

Kampala Evaluation Talk

Topic

The Space for National Evaluators in the Global Evaluation: Challenges, lessons and Opportunities for Nationals Evaluators

Presenter

Hope Kabuchu
hkabuchu@gmail.com

Key focus of the presentation

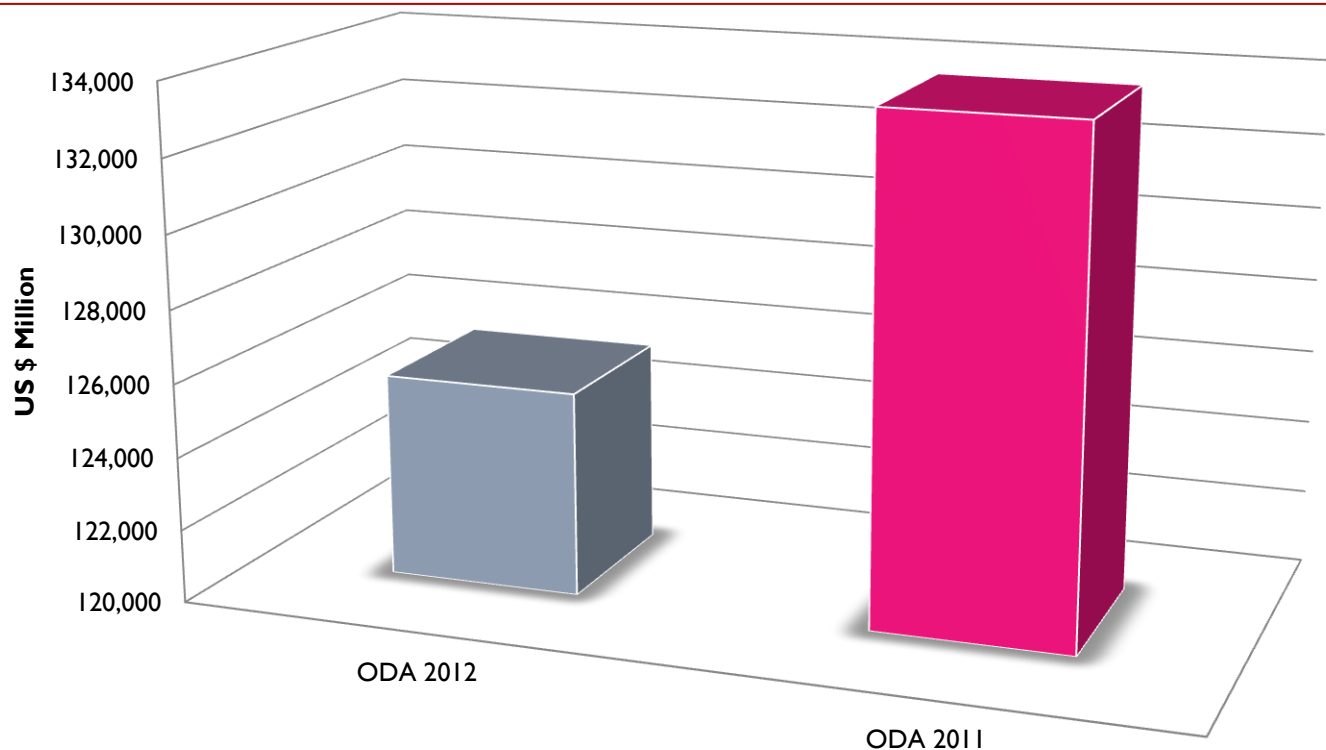
- **Sources of financing ODA**
- **Global Trends in evaluations**
- **Role of internationals**
- **Position of national evaluators**
- **Challenges for national evaluators**
- **Lessons for evaluators & Commissioning Agencies**
- **Opportunities: How can national Evaluators be better prepared?**

Source of Finance and ODA

- The Evaluation industry funding is dominated by external foreign funding
- Most funds for evaluations are from overseas development assistance (ODA)
- ODA top 10 DAC Members are United States, United Kingdom, Japan, Germany, France, Sweden, Norway, Netherlands, Australia, Canada.
- ODA top 5 Non DAC Members are Turkey, UAE, Poland, Czech Republic, Israel

Total Overseas Development Assistance from DAC Countries

Net Development Assistance from DAC Countries
(Source OECD, Sept 2014)

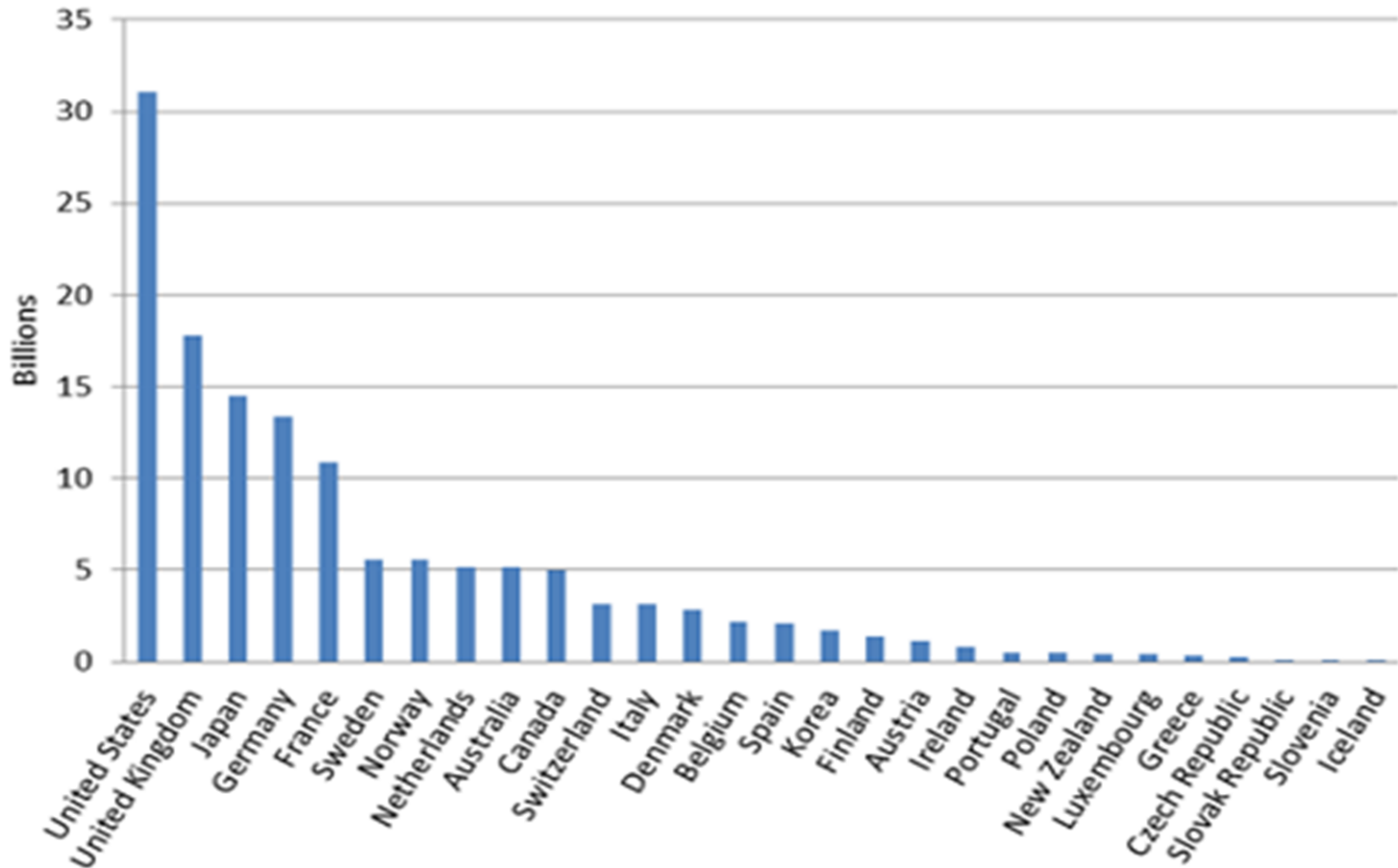


	ODA 2012	ODA 2011
■	125,586	133,716

Net ODA by Country

www.globalissues.org

Net ODA 2013 at constant 2012 US dollars



Source: OECD, September 2014

How much does Uganda get ?

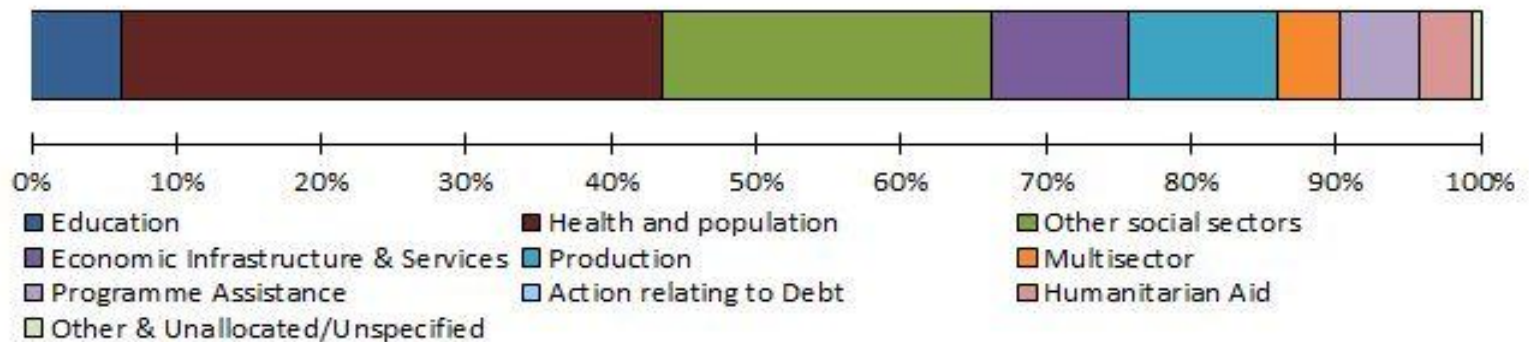
Uganda

Receipts	2010	2011	2012
Net ODA (USD million)	1 723	1 578	1 655
Bilateral share (gross ODA)	60%	62%	56%
Net ODA / GNI	10.9%	10.1%	9.9%
Net Private flows (USD million)	68	37	18

For reference	2010	2011	2012
Population (million)	34.0	35.1	36.3
GNI per capita (Atlas USD)	460	470	440

Top Ten Donors of gross ODA (2011-12 average)		(USD m)
1	United States	396
2	IDA	188
3	EU Institutions	160
4	United Kingdom	149
5	AfDF	144
6	Global Fund	87
7	Norway	70
8	Denmark	66
9	Japan	63
10	Germany	55

Bilateral ODA by Sector (2011-12)



Sources: OECD - DAC, World Bank; www.oecd.org/dac/stats

Global Trends in evaluations

- Evaluation has become a highly globalized industry. The dollar, pound or Euro is tracked to rural, and the remote households in Uganda.
- The rural poor more likely to participate in Evaluation more than the top executive in a Donor agency in a top City in Europe or North America.
- AID Effectiveness agenda leading to more complex evaluations and partnerships (Joint, Multi-donor, etc)
- Global Economic downturn led to: reduced ODA, staff downsizing,

Global Trends in evaluations (contn)

- Increased demand for justification of financing development agenda, Value For Money (VFM) and evidence based decision making,
- Increased reliance on outsourcing external M&E services by Commissioning agencies, hence increase emphasis on procurement procedures, standards, knowledge, partnerships
- Boom in evaluation business volume, but also challenges for methodology and evaluation practice.
- Entry of traditional Financial Audit companies into evaluation of results, and 3rd party contracting

Costs of evaluations: examples

- USAID – Committing 3% of programme costs. Between 2011-2013, conducted 186 Evaluations. USAID projected Budget US \$ - 20.1 Billion (2015) for development.
- UK spent 44 M pounds. 1.9% of DFID programme value spent on non Impact Evaluation with median spend of 200000. 2.6% of programme value spent on Impact Evaluation with median GB Pounds 500,000
- UNDP: Spent US \$ 8,437 m in 2013. Held up to 500 Evaluations between 2011-2013. Highest no of evaluations in Africa (see chart

(Various Sources: usaid.gov, oecd.org, go.uk_government & undp.org)

Extent of Evaluations at UNDP by region 2013



Role of internationals

- Trend is that most opportunities for national level evaluations in developing countries now originating from the “ North” . For example - CFP, procurement mostly Northern based.
- Hence, the increasing demand for evaluators to be professionally versatile to operate at the highest level as well as community and grassroots level.
- Evaluation procurement more complex for national, internationals have a comparative advantage to bid.
- International firms have *things that matter* – Size of the Firm, Joint bids, Business volume, pre-financing capacity, loan sources, business skills etc
- International firms have to build genuine relationships, networks and contacts with commissioning agencies, and national level evaluators

Position of national evaluators

- Consequences for national evaluators is that building international partnerships is a “survival” measure – it’s a must.
- Demand for nationally based quality evaluators with knowledge of local context has increased.
- Opportunities for nationals to work in other countries have opened up.
- National Evaluators have less responsibilities for procurement of evaluation contracts, and reporting to primary client, hence have limited information, power and influence on evaluations.
- Urgent need for professionalism of national evaluators, and capacity building for evaluations

Challenges for national evaluators

- Poor Knowledge of international policies, procedures and standards for evaluations
- Less opportunities to meet evaluation commissioning agencies hence challenges with interpreting TOR, and assignment (third party subcontracts)
- Lack of transparency by some international companies
- Negotiating power on contracts limited
- Unfavorable Contracts on: costs, insurance, schedule, deadlines, negative attitude towards “locals”, etc
- Team composition and poor quality of International counterpart.
- Sourcing evaluators as individuals is “choking/undermining” growth of local evaluation companies and businesses
- Growth of “invisibility ” of national evaluators (not attributed, not acknowledged, technical expertise disrespected or marginalized)

Lessons

- **Understand different forms of Evaluations because they require tailored approaches**
Joint Evaluations, Joint Multi-donor, Country Assistance, Humanitarian, Policy evaluation, Global, national? Thematic Evaluation, impact evaluation, Assessment of Development results
- **Study and Know client Evaluation policies, and Development Assistance Plans, and Frameworks:**
- **Use of evidence is critical:** clients need the facts to make decisions

Lessons continued...

- Know the relevant **national development plans & policies**
- **Read and understand your contract, communicate your needs:** Most people concentrate on TOR and don't read contracts
- **Build Individual Networks:** Doors will open because of you
- **Team Composition requires gender balance** on the team in order to inform the process and findings (For example, gender composition of UNDP Evaluators was 52% of females and 48% males)

Lessons from commissioners of Evaluations

- Lesson 2: Make learning part of the culture of development cooperation
- Lesson 3: Define clear role for Evaluation
- Lesson 6: Ask the right questions and be realistic about expected results
- Lesson 7: Chose the right evaluation tools
- Lesson 8: Work together
- Lesson 9: Help Strengthen Partner Country Capacities and use them

(Source: Evaluating Development Activities. 12 Lessons from OECD DAC, 2013)

Opportunities: How can national Evaluators be better prepared?

- Knowledge of Architecture & AID Effectiveness values, principles and agenda
- Learn Commissioners standards for development evaluations. For example, DAC, World Bank, UNDP, ADB, UN Agencies
- Build Capacity for procurement procedures, standards and methodologies
- Be part of and identify and join national and international networks
- Initiate formal north-south partnership
- Read, read and read development trends and priorities

An evaluator as a flea, and a flea(national evaluator) feeding on another flea



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“The Fleas are the independent operators, some of them with small businesses of their own, some working by themselves in a partnership”

... Large organizations needed irritant individuals or groups to introduce the innovations and ideas essential for their survival ... the elephants ... get all the attention while most people work as a flea or for a flea organization.”

Charles Handy: “The Elephant and the Flea”

References and Websites

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Useful Websites

- www.usaid.gov sites
- www.oecd.org development
- www.oecd.org dac evaluation
- www.oecd-library.org
- www.go.uk government
- www.siteresources.worldbank.org
- web.undp.org evaluation
- www.globalissues.org
- oecd-dac.worldbank.org; www.oecd.org/dac/stats