

Networked management as a way to minimize risks in the Commonwealth of Independent States region¹

The structure of the International Program Evaluation Network (IPEN) Board in the Commonwealth of Independent States (CIS) region is a tight network of organizations committed to the development of evaluation. The use of such a “networked” management approach allows IPEN to operate without a secretariat and thus minimize operational costs. It also helps to minimize the risks related to relative instability in the CIS region. For example, in 2010 IPEN had to cancel its conference in Bishkek because of the revolution in Kyrgyzstan. Members of the Board decided that it was too risky to invite participants from outside Kyrgyzstan while there still was a high possibility of violence. Instead, the Board members from Kazakhstan and Russia organized national events – seminars and round tables for national evaluation specialists. The Institute for Humanitarian Design, as the IPEN conference organizing partner in 2010, conducted a series of evaluation events in Kyrgyzstan. Some of these events were broadcast online.

¹ UNICEF, EvalPartners, IOCE in partnership with Cooperacion Espanola, Ministry for Foreign Affairs of Finland, UNEG, UNWomen. (2013). *Voluntary Organizations for Professional Evaluation (VOPEs): Learning from Africa, Americas, Asia, Australasia, Europe and Middle East*, available at http://www.mymande.org/voluntary_organizations_for_professional_evaluation