REGIONAL WORKSHOP AND SEMINAR ON EVALUATION CAPACITY DEVELOPMENT FOR AFRICA
Johannesburg, 25-29 September 2000

SUMMARY REPORT ON SEMINAR PROCEEDINGS

Prepared by the African Development Bank (AfDB)

Agenda item 7

33rd Meeting
22-23 November 2000
Introduction

1.1 The Bank organised, with the support of the Development Bank of Southern Africa (DBSA), the World Bank, UNICEF, IDRC and the Swiss Development Agency (SDC), a workshop and seminar on evaluation capacity development in Africa (25-29 September 2000) in Johannesburg, South Africa. The workshop and seminar were a follow-up to the ADB sponsored seminar held in Abidjan in November 1998 which brought together teams of senior officials of 12 African countries and 21 International Development Assistance Agencies and where participants acknowledged that monitoring and evaluation capacity development in Africa is integral part of a broader initiative for good governance and effective public resources management.

1.1 The specific objectives of the workshop and seminar were the following:

1) Creating the demand and capability for M&E in the context of good governance and accountability for better results by:
   • supporting the development of Monitoring and Evaluation (M&E) policy at the national level;
   • promoting awareness of and demand for the M&E of development outcomes and impacts; and
   • Building the infrastructure and capacity to meet increased expectations for M&E.

2) Familiarizing the participants with the development, requirements and uses of M&E systems.

3) Designing and conducting cost effective evaluations of human development issues, gender, human rights, governance and corruption, environment and infrastructure through new approaches including participatory methods, and local knowledge sharing and learning;

4) Professional teambuilding of national Monitoring and Evaluation service providers and interest groups, through practitioner associations and networks committed to best practice goals;

5) Developing a collaborative strategy and infrastructure for a pan-African M&E network, particularly for reviewing evaluation good-standard practices for adoption in Africa. (The summary programme of the workshop and seminar is attached).

2. Summary Report on Proceedings

2.1 The Seminar was attended by 56 country representatives from Cameroon, Ghana, Kenya, Mozambique, Niger, Rwanda, Senegal, Tanzania, Uganda, Zambia and South Africa representing the national governments, NGOs, Universities and Research Institutions and Private Sector, and 32 participants from Multilateral and Bilateral Donor Agencies (World Bank, AfDB, UNICEF, IDRC, AusAID, USAID, UNDP, Norway, Netherlands). A total of 45 conference papers were presented by African countries, the World Banks, AfDB, and Bilaterals.
2.2 The workshop and seminar constituted a good opportunity to foster the networking among Monitoring and Evaluation practitioners and the sharing of knowledge on M&E in the context of improved governance, accountability, and effective development delivery and results.

2.3 The workshop and seminar met their objectives in promoting awareness of and demand for the M&E of development outcomes and impacts, and familiarizing the participants with the development of new approaches in monitoring and evaluation of human development issues, gender, human rights, governance and corruption, and environment and in teambuilding of national Monitoring and Evaluation service providers. A collaborative strategy and infrastructure for a pan-African M&E network, particularly for reviewing evaluation good-standard practices for adoption in Africa was also promoted.

2.4 Following very active and lively debates of the discussion papers, the country teams each produced an action plan focussing on what could be achieved within the next twelve months; and having clear outputs. Delegates were encouraged to remain in contact and exchange information on the progress in implementing their plans. In order to maintain the high momentum and commitments reached during the workshop and seminar, it was decided to provide a follow-up reporting on the implementation of the country action plans and to issue jointly with DBSA and the World Bank a Report on seminar proceedings early next year.

2.5 The Donor agencies committed themselves to support the strengthening of existing National Evaluation Associations and networks, and establishment of new ones, to address training gaps by offering scholarships/fellowships in M&E through the International Development Evaluation Association (IDEAS) promoted by the World Bank and UNDP, and other capacity building programmes, using local consultants whenever possible, developing local consultants databases and emphasizing learning-oriented M&E. The international initiatives such as HIPC, Poverty Reduction Strategies supported by the Bank and the Comprehensive Development Framework promoted by the World Bank provide golden opportunity to the fostering of the M&E agenda in Africa.

3. Lessons learned and the way forward

3.1 Some of the lessons learned are the following:

(i) There is increased awareness and growing clarity on the role of M&E in Africa that marks a shift from the previous donor driven approach to a demand-led approach.

(ii) There is acceptance of the need to underpin development with sound M&E practices. The involvement of the civil society and the community in evaluation should be promoted and strengthened.

(iii) The action plans for specific countries’ M&E are useful tools for tracking progress. However, putting the action plan into practice is one thing and following up is another thing altogether. The implementation of the action requires the commitment of the implementors and M&E know-how.

(iv) The multi-faceted nature of the problems addressed highlighted the opportunities that are available for positive actions, such as the formation of National Evaluation Associations, networking and sharing of experience and expertise. However, evaluation capacity building initiatives must include a holistic vision and support to national evaluation associations and
must therefore, be given within a framework of such vision. Growth and/or support to evaluation associations alone will not solve the problem. Constant encouragement should be given to governments to commit themselves to M&E – preferably through legislative backing that builds the demand.

(v) There are resources that can be accessed to support M&E initiatives, as shown by the commitments that were made in terms of financial pledges, assistance with training and capacity building in M&E.

Suggestions for possible future ECD workshops and seminars included:

(i) Recognition and reward: Identify and acknowledge best practice in African countries with selection of case studies for presentation in depth. Honour country with best M&E record by inviting it to host next M&E CD event.

(ii) Differentiate Workshop & Seminar: a) Workshop – make it longer – provide more training on practical M&E skills – systems, methods, tools, worked examples etc. b) Seminar – shorten it.

(iii) M&E action plans: Allow for report back and discussion of progress with present plans. Help concretise way forward with next round of plans.

(iv) Improve preparation: Hold pre-M&E Capacity Development topical working groups.
WORKSHOP & SEMINAR
ON EVALUATION CAPACITY DEVELOPMENT FOR AFRICA
25-29 September 2000, Development of Southern Africa (DBSA)
Johannesburg, South Africa

SUMMARY AGENDA

A. WORKSHOP

Monday 25 September to Tuesday 26 September 2000 (One and a half-days)

MONDAY 25 SEPTEMBER 2000

Introductory Session:

Welcome to Participants:

Workshop Goals, Objectives and Expected Outcomes:

Presentation: For a Common Vision Towards Evaluation in Africa

African Evaluation Association (AfrEA)

Theme 1: Institutionalizing Evaluation: African Constraints and Opportunities

Presenters: 1) GIMPA (Ghana) 2) IDRC East Africa

Group Discussions:

Theme 2: Strategies for Improving Evaluation Capacities

Presenters:

1. Advocacy for Evaluation (Canadian Evaluation Society, CES)

2. What constitutes good evaluations? Ethics, Quality standards and Dissemination (WB)

3. Appropriateness of PES for use in African Cultures (Unicef - Esaro)

Discussions

Parallel Working Group Discussions:

1 Website: For further information, please see the Monitoring and Evaluation Workshop and Seminar Website on the DBSA website at www.dbsa.org under “Events”.

6
Report Back of Group discussions

Demonstration of The African Evaluation Association (AfrEA) Website: Mahesh Patel, Unicef
Esaro and Convenor of the AfrEA

TUESDAY 26 SEPTEMBER 2000 (HALF DAY)

Theme 3: Networking Strategy and Action Plan for a Sustainable Infrastructure

Introduction to review Draft M&E Strategy and Action Plan for Africa

Presentation: Networking Strategy and Plan of Action for a Sustainable Infrastructure (Rwanda Evaluation Association)

Report Back of Group Discussions

Summing-up and Discussion of the New Dimensions in the M&E Strategy and Action Plan for Africa

Evaluation and Close of the Workshop
B. SEMINAR

Tuesday 26 September till Friday 29 September 2000 (Three and a half days)

TUESDAY 26 SEPTEMBER (CONTINUED)

Opening Session

Welcome: Development Bank of Southern Africa

Opening Statement: Monitoring and Evaluation and the Development Challenge in Africa: Ministry of Public Service and Administration, GoSA

Keynote Speaker: Office of the Prime Minister Uganda

Plenary Session 1

Introduction:

Seminar Goals, Operations Evaluation Unit, DBSA

The New Context of Evaluation: Good Governance and Poverty in Africa

Presentations:

1. Good Governance and the policy Challenge: Policy Division ADB

Discussions

WEDNESDAY 27 SEPTEMBER 2000

Plenary Session 2: Evaluation Approaches and New Trends

Presentations:

1. New Tools for Monitoring PRSPs and National Development Programs: (WB)
2. Outcome Mapping: Documenting Results as Behavioral Change: IDRC (Canada)

Discussions:
Plenary Session 3: Overview of ECD in Selected African States in Supporting the Development of Monitoring and Evaluation (M&E) Policy and Building the Demand and Infrastructure for M&E.

- Ghana: National Coordination, Renewal Programme
- Uganda: Commission for Coordination and Monitoring
- Kenya: Nairobi University (Kenya Evaluation Association)
- Niger: Reseau Nigerien de suivi-evaluation (ReNSE)
- South Africa: SA Public Service Commission

Discussion

THURSDAY 28 SEPTEMBER 2000

Parallel Sessions A: Methodological Approaches in Evaluation and Case Studies

<table>
<thead>
<tr>
<th>Poverty and Gender</th>
<th>Human Rights, Democratization and Equity</th>
<th>Public Service Performance and Development Projects</th>
<th>Infrastructure, Urban Development and Environment</th>
</tr>
</thead>
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Report Back from Parallel Sessions A

Parallel Sessions B: Methodological Approaches in Evaluation and Case Studies
<table>
<thead>
<tr>
<th>Poverty and Gender</th>
<th>Monitoring and Evaluating Reconstruction and Development in Africa</th>
<th>Public Service Performance/ Development Project</th>
<th>Infrastructure, Urban Development and Environment</th>
</tr>
</thead>
</table>

**Resource Person/Discussant:**
- (WB)
- Resource Person/Discussant: the World Bank

**Demonstrations:** World Bank Africa Live Database and DBSA M&E Module of CORE

**FRIDAY 29 SEPTEMBER 2000 (HALF DAY)**

**Report back from Parallel Sessions B:**

**Plenary Session 4: Partnerships and Joint Efforts in Evaluation:**

Presentations:

1. The International Development Association (IDEAS): (OED-WB Consultant):

2. Towards Establishing an International Framework for Evaluation: Unicef (East Africa Regional Office)

**Closing Session: New challenges for Evaluation in Africa:**

The Way Forward: Strategy for M&E Promotion in Africa:

Closing Statement: Development Bank of Southern Africa

**End**
ACTION PLANS FOR M&E CAPACITY DEVELOPMENT

- action we\(^2\) will do in the next year to support the key Monitoring & Evaluation priorities in our country

** MOZAMBIQUE **

*Contact person:* Elsa Chambal (emfcc@bancomo.uem.mz)

**Background:**
- M & E concept relatively new in Mozambique

**Actions:**
- Report back on this Workshop and seminar
- Prepare report on M & E activities in Africa based on this workshop and seminar for Ministry of planning & finance recommending formation of M & E structures across sectors and ministries with involvement of all stakeholders
- Identify groups interested and involved in M & E with a view to forming an M & E Unit.

** TANZANIA **

*Contact person:* Anna Mwasha (self@afsat.com)

**Background:**
- Has M & E mechanism, but has not been effective

**Actions:**
- Prepare a paper advocating the importance and use of M & E.
- Facilitate development of M & E framework for poverty reduction.
- Initiate a program for training & capacity building for M & E staff in government, ministries, departments and agencies
- Organise a forum of stakeholder institutions from Government, Civil Society, and Universities to discuss M & E with a view to forming a national M & E Association.

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\(^2\) “We” refer to representatives from the country participating in the Workshop September 25 and 26. See updated list of participants
ZAMBIA

Contact person: Enock Shawa (ggduzam@zamnet.zm)

Background:
- In process of developing a full PRSP under PRGF

Actions:
- Sensitise other group members on the importance of M & E
- Influence and assist in developing M & E indicators
- Use PRSP forum to identify individuals involved in M & E with a view to establishing a network.

KENYA

Contact persons: University: Karen T. Odhiambo (karenodhiambo@hotmail.com), Government: Peter Ondieki (spas@africaonline.co.ke)

Objective:
- Creating M & E structures across government ministries and sectors (through poverty eradication program)

Requirements
Strengthening M & E structures across sectors, Staffing, Financing − support, Capacity building, Create meaningful linkages, Professional bodies in M & E, Partners − NGOs, donors, Univ.

Strategies
- Sensitisation and training
- Establishing Management Information Systems (MIS) quantitative/qualitative info. Output/Impact − Trends

Action plan for next year
- Logical framework,
  - Objectives, strategies, output − (quantitative/qualitative), time frame, budget plan M & E Activities
- Sensitisation meeting
  - Policy Makers, Project Managers, Partners, Donors.
- Training, M & E and in-building monitoring and evaluation structures & MIS.
  - Target GP − Govt., NGO’s programmes
- Develop M & E indicators for development programmes − focus poverty
- Conduct/carry out evaluation for impact − internal/external evaluation.
- Dissemination and utilising results using forums − targeting stakeholders especially recipients.
- Need for “A centre for evaluation studies”
  - Housed within an Academic Inst. (possibly a regional centre)
  - Suggestion Nairobi University a long established institution with experience in linkages.
**SENEGAL – CAMEROON**

*Contact persons: Senegal:* Tidiane Tall (cepic@metissacana.sn), *Cameroon:* Tulomba Veza (tulomba@hotmail.com/apica@camnet.cm)

**Actions:**
- Create a national monitoring and evaluation network
  - **Senegal:**
    - October 2000 – January 2001: mailing to potential members
    - February 2001: First meeting
    - May 2001: Workshop to promote M&E
    - September 2001: Training in M&E
  - **Cameroon:**
    - October 2000 – February 2001: mailing to potential members
    - March 2001: First meeting
    - June 2001: Workshop to promote M&E
    - October 2001: Training in M&E

**NIGER**

*Contact person:* Marco Segone (msegone@unicef.org)

**Background:**
Nigerien M&E network existing since August 1999 with about 80 members and six meetings (every two months).

**Actions:**
- *In the area of M&E capacity development:*
  - *Short – specialisation training course on M & E by 2001 (organised by University, ENA, UN system, NGOs, Government, ReNSE). Master on M & E by 2002. (Mr. Marco Segone will follow up.)*
- *In the area of empowerment/inclusiveness:*
  - Development of six working groups on:
    - Good governance and evaluation
    - M & E standards
    - M & E in area of poverty/vulnerability reduction
    - M&E in the area of health
    - M&E in the area of education
    - M&E in the area of environment/local government
  - *In the area of institutionalisation of M&E:*
    - Exploring possibilities to strengthen M & E systems within the public function (Responsible to follow up: Mr. Attaher Kamed Ibrahim)
GHANA

Contact persons:
- Policy related issues at the Presidency (Cabinet and & PMG - Dr Atakora)
- Institutional restructuring and implementation (Dr . Koranteng, nirp@africaonline.com.gh)
- Capacity building through training (Dr. Kannae, lawrencekannane@yahoo.co.uk)
- Civil society – M & E Association (Mr. Akolgo, isodec@ncs.com.gh)

Background:
- Ghana has a constitution that provides a legal framework for good governance
- It has a vision 2020 document that provides the long-term vision for the country.
- The vision 2020 has clarified the responsibility of government, private sector and civil society.
- The vision also recognise transparency and accountability and hence M & E.
  - Policy Framework: NIRP/NOC/SEC

National Priorities
1. Reinvention of Government by
   - Definition of roles of Government vis-à-vis the private sector and the civil society.
   - Introducing new structures and procedures for implementing roles
   - Re-enforcing accountability through PPMEDs
   - Enhancing participation
2. Capacity development
   - Training the PPMEDs
   - Awareness creation and co-ordination.
3. Re-enforcement of Accountability
   - Capacity building for civil society
   - Establish a M & E. association in Ghana.
     - Parliament
     - Judiciary
     - Auditor General
     - PMG Cabinet
     - Constitutional, independent bodies (e.g. Serious Fraud Office)
RWANDA

Contact person: James Mugaju (jmugaju@unicef.org)

Actions:
• Widening and strengthening the existing network of M & E.
• Formulating strategy for local capacity building in M&E
• Develop a national action plan for M&E of Rwanda development
• Public dissemination of M&E findings using appropriate means to reach all the levels of population

Poverty unit:
• Harmonise national indicators for M&E of development and poverty reduction

University
• Promote research linkages with development programmes and M&E processes

CEPEX
• Improving data collection system and strengthening a data base on development projects
• Harmonising M&E reporting requirements

UNICEF
• Support M&E capacity building action plan
UGANDA

Contact persons: Ms F. Kuteesa (fkuteesa@infocom.co.ug) and Mr. Nuwamanya (genopm@imul.com)

1.1 Status of M&E
- Existence of sector specific or discrete legislations and policies on M&E
- Weak co-ordination
- Inefficient and inadequate systems for data collection
- M&E dominated by government offices and other stakeholders marginalized
- Low level of appreciation of M&E within the context of good governance or government

1.2 On-going Actions to address the above issues:
- Harmonising reporting formats
- Training on M&E by NGOs
- ROM (Results-oriented-management) and Output oriented Budgeting (OOB) are being institutionalised
- Service surveys: Uganda Poverty Participatory Assessment Programme (UPPAP), National Service Delivery Survey, National Integrity survey, Health Survey, Household Integrated Budget Surveys etc.

2. Proposed Priority areas and actions

2.1 Awareness raising
- Consultations with government officials on importance, status, way forward and strategy of M&E in context of good governance and accountability at various levels: national, Local governments, and Sectors
- Consultations with other stakeholders (media, private, consultants, NGOs) on the status, way forward and their role in the M&E.
- Establishment of UEA (Uganda Evaluation Association) to spearhead partnership in M&E.

2.2 Improvement of M&E system and framework
- Finalisation of format for harmonisation
- Use existing fora (i.e. Annual Decentralisation Forum, Poverty Forum and Budget Consultative Conference) to strengthen the linkage between evaluators, and consumers/beneficiaries.

2.3 Training for skills enhancement
- Identify institutions providing M&E training within government
- Undertake training needs assessment (TNA) for M&E within context of good government, ROM and OOB
- Design and organise training programs for all government levels, Training of Trainers (TOTs) and NGOs and Consultants
SOUTH AFRICA

Contact person: Michael Mkhize (Mkhizem@opsc.pwv.goc.za)

Actions:

- Consultative workshop to:
  1. Launch and start a National Evaluation Association
     - Leading agencies: PSC (driver), DBSA (co-driver), DLA and SAMDI
  2. Present priorities for consideration
     - Association
     - National Framework (operational definition)
     - Databases (Stakeholder, Best practices)
     - Methodologies and Standards
     - Indigenous technologies
     - Incentive schemes
     - Core programme training and capacity building
     - Advocacy and awareness
     - Networking

- Explore funding possibilities
  - World Bank (Thilde/Temba)

- Set up stakeholders database (Mathilda)
- Explore existing training opportunities (Itumeleng)
- Write proposal by the end of October (Thilde/Temba)
- Report back meeting, 8/11/00 at PSC

DONORS AND DEVELOPMENT PARTNERS

Actions:

1. Agreement to support the strengthening of existing National Evaluation Associations and establishment of new
2. Address training gaps by offering scholarships/fellowships in M&E (through IDEAS) and other capacity building programs
3. Use local consultants
4. Evaluation should also address locally relevant issues beyond donors usual TORs
5. Need for local consultants data base to be developed in collaborative manner (partnerships)
6. Emphasise learning oriented M&E. HIPC, PRSP, CDF provide golden opportunity for a M&E agenda

CONCLUSIONS: COMMON ITEMS IN THE ACTION PLANS

1. Agency responsibility
2. Need for training
3. Standards – harmonisation
4. Networking – associations
5. Use of existing capacities
6. Tie between M&E activities and existing national strategies