Evaluation Capacity
Building through National Evaluation Association:
Does Individual Capacity Matter?

Presentation by InDEC (Indonesian Development Evaluation Community)
- Dwiagus Stepanoro and Umi Hanik
at EvalPartners Forum, Chiang Mai, 3-6 December 2012
• The Context
• InDEC’s contribution in enhancing individual capacity
• Capacity Outcomes
• Challenges/Bottlenecks
• Enabling Factors influencing the achievement
• Key lessons learned
• Post-Reform Democracy → public demand for government’s performance and development results → policy/legal framework established for performance/results-based management → but still no evaluative culture, yet.

• Paris Declaration, Accra Agenda, Busan Partnership Agreement → Jakarta Commitment → public demand for Aid Effectiveness

• Growing numbers of professionals entering the M&E field — very few center of excellence (pool of expertise) for evaluation yet.
THE CONTEXT: Current Evolution

Audit Finansial

Performance Audit

Impact Evaluation

Learning Focused

Evaluator as Accountant / Auditor

Evaluator as Researcher

Evaluator as Facilitator

Indonesia
• Started with an email listserv in 2007-2008

• Declared as an informal entity in June 2009

• Established as a formal organization in January 2012

CONTEXTS: InDEC
• Registered Member of InDEC: 41
• Unofficial Member (subscribed in Indo-MONEV email listserv): ± 500
• Members from:
  • M&E practitioners from NGOs and International Organisation (Multilateral, Donors, INGOs, etc.)
  • Government officials
  • Academia
  • Journalist

CONTEXTS: InDEC
• Operate with 4 focus areas:
  o Strengthening internal organisation
  o Networking and advocacy
  o Capacity building
  o Research
CONTRIBUTION IN ENHANCING INDIVIDUAL CAPACITY:
Gathering and Supporting
- Informal gathering, ... peer support, ...

Knowledge Sharing and Learning
- Listserv, ... Website, ... Newsletter (upcoming)

Capacity Building Sessions
- Thematic discussions, mini-seminars, journal club ...

Contribution
Confidence
• M&E Practitioners is more confident with the profession

Competence
• M&E Practitioners is getting more knowledge and skills

Credibility
• M&E Practitioners is getting more trust and better image

… no study yet to show the overall picture!
… progress has not been adequate!
… not yet reach a critical mass!
External Environment

- Evaluation as traumatic experience → non-use and misuse of evaluation
- Evaluation perceived as a non-work work and marginalised profession
- External (international) vs. Local – quality, quantity, credibility, no knowledge transfer

Knowledge Sharing & Learning Culture

- Personal outcome expectation – “What’s in it for me?”
- Reputation blockage: no sufficient tenure in the field – “What’s in me to share?”
- Junior vs. Senior issue: (sense of self-worth) – “Why me?”

Internal

- Resource ($, ◇, ◆)
- Organising capacity
- Organisation’s Credibility

Bottlenecks/Challenges
Enabling Factors

External
- Shared vision
- Shared feeling
- Shared language

Internal
- Passions, enthusiasm and commitment (of the few)
- Organisation set-up
- Expanding networks - allies
Lessons Learned

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<th>You need to build networks of allies with different stakeholders for advocacy and creating opportunity</th>
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<td>Capacity building have to be structured and based on needs</td>
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<td>Passions and commitment of enthusiastic people is key, but as well as credibility to have more impact</td>
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FRAMEWORK: Does individual capacity matter?

- Context
- Culture/Motivation
- Capacity

New Evaluative Behaviour
GET TO WORK
You Aren't Being Paid to Believe in the Power of Your Dreams.

QUESTIONS?