strengthen evaluation capacity of members	Interest of members	5,62

IV. TRAINING NEEDS

This survey set out to find out more about evaluation societies, their organisational profile, their perspective on changes related to the new aid approach and their views on NES' achievements and stumbling blocks. In the context of preparing a training programme, the study also wanted to identify the different training needs of evaluation societies as a final item. Two types of training modules were presented, one type that can be described as 'content-based' training (Figure 23) and the other type as 'methodological training' modules (Figure 24).

Reviewing the preferences for the content-based training modules the bar chart shows that, overall, evaluation societies are highly interested in the content-based training modules. NES' interests are most pronounced for modules focussing on how NES can strengthen the M&E system, how they can build a successful network and models that zoom in on institutional aspects of the M&E system. Making a diagnosis of the main weaknesses of the evaluation society seems to be less in demand among NES.

Figure 23: Evaluation Societies' need for content-based training modules

If you could compose your own training programme, which modules would you choose?

Module	Value
networking for success: how to build a successful network of members	77,5
strengthening ev soc through mutual learning and best practices	80
diagnosis of the main weaknesses of the evaluation society	47,5
strengthening country M&E systems: how can ev soc do it?	75
strengthening country M&E systems: what can ev soc do?	77,5
Getting to know ev soc: actors, strengths and weaknesses	57,5
Applying diagnostic framework to M&E framework	65
Analysing the participation of non-state actors	67,5
Analysing the institutional aspects	85
Analysing the M&E methodology	72,5
Analysing the M&E policy	62,5
increased importance of M&E under the new aid approach	72,5

Figure 24: Evaluation Societies' need for methodological training modules

If you could compose your own training programme, which evaluation methods would you choose?

Method	Value
Theory-based evaluation	57,5
Survey	55
Stakeholder analysis	60
Process evaluation	55
Outcome mapping	77,5
Most significant change	57,5
Meta-evaluation	57,5
Impact evaluation	90
Cost-Benefit Analysis	65
Case study	72,5

Figure 24 shows that ninety percent of the NES would be interested to participate in a training on impact evaluation. Evaluation societies also have outspoken methodological interests for outcome mapping and case studies. Process evaluation and survey methodologies are less appealing. Among the suggestions made in the category 'other' participatory evaluation was one of the often recurring suggestions.

V.   CONCLUSION & AREAS FOR FURTHER STUDY

This report set out to learn more about national evaluation societies (NES)' role in strengthening national monitoring and evaluation. The results based on the survey data were organised into three broad sections: i) the profile of NES, ii) the perceptions on increased importance of M&E within the new aid approach and iii) the evaluation societies' contribution to the strengthening of national M&E as well the stumbling blocks.

The analysis of the survey data shows that evaluation societies are **young** organisations. The oldest evaluation society dates from 1995. The median age of evaluation societies is only 5 years. In terms of financial and human resources, NES are only scarcely supplied. An overwhelming 75 percent of all national evaluation societies do not have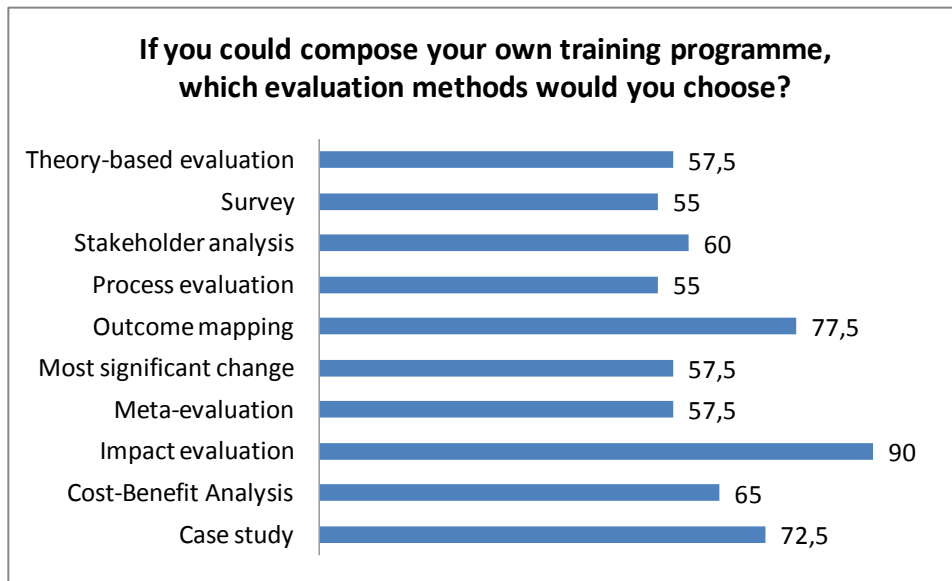 any paid staff. Similarly the data on paid staff and **volunteer input** for evaluation societies shows that evaluation societies are being sustained mostly by the input of a small group of persons who largely do so on a voluntary basis. The picture of the under resourced organisation is confirmed by the data on financial resources available to the NES. About forty percent of the evaluation societies have **no financial means** at their disposal. Of the other sixty percent that do dispose of financial means, about half has less than 10.000 U.S. $. The most important source of income for the evaluation society are the **membership fees**.

Evaluation societies have **members** from different sectors (government, civil society, donors, academia,...). Evaluation societies are made up of both individual members (up to 1300 members) and organisational members (up to 45 organisations). Government is the best represented sector, while members of Parliament are relatively underrepresented in evaluation societies' membership.

It was hypothesised that the new aid approach, through the Paris/Accra agenda, would have increased the importance of country-led M&E systems and, in its wake, M&E actors like evaluation societies. However, the results suggest that donors and governments mainly **pay lip service** to the idea of strengthening evaluation societies. The interest of international donors and to a lesser extent of national governments has increased over the last five years. However in practice, most evaluation societies feel that the funds and political influence do not fully match the increased attention. Moreover, there is no significant difference in the increased importance attributed to evaluation societies between countries involved in a Poverty Reduction Strategy process and countries that are not involved.

The different goals put forward by NES were regrouped into six broad goals. This report analysed whether any progress had been made over the last five years and whether evaluation societies felt they had been able to meaningfully contribute to the advancement of those goals. In short, results showed that on average the *promotion of evaluation activities and practices* is perceived to have **improved** most over the last five years, followed by *improving the evaluation capacity of their members* and *stimulating networking among M&E actors.*

In terms of **NES contributing** to those goals, a similar picture can be found. Evaluation societies feel they have been able to contribute most to *stimulating of networking among M&E actors* followed by *promoting evaluation activities and practices* and *increasing the evaluation capacities of their*

members. Both the improvement and the contribution to the goals of *increasing government accountability* and *stimulating the use/influence of policy/programme evaluation* lag somewhat behind on average.

When asked what the most important impediments for accomplishing those goals are, the lack of financial resources is consistently mentioned to be an important impediment. Given that 40 percent of the NES have no budget and another 30 percent has a budget of less than 10.000 US $ per year, it should not come as a suprise that financial resources are a major impediment to the functioning of evaluation societies. Other stumbling blocks are support from international donors, access to/ support from Parliament and media coverage, especially in the context of *increasing government accountability* and the *influence of policy/ programme evaluation.* It could be argued that tackling those stumbling blocks constitutes a viable way to improve the limited contribution evaluation societies have been able to make in these two areas.

Areas for further study

Given the fact that NES have a unique mix of members and are at the nexus of M&E supply and demand, they are potentially important actors in increasing national M&E capacity and particularly its use. So far, however, their potential has remain understudied and underexplored. Based on the results of descriptive analysis of the survey data, this report has mapped out NES, enriched their profile with factual information and provided a more in-depth insight into the organisational characteristics of the NES. The survey also identified the ways in which NES perceive their own important achievements and limitations, and the most important stumbling blocks they are facing. In doing so this report has tackled the questions 'what works and what does not' but has not yet explored the 'how and why?' The next paragraph gives some suggestions to further study the causes of NES' success and obstacles.

A first line of further research could focus on the in-depth analysis of success stories. Which national evaluation societies have been able to contribute substantially to increasing government accountability towards its citizens? Or in strengthening the national M&E system? What are the causes for this succes (or failure)? What constellation of factors (*NES' activities, mix of members, resources, networks, strategies, policy environment, influence, international donor pressure…*) is conducive to succes could be an area for future research.

Another, but equally important, strand for future research could be the examination of the effect of the changing aid architecture on the environment in which evaluation societies and other M&E actors function. Has there been a genuine increase in use and influence of evaluation over the last ten years? Have international donors been aligning themselves to the national M&E systems? In which countries has this worked successfully? What is the effect of the political and institutional policy environment on international donors' strategies for adhering and promoting the principles of the Paris Declaration? What role can evaluation societies play in strengthening the national M&E system?

VI.   REFERENCES

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VII. ANNEXES

ANNEX 1: SURVEY POPULATION

Country	Affiliation	Country count	Ev society	Country survey	Ev Soc survey
Albania	Société albanaise d'évaluation de programme	1	1	0	0
Argentina	RELAC Argentina	1	1	1	1
Bangladesh	Bangladesh Evaluation Forum	1	1	0	0
Bangladesh	Bangladesh Monitoring and Evaluation Network		1	0	0
Bénin	Réseau Béninois de Suivi-Evaluation	1	1	1	1
Botswana	Botswana Evaluation Association	1	1	1	1
Brazil	Agência Brasileira de Avaliação	1	1	1	1
Burkina Faso	Réseau Burkinabé de Suivi-Evaluation	1	1	1	1
Burundi	Burundi Evaluation Network	1	1	0	0
Cameroon	Cameroon Development Evaluation Association	1	1	1	1
Cape Verde		1	1	0	0
Chile	Red de Seguimiento, Evaluación y Sistematización de CHILE	1	1	1	1
China	Chinese Evaluation Network	1	1	0	0
Columbia	Columbian Network for Monitoring and Evaluation	1	1	0	0
Comoros	Association Comorienne de Suivi et Evaluation	1	1	1	1
Congo, Dem. Rep. of	Association Congolese de Suivi et Evaluation	1	1	1	1
Côte d'Ivoire	Réseau Ivoirien de Suivi Evaluation	1	1	1	1
Cuba	Cuban Evaluation Network	1	1	0	0
Egypt	Evaluation and Research Network in Egypt	1	1	0	0
Eritrea	Eritrean National Evaluation Association	1	1	0	0
Ethiopia	Ethiopian Evaluation Association	1	1	1	1
Georgia	Georgia Evaluation Association	1	1	1	1
Ghana	Ghana Evaluators Association	1	1	1	1
Ghana	Ghana Evaluation Network		1	0	1
Guinée, Rép. de	Association Guinéenne de Suivi-Evaluation	1	1	1	1
Guinée, Rép. de	Association guinéenne des évaluateurs		1	0	0
Honduras	Red Hondureña de Evaluación, seguimiento y sistematización	**1**	**1**	1	1
India	Development Evaluation Society of India	1	1	1	1
India	India: Monitoring, Evaluation, Learning and Action Network		1	0	0
India	Indian Evaluation Network		1	0	0
Indonesia	Indonesian Development Evaluation Community	1	1	1	1
Kazakhstan	Kazakhstan evaluation association	1	1	0	0
Kenya	Kenya Evaluation Association	1	1	0	0
Kenya	Evaluation Society of Kenya		1	1	1
Kenya	Professionals in MeAsurement Network		1	0	0
Kyrgyz Republic	National Monitoring and Evaluation Network of the Kyrgyz Republic	1	1	1	1
Madagascar	Malagasy Association pour le Suivi et l'Evaluation (MASSE)	1	1	1	1
Malawi	Malawi Network of Evaluators	1	1	0	0
Malaysia	Persatuan Penilaian Malaysia (Malaysian Evaluation Society)	1	1	1	1
Mali	Association pour la Promotion de l'Evaluation au Mali	1	1	1	1
Mauritanie	Association Mauritanienne du Suivi et de l'Evaluation	1	1	1	1
Morocco	L'Association Marocaine de l'Evaluation	1	1	1	1
Namibia	Namibia Monitoring and Evaluation Association	1	1	1	1
Nepal	Nepal Evaluation Society	1	1	1	1
Niger	Le Réseau Nigérien de Suivi et Evaluation	1	1	1	1
Nigeria	Monitoring and Evaluation Network of Nigeria	1	1	1	1
Nigeria	Society for Monitoring and Evaluation, Nigeria		1	0	0
Pakistan	Pakistan Evaluation Network	1	1	1	1
Papua New Guinea	PNG Association of Professional Evaluators	1	1	0	0
Paraguay	Red Paraguaya de Evaluación	1	1	0	0
Perú	Perú Network for Monitoring and Evaluation	1	1	0	0
Philippines	Pilipinas Monitoring and Evaluation Society	1	1	1	1
Romania	Romanian Evaluation Network	1	1	0	0
Rwanda	Rwanda Evaluation Society / Societe d'Evaluation Rwandaise	1	1	1	1

Rwanda	Rwanda Monitoring and Evaluation Network		1	0	0
Sénégal	Senegalese Network of M&E	1	1	1	1
South Africa	South African Monitoring and Evaluation Association	1	1	1	1
Sri Lanka	Sri-Lanka Evaluation Association	1	1	0	0
Tajikistan	Tajikistan M&E Community of Practice	1	1	0	0
Tanzania	Tanzanian Evaluation Association	1	1	1	1
Tanzania (Zanzibar)	Zanzibar ME association		1	0	1
Thailand	Thailand Evaluation Network	1	1	0	0
Uganda	Uganda Evaluation Association	1	1	1	1
Uganda	Northern Uganda Monitoring and Evaluation Network		1	0	1
Uruguay	Red Uruguaya de Evaluadores	1	1	1	1
Zambia	Zambia Evaluation Association	1	1	1	1
Zimbabwe	Zimbabwe Evaluation Society	1	1	0	0
TOTAL COUNT		**56**	**67**	**37**	**40**

ANNEX 2: FULL BOXES

BOX 1 : GOALS OF EVALUATION SOCIETIES

La organización pretende fortalecer la cultura y la práctica del seguimiento, evaluación y sistematización como un proceso social y político fundamental para el mejoramiento de las políticas, programas y proyectos, en un ámbito de mayor transparencia y participación ciudadana.

1. Capacity building 2. Exchange information particularly on job vacancy 3. Enlarge networking among members

1. Faire prendre conscience du caractère déterminant du suivi & évaluation dans les stratégies et politiques de développement, de leur réussite ou leurs limites; 2. Approfondir le débat public sur la pratique de l'évaluation et son impact sur le développement du pays; 3. Renforcer la communauté d'évaluation au Maroc par des compétences spécifiques en S&E à travers la formation, l'échange
d'expérience nationale et internationale et le renforcement de capacités; 4. Plaider en faveur de l'institutionnalisation de l'évaluation des politiques publiques.

1. PROMOTE USE OF EVALUATION IN GOVERNANCE. 2. TAKE UP EVALUATION RESEARCH 3. PLAY AN ADVOCACY ROLE TO SERVE THE GOOD GOVERNANCE. 4. TRAIN PROFESSIONALS.

Art.3 alinea 1 states that "In order to bring its vision of "a prosperous Cameroon, with economic growth paths acceptable to most of its citizens and environmentally sustainable" into live, CaDEA has the following mission: "give more spaces to rigorous program evaluation into the decision making processes involved in the design, implementation and management of public and private development interventions in the country, including economic and social policy measures"

."Building the institution of professional evaluation; Ensuring public participation in governance (for the purposes of transparency, accountability, greater effectiveness, etc);

CREATE NATIONAL NETWORKS IN GHANA AND ADVOCATE FOR THE UTILIZATION OF PROGRAMME EVALUATION STANDARDS BY THE GOVERNMENT

Contribuer au développement du pays en mettant à la disposition des décideurs et des partenaires de la coopération bilatérale et/ou multilatérale des données fiables leur permettant de mieux orienter leurs actions ; Etablir un réseau interdisciplinaire permanent d'échange et de communication aux fins d'une utilisation rationnelle des ressources ; Fournir aux personnes, organismes et institutions locaux, régionaux, nationaux et internationaux une expertise technique compétente à même de stimuler le développement
à l'échelle communautaire, local et/ou national ; Valoriser les ressources humaines et compétences nationales, et Contribuer à la promotion et à l'épanouissement intellectuels des membres de l'ACSE dans le domaine du « Suivi & Evaluation », par l'acquisition des connaissances culturelles, techniques et scientifiques

Description The Monitoring & Evaluation Network listserve was established on Tuesday, September 21, 2004 at 3:43pm. The purpose of the MENN is to provide a platform for interested individuals, organisations and institutions to share knowledge, opportunities, experience and other resources in M & E. It is also an opportunity to access professional consultants in Monitoring and Evaluation in Nigeria and Africa. In addition to being an informal medium to support capacity building, strengthening and dissemination of monitoring and evaluation information in Nigeria under a Network for Monitoring and Evaluation. MENN aims to assist in bringing together local and international evaluators and evaluation groups with interest in Nigeria and Africa. To learn together and create a platform for sharing information and making efforts to bridge the gap between demand and supply for evaluation capacity, utilization and institutionalization particularly in Nigeria. MENN is focused on supporting the development of evaluation theory and practice in Nigeria, Africa and internationally. Evaluators are advised and encouraged to join and participate actively in the development of evaluation theory and practice locally and internationally.

ESK goal is to work towards providing M&E professional input into Kenya's development agenda especially now when there is a new constitutional dispensation that has devolved development into grassroot. Accordingly, ESK has entered into a strategic partnership with the government's National Integrated Monitoring & Evaluation System that tracks the implementation of the economic blue print
ESK objectives include bringing together M & E stakeholders to support the application and sharing of quality processes

and products, sharing information on related practices, developing capacity in the application of M&E, and providing constructive and effective intermediation between program sponsors, managers beneficiaries and other stakeholders

General Objective BAME will be a professional body that builds capacity on M&E and provides links to other M&E bodies where individuals or organizations can affiliate to. Specific Objective BAME will: Provide advice on evaluation to Public, Civil, Private sectors and individuals (locally, regionally and internationally) Provide a link with other regional & international associations on Evaluations

Create a platform for evaluation practitioners to share ideas and discuss issues Develop a database for all functioning evaluation Systems in the country Build research & evaluation capacity in Botswana

Il s'agit d'une association constituée de professionnel et de non professionnels en évaluation qui a pour but le renforcement de capacité de ses membres et des structures qui le désire.

Introducing evaluation as a tool to support decision-making processes of formulation and reformulation of policies, programs, projects and models of management, promoting a learning cycle that continually enhance its effectiveness.

It aims to build evaluation capacity and capability in all levels of the country's development activities for the purpose of bringing about a transparent, equitable, accountable, and progressive society in the Philippines. It seeks to promote and further enhance the knowledge, skills, and activities of its members in all aspects of evaluation, both nationally and internationally.

I´m planning to organize the Bolivia Evaluation Society in coordination with some colleagues who work in the field.

L'AMSE a été créée pour contribuer au renforcement de la culture d'évaluation en Mauritanie, à l'instar d'autres pays précurseurs en Afrique francophone tel que le Niger avec le RéNSE. Le but final recherché est que l'évaluation puisse aider à améliorer l'efficacité de l'action publique en général, et la qualité de vie des mauritaniens. L'AMSE vise à contribuer à la fois à l'organisation d'une offre de compétences adaptée aux besoins, et l'expression d'une demande endogène par le biais de l'information et du plaidoyer auprès des différents acteurs du service et de l'action publics.

L'objectif général du réseau sénégalais d'évaluation est de promouvoir la culture de l'évaluation.

La SQÉP s'efforce de contribuer au développement de l'évaluation de programme, notamment en encourageant la recherche et le développement en évaluation de programme; de constituer un centre de référence, d'action, d'information et de formation pour les intervenants en évaluation de programme au Québec. C'est un lieu de rassemblement, d'échanges et de formation ouvert à tous les
acteurs de l'évaluation des secteurs tant publics que privés. À l'occasion, la Société prend position sur des questions touchant l'évaluation de programme.

La red está en formación. No existe en Uruguay una Sociedad de Evaluadores.

Les objectifs généraux du RéBuSE sont de : Promouvoir une culture de suivi et d'évaluation au service du développement du pays ;

Engager un processus durable de réflexion dans les domaines du suivi et de l'évaluation ; Promouvoir le leadership intellectuel dans les domaines du suivi et de l'évaluation au Burkina Faso. Créer et gérer une base de données sur les spécialistes en suivi et évaluation comportant des informations sur leurs domaines de compétence, leurs expériences et leurs récentes publications ; Lancer et gérer un site WEB ; Apporter un appui conseil aux utilisateurs. Les objectifs spécifiques du RéBuSE sont de : Influencer les politiques et institution pour la prise en compte du suivi et de l'évaluation ; Contribuer au renforcement des capacités nationales en matière de suivi et d'évaluation par l'organisation de sessions de formation ; Contribuer à la définition de normes et standards, de méthodologie et de pratiques professionnelles dans le domaine du suivi et de l'évaluation ; Favoriser des rencontres aux niveaux national et international entre évaluateurs pour des échanges, une émulation et un enrichissement mutuels ; Contribuer au développement de mécanismes et d'outils plus adaptés et plus performants ; Valoriser les compétences des membres ; Faciliter l'échange d'informations sur les réunions, les formations, les bourses et financements, les livres et manuels, les journaux, les revues scientifiques, les réseaux

L'Association poursuit les objectifs suivants : Promouvoir la culture du suivi/évaluation en RDC aussi bien dans l'opinion qu'auprès des décideurs; Constituer une plate forme de rencontre, d'interaction, d'échange d'informations et d'expériences en matière de suivi/évaluation ;

Favoriser l'amélioration de la qualité des évaluations et leur diffusion ;
Améliorer la qualité du suivi/évaluation en RDC et en faire une référence au niveau tant national qu'international;
Contribuer au développement national par l'adoption de nouvelles approches de suivi/évaluation;
Contribuer à faire progresser les techniques et méthodes et à favoriser le respect de règles éthiques et procédurales propres à
garantir la qualité des évaluations ainsi qu'un usage approprié de leurs résultats ;

Mainstream Evaluation within Government departments, NGOs, Private Sectors. To be an interface for Evaluators of the country to share their views and experience. To be a platform of connection between Burkina Faso Evaluators and those of the world. Capacity Building of Evaluators in Burkina Faso Develop and maintain partnership with other Evaluation societies around the world.

Promote skills and competence in evaluation in Guinea with a view to contributing to poverty reduction

Promotion de la culture de l'évaluation à Madagascar

SAMEA strives to cultivate a vibrant community that will support, guide and strengthen the development of monitoring and evaluation (M&E) as an important discipline, profession and instrument for empowerment and accountability in South Africa. Through this it intends to promote the recognition of M&E as a profession and discipline essential to development, and practiced and used in a
manner that adds significant value to effective, sustainable development in South Africa.
Strengthen the monitoring and evaluation function in the country training the members.

TANEA is an evaluation association of professionals committed to the continuous quality improvement of the monitoring and evaluation profession in Tanzania through the development, promotion and good ethics so as to ensure evaluation contributes positively to sustainable development among its objectives is to promote useful evaluations that support development in Tanzania, facilitate networking and information sharing on evaluation in Tanzania and other parts of the world and facilitate capacity building in professional monitoring and evaluation

The MES is the principal body and means for those individuals or organizations involved in evaluation to explore, discuss, develop, and promote all activities and efforts in the field of evaluation. It is also the main means of representing the evaluation practices and interests in Malaysia in regional and international evaluation-linked efforts. It aims to help promote the exchange of ideas, experiences, and resources related to all aspects of evaluation, whether in the private or public sectors. The MES also carries out
various activities related to evaluation research, training, and development to help promote all evaluation activities in the country and outside. The MES works in close cooperation with both local and international evaluation bodies and has played an active role in the evaluation advocacy and capacity-building initiatives in Malaysia as well as internationally. Through these efforts, the MES helps to promote activities such as Research & Development, publications, policy support, and performance management in the private and
public sectors.

The RISE constitutes a frame of promotion and cogitation of the Monitoring and Evaluation. The general objectives of the RISE are: 1. The promotion of the culture of Monitoring and Evaluation for the Development; 2. The strengthening of the national capacities and the promotion of leading role in Monitoring and Evaluation; 3. The harmonization of norms and professional practices in Monitoring and
Evaluation.

The general goal of the Zambia Evaluation Association is to develop evaluation as a profession and to promote the highest levels of professionalism. Specific objectives include:
1.To develop capacity in the country for good M&E practices and processes;
2. To develop programmes to guide evaluation practices;
3. To provide information to interested parties about new developments in the field; and,
4. To link members and associations with similar evaluation interest.

The main goal of Pakistan Evaluation Network is to build the capacity of national institutions and individuals in monitoring of evaluation of development programmes, provide a platform for sharing of information and experiences and building knowledge base.

The main goals of the Association are: 1. To build the capacity of professionals who are working in Evaluation, 2.

Promote evaluation as important profession 3. Introduce and set evaluation standards in the country 4. Support government in the area of evaluation 5. Conduct research and share the findings to members and other stakeholders

To bring together all professionals working on Monitoring and Evaluation from different group (academia, practitioners, government, parliament and other community groups) to give contribution in promoting better quality of implementation of performance-based monitoring and evaluation.

Objective: improved quality of works and knowledge, based on good disciplines of M&E, improved professional capacity of group member so that M&E works and professions can be more appreciated.
To develop a vibrant community of professional evaluators and evaluation culture in Rwanda.
To contribute to the development of Rwanda through promoting professional evaluation practice to the highest standards. Develop partnerships with local and international organizations to foster advocacy for evaluation and for evaluation training. Contribute to the development of evaluation as a recognized and sought after profession in Rwanda. To measure the development effectiveness of the development interventions to establish evidence for policy, programme and project reforms. To work as a research institute to provide advisory support to the government and non-governmental organizations
To promote quality and sustainable understanding, utilization and practices of result based management (RBM)

To promote the practice, use, quality and ethics of Monitoring and Evaluation in Uganda's development process.

To strengthen the culture of evaluation in Argentina. To share information about evaluation. To facilitate the contact among evaluators.
a) Foster promotion of evaluation, as an essential branch and component for the development of the country;
b) Maintain professional development of qualified evaluation cadres;
c) Develop evaluation standards;
d) Develop Evaluators' Code of Ethics;
e) Enhance public awareness with regard to evaluation.

support, guide, strengthen, advance and extend the practice of monitoring and evaluation in Namibia as an important discipline, profession and instrument for empowerment and accountability to monitor and evaluate macro and micro economics projects, to monitor and evaluate HIV/AIDS activities

• 1) Développement de la culture de suivi et évaluation
• 2) renforcement des capacités nationales en SE,
• 3) Développement des bonnes pratiques de suivi-évaluation
• 4) Professionnalisation du métier ; développer la culture d'évaluation.

BOX 2 : ACTIVITIES OF EVALUATION SOCIETIES

Helping the professional advancement of members and provide forum for networking.
Also designing the M&E system as well as evaluating projects both for local and international institutions.

Communications with policy makers and government officials (joint meetings, conferences…),Training of network members, Peer reviews, Knowledge sharing (sharing international best practices with network members), Discussions of professional issues

 (i) Advocacy for more rigorous evaluations of development programs and use of their results in development policy making among
development decision makers in the country;
(ii) Capacity building and Knowledge sharing among national evaluators;
(iii) Dissemination of information of professional interest to national evaluators;
(iv) Discussion of professional matters in the national evaluation community.

Formations - Appui à la mise en place de système de S&E - Consultations- Promotion de la fonction "evaluation" - Formation et sensibilisation sur la fonction " evaluation" - Conduite d'etude d'evaluation- sensibiliser de larges catégories d'acteurs, susciter auprès d'eux la réflexion critique, - oeuvrer à l'institutionnalisation de l'évaluation, - appuyer la formati - apporter l'appui méthodologique et l'échange de pratiques dans le domaine de suivi-évaluation.

1 RESEARCH AND DISSEMINATION OF RESULTS. 2. TRAINING.

Holding regular meetings for members, 2. Sharing information and announcements, 3. Analysing eveluation processes and products.

1. Organisation et développement institutionnel ; 2. Plaidoyer pour l'institutionnalisation de l'évaluation des politiques publiques; 3. Evaluation et recherche-action et développement professionnel; Communication, documentation et publications.

Providing linkages to capacity building opportunities in M&E 2. Relevant and related access to information on M&E Jobs/Consultancies etc 3. Resources that will add value to M&E proffession for individual and institutional members. 4. Support promoting members (individual & Institutions)M&E activities e.g training,lesson sharing etc. 5. Organize small niche training for local NGO & CS as a group to promote eval practice All the above have so far been done on voluntary basis at no cost since the establishment of the network.

1. Workshop/seminar/discussion to share issues 2. Networking/mailing list

Activités de l'ACoSE: Renforcer les capacités de ses membres et d'autres partenaires par la formation et les échanges d'expériences;Effectuer des missions d'évaluation, Appuyer les ONGs locales dans la mise sur pieds de systèmes de suivi et évaluation de leurs projets; Créer une base des données nationale d'évaluateurs susceptibles d'être sollicitée pour des consultations sur le suivi et évaluation tant au niveau national qu'international ;Favoriser la capitalisation des connaissances acquises grâce aux évaluations ; Mener des réflexions le suivi et l'évaluation à travers des groupes de travail thématiques au niveau provincial, national ou régional ;Organiser des colloques, des séminaires ou des réunions de travail, seule ou en partenariat avec des structures publiques ou privées; Etablir des liens avec d'autres associations similaires ;Identifier des opportunités de formation et de missions d'appui en rapport au suivi et à l'évaluation; Participer aux activités des Réseaux.

Advocacy for/of monitoring & evaluation in sustainable development through policy advocacy Training and capacity building, through workshops/semminars/development of evaluation materials Sourcing and supporting local evaluators

BUILDING CAPACITY OF MEMBERS IN MONITORING AND EVALUATION METHODS; BUDGET ANALYSIS AND PUBLIC SECTOR TRACKING; HOLDING GOVERNMENT ACCOUNTABLE WITH INFORMATION GATHERED FROM ACTIVITIES UNDERTAKEN

Basically to organize lectures, seminars and workshops for the members and non-members as well; to initiate debates

on issues related to monitoring and evaluation; to undertake research and to support national institutions in the planning and development of monitoring and evaluation systems.

Coloque, Bulletin, Défense de la cause, Prix de reconnaissance, Portail francophone, Chroniques, Échanges, Formation, Dissemination de possibilités d'emploi & contrats

Experience Sharing Capacity Building

Les principales activités de l'association sont: l'organisation d'ateliers et de débats sur la place de l'évaluation dans les questions publiques, la structuration de la fonction et du secteur de l'évaluation de l'action publique en Mauritanie, le renforcement des compétences nationales et l'organisation du marché local de l'offre et de la demande en services d''évaluation des projets, programmes et politiques publiques, la participation des évaluateurs mauritaniens à l'effort d'organisation et de professionnalisation du secteur aux niveaux régional et international, le plaidoyer auprès des acteurs de la vie publique sur l'importance de l'évaluation.

Maintenance of a platform for discourses on development and evaluation through conferences and dedicated workshops, aiming at sustainable networking, alliance building and training. Active participation in the process of development, advocacy and implementation of good practice and international standards in development evaluation, in liaison with other interested organizations.

Development, maintenance, and sharing of knowledge base, including peer reviews, with a particular focus on methods, good practice, standards and lessons learned in education. Reaching out to people, communities, sectors, organizations and entities for the furtherance of evaluation cause. Maintaining a dialogue with members and partners — reflecting issues of interest through regular announcements, communicated via the PMES website, periodic newsletters and regular email communication.

Promoting Evaluation Culture Capacity Building Networking Mini-Symposium every two years since 2008 See http://www.msas.maliwatch.org/ Active membership in AfrEA and in the Reseau Francophone de l'Evaluation Providing training to its own members

Renforcement de capacites des evaluateurs malagasy Professionalisation de l'evaluation a Madagascar Appui au Gouvernement pour ameliorer la demande en evaluation

Seminar - Experinece sharing Data base and website, TOR analysis participation to AFREA annual conferences

Seminarios sobre Evaluación; publicaciones; patrocinio a: cursos de formación; diplomado en Evaluación; grupos de trabajo en congresos.

Sharing of M&E related information through seminars, electronically Secondment of members to M&E courses incountry and abroad

Capacity needs assessment within the association

Talleres. Reuniones de información sobre ReLAC (Red Latinoamericana).

The Association's main activities are 1. Provide training to professionals 2. Promote the association and increase the number of members 3. Conduct annual general assembly and other meetings

The main activities of ESK so far include outreach and publicity(including recruitment of new members and forging stakeholder strategic partnerships) -Communication (correspondence with members,development of website and administration of e-platform among others) -Spearheading the development ESK's constitution -Coordination of all working group activities by the Strategies Working group -Organising local members and stakeholder meetings -Resource mobilisation

To animate de National Monitoring and Evaluation Network (1350 members), to promote a national annual Seminar, to promote 1 course a year (in partnership with Publix Institute) and participate in other international similar networks and foruns.

To conduce: Assessment Evaluation Resarch
To facilitate and promote the exchange of ideas, experiences, and resources pertaining to matters of mutual interest

related to all aspects of evaluation; To represent the evaluation profession in Malaysia at relevant regional and international events and forums; To plan and analyse the status and future directions for evaluation research, training and development in Malaysia and internationally; To form strategic alliances with other public and private sector organisations involved in evaluation activities; To facilitate the formation and effective operation of a national and international network for information exchange pertaining to evaluation; To
promote and facilitate research and development efforts and publications related with evaluation, subject to the prior approval of the authorities concerned; To provide assistance and advice on evaluation policy matters at all levels; To represent members on evaluation policy matters affecting them

Training, provide information of consultancies,formal or informal training.
Using various means for interactions to enhance the professional standards, in terms of knowledge and discipline, and improve the capacity for good quality of human resources working in Monitoring and Evaluation; Mainly through email group discussion, and regular face-to-face discussion (monthly basis)

We are at very infannt stage. We are yet to develop our strategic plan.

We have a mailing list, and we have had a couple of meetings in Buenos Aires.
a) Secure availability of information regarding evaluation, establish evaluation library, provide training-workshops on basics of evaluation, and develop materials and modules for workshops.
b) Publish an evaluation magazine, print or electronic materials; search, systematize and disseminate publications of foreign Associations, working in this field.
c) Develop educational programs in cooperation with the local and foreign educational institutions.
d) Create a database of evaluators and potential human recourse, interested in evaluation;
e) Explore, translate and adapt experiences in the area of evaluation;
f) Develop and institutionalize Evaluators' Code of Ethics;
g) Develop and advocate evaluation policies, legislative and regulatory acts in the field of evaluation and monitoring; promote enactment or adoption of these acts;
h) Foster professional development of evaluation cadres in cooperation with governmental structures, NGOs, political persons, public defender or other parties concerned.
i) Develop and launch the communication strategy with the authorities, private sector, media, citizens or scientific-educational institutions;

o Faciliter l'apprentissage par l'échange d'expériences et des compétences nationales en suivi et évaluation au Niger ;
o Faciliter l'échange d'informations (réunions, formations, livres et manuels, journaux, revues scientifiques, Réseaux internationaux électroniques, etc.). ;
o Promouvoir des normes et pratiques professionnelles ;
o Favoriser la capitalisation des connaissances acquises grâce aux évaluations ;
o Favoriser l'émergence d'évaluateurs nationaux aptes à réaliser ou à faire réaliser la conception et la mise en oeuvre d'activités de suivi et d'évaluation ;
o Créer et maintenir une banque de données sur les évaluateurs comportant des informations sur leurs domaines de compétences, leurs expériences et leurs plus récentes publications ;
o Amener à la fois les utilisateurs et les prestataires des services de suivi-évaluation à promouvoir la compréhension mutuelle des besoins en matière de suivi-évaluation et faciliter la rencontre entre demande et offre des compétences ;
o Promouvoir l'utilisation de la démarche et des pratiques de suivi-évaluation en tant qu'outil d'évaluation et d'analyse des projets, de qualité des actions et d'aide à la décision ;
o Etablir des relations avec les associations ou sociétés à objectifs proches.

providing monitoring and evaluation practitioners (individuals and Associations/networks) with tools, developing capacity and promoting quality monitoring and evaluation practices.
quality control of evaluations, policy development, research and development, publications and disemination of evaluation good practice

to evaluate the impact of the projects

• Build capacities of local government staff in ensuring high-quality RBM as a means to improving development effectiveness (thru: onjob trainings, mentorship)
 • Stimulating demand for measureable results (data) through improved feedback
• Provide its members with opportunities for learning, collaboration, guidance, and support, leading to commissioning and carrying out impact evaluations
•Increasing understanding and utilization of evaluation evidence and its contribution to recovery efforts of Northern

Uganda
• Advance and improve the theory and practice of evaluation

Conduite Etude Etat des lieux des capacités évaluatives du BF ; Dialogue avec les politiques (à opérationnaliser par l'adresse d'une lettre officielle du Réseau au 1er Ministre, implication dans les Commissions sectorielles thématiques et autres cadres importants existants/revue CSLP,) Communication et diffusion d'information : édition d'un bulletin du Réseau, diffusion d'écrits dans les journaux, Dynamisation des groupes thématiques (au besoin par changement d'animateur pour plus de disponibilité) la participation de membres à certaines rencontres au plan national (Mission MAEP, atelier des OSC sur la Déclaration de Paris sur l'efficacité de l'aide, etc) le partage des informations avec des institutions internationales (AFREA, IDEAS, Sociétés européenne et
canadienne d'évaluation, …) sur l'évaluation

ANNEX 3 : LIST OF WEBSITES

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BOX 3: LIST OF WEBSITES

- WWW.ISODEC.ORG.GH
- http://evaluaciondepoliticas.blogspot.com
- http://evaluationkenya.net/
- http://evaluators.net.kg/
- http://groups.yahoo.com/group/MandENigeria/
- http://www.agenciadeavaliacao.org.br and http://redebrasileirademea.ning.com
- http://www.indec-indonesia.org
- http://www.msas.maliwatch.org/msas2008/msas2008_018.html
- http://www.namea.org/ (not yet operational)
- www.acose_rdcongo.org
- www.ageval.org
- www.ame.ma
- www.amse.mr
- www.desiindia.org
- www.evaluationcanada.ca www.sqep.ca www.evaluation.francophonie.org
- www.facebook.com/.../Indonesian-Development-Evaluation-Communitywww.
- mes.org.my
- www.pmes.ph
- www.rebuse-bf.net/
- www.rense-niger.org
- www.rwandaevaluationsociety.org
- www.samea.org.za
- www.tanea.or.tz
- www.ueas.org
- www.zambiaevaluation.org

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