Strengthening VOPEs’ capacities to enhance evaluators’ skills

Márcia Paterno Joppert
Brazilian Monitoring and Evaluation Network
Agenda

• Brief history
• Some contextual data
• The BMEN features, role and governance model
• The experience of BMEN in enhancing the skills of individual evaluators
• Challenges/bottlenecks faced and how they are being addressed
• Factors that contributed to the success BMEN have achieved
• Key lessons learned and advice to others who would like to address Evaluation Capacity Building on the individual level
• What are we talking about
Brief History

• 2003: Launch of the Brazilian Evaluation Network
• Nov/2008 – The JPF, WB and IDB launch the Brazilian M&E Network during the 4th Meeting of the Latin America and the Caribbean Monitoring and Evaluation Network, in Belo Horizonte/MG – 1st annual meeting
• From 2009 to 2012 - an Annual Seminar and an Annual Meeting
• 2011 - launch of the Brazilian M&E Journal
Some contextual data – Potential Demand in Brazil

- Public Sector
- Civil Society
- Private Sector
Some contextual data – Potential Demand in Brazil

Public Sector

• 50 National Policies with repercussions in the states and municipalities
• Diversity of plans on the 3 spheres (assessable?)
• Multiannual Plans including thousands of Programs/projects
• 100 thousands public organizations (CONSAD)
Study about Supply, Demand and Practice of Evaluation in the Brazilian Federal Government Programs (PRODEV/IDB-2010)

- The Practice
  - We don’t know what is being evaluated and how (quality)
  - We don’t know what are the results that the evaluation studies are generating for the improvement public policies and if they are being properly disseminated (transparency)
Some contextual data – Potential Demand in Brazil

- **338** thousand organizations (ABONG)
- **91%** evaluated somehow their initiatives

Civil Society Organizations conducting evaluation in last 5 years (IBOPE survey with 363 CSO)

- Yes
- No
Some contextual data – Potential Demand in Brazil

Private Social Investors

- **US$ 1 billion** investment in 2010
- **75%** monitored or evaluated their investments

![Pie chart showing 75% Yes and 25% No regarding evaluation of investments](chart.png)
Study on the Supply and Demand for Services in Evaluation (PRODEV/IDB-2010)

Demand

- Currently, little demand by public sector (more internal initiatives)
- International organizations play leading role
- Difficulty in finding professionals / organizations that meet expectations
Study on the Supply and Demand for Services in Evaluation (PRODEV/IDB-2010)

Supply

• Few specific courses (3 masters)
• Little information about offer (universities, individual consultants, firms (-))
• Where are the experiences?
• Lack of theoretical framework
• Lack of a public policy on evaluation, however successful institutionalization initiatives (Ministry of Social Development), TCU (General Court of Audits)
BMEN – Features, Role and Governance

• **Informal** initiative
• 3,660 “members” (16.11.2012)
  – people and institutions: academic, public managers, development funders, multilateral agencies, civil society organizations, private companies, control and auditing agencies, statistical bodies
  – All the 27 Brazilian states
  – 10% from abroad
• Theoretical, methodological and sectorial plurality
BMEN – Features, Role and Governance

Our role

• Disseminate knowledge and information (annual seminar, publications, articles, news, etc.)
• Promote interaction and exchange of experience (annual seminar, networking, participation in other networks and events: RedLacMe, ReLAC, IOCE, EES, AEA)
• Promote and support capacity development initiatives (events, courses, workshops)
• Support the demand (job opportunities, bank of professionals, contracting management)
• Support the public sector in formulating policies
BMEN – Features, Role and Governance

Governance

• **Plural Management Committee** with representatives of the various stakeholders (minimum: academia, private sector, civil society, public managers, statistical agencies, funders)

• **International Counseling** (IOCE, AEA and other partners)

• **Development of a Strategic Plan**, containing: organizational model, results-oriented projects, potential sponsors and partners, planning mechanisms and M & A)
The experience in enhancing the skills of individual evaluators
Information and Knowledge Dissemination:
A Multiple strategy of developing individual capacities

- 406 BLOGS
- 270 EVENTS
- BRAZILIAN M&E JOURNAL
- 37 CAPACITY DEVELOPMENT OPPORTUNITIES
- 81 READINGS TIPS
- 10 MINICOURSES/WORKSHOPS
- 4 ANNUAL SEMINARS
Webpage accesses

189 thousands from 125 countries

92% from 767 Brazilian cities
Annual Seminars
F2F initiatives for knowledge exchanges / networking

2009: 100 attendants
2010: 150 attendants
2011: 200 attendants
2012: 350 attendants
Brazilian M&E Journal
A dissemination product to have in hand
Challenges/bottlenecks faced and how BMEN addressed them

<table>
<thead>
<tr>
<th>CHALLENGE / BOTTLENECK</th>
<th>HOW WE ADDRESSED</th>
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<td>Governance: too many tasks concentrated in one or two</td>
<td>We strengthened the Management Committee by promoting F2F meetings to formulate a strategic plan</td>
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<td>(Volunteer work hinders a greater commitment)</td>
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<td>People saw the network as an initiative of the WB and the public sector and very focused on social policies</td>
<td>We attracted partners from other sectors (eg C &amp; T) and other segments (NGOs and private sector)</td>
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<td>Promote and support initiatives more strategically (eg: we haven’t had the opportunity to listen to various audiences about their needs and expectations)</td>
<td>ongoing</td>
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Factors that contributed to our success

• **Openness**: Respect for political and methodological diversity: legitimacy and common goals

• **Continuous** dissemination and articulation with multiples stakeholders and other initiatives: progressive growth

• **Low cost of the initiative** / free membership (Ning platform = US$ 59/month)

• **It is an informal** institution, not hampered by bureaucracy: focus on core activities

• **A diverse Management Committee**, protecting it against any cooptation
Key lessons learned and advice for others who would like to address Evaluation Capacity Building on the individual level

• A network initiative has to have a **champion**: someone who starts and makes it sustainable

• The use of an **adequate technological platform** is important, but not enough – **continuous animation and communication** skills are fundamental. It is also very important to promote F2F meetings and events

• The best design for a network is the **distributive** (the one that allows “nodes” to relate to each other without going through a “central brain”)

Key lessons learned and advice for others who would like to address Evaluation Capacity Building on the individual level

• Be **patient and persevering** in attracting new supporters and partners: networks are long-term initiatives. A strategy to attract members and partners is very important.

• **Formal leadership arrangements** must be well thought out and appropriate to the objectives and activities of the network - balanced representation of all stakeholder groups in the leadership system that determines the strategic direction of the organization and succession processes
Evaluation Capacities on the individual level – what are we talking about?

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<tr>
<th>Knowledge / skill</th>
<th>Demander</th>
<th>Supplier</th>
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<tr>
<td>Understand Evaluation</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Understand context and situation</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Specify and contract services</td>
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<tr>
<td>Design Evaluation</td>
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<tr>
<td>Perform Evaluation</td>
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<tr>
<td>Analyse Results</td>
<td>✔️</td>
<td>✔️</td>
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<td>Analyse Evaluation Products</td>
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<tr>
<td>Disseminate</td>
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