

*EvalPartners International Forum
On Civil Society's Evaluation Capacities*

**Institutional Capacities in Voluntary
Organisations for Professional
Evaluation (VOPE)**

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Chiang Mai

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1. VOPE is about volunteer involvement

WHO IS INVOLVED?

Practitioners

- Evaluation managers
- Evaluation officers
- Researchers
- Consultants
- Teachers
- Students

Users

- Knowledge seekers
- Executives (PS & NGO)
- Government officials
- Parliamentarians
- Stakeholders
- Press
- Citizens

Why do they get involved?

For personal learning & growth

For peerage & leverage as a group

For quality & professional recognition

What do they gain?

- Access to knowledge
- Acknowledgement of different perspectives and views
- Benefit from previous practical experience
- Understanding of different types of evaluation
- Mentoring
- Basic and specialised training
- Sense of belonging
- Recognition of personal and professional integrity, independence
- Improved quality and credibility

2. VOPE is about an Inspiring Vision

Perceptions of Evaluation

Research

Program Support

Oversight

Impact evaluation

Quality Assurance

Management Evaluation

Program Evaluation

Lessons Learning

Monitoring

Performance Assessment

Operations Evaluation

Internal Oversight

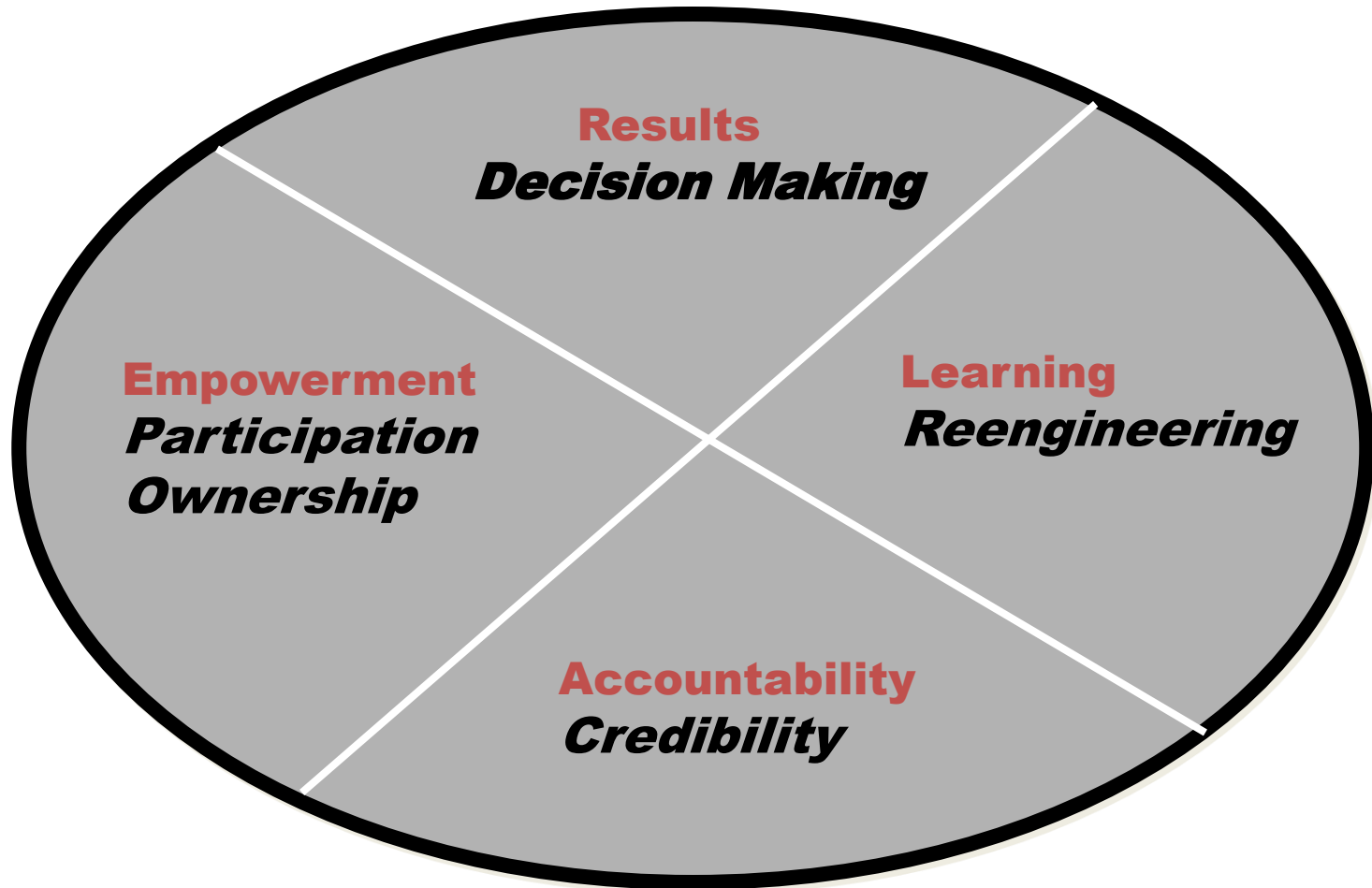
Joint Inspection

Evaluation Services

Studies

(Source: Official Titles used for Evaluation in the UN system)

Purposes of Evaluation



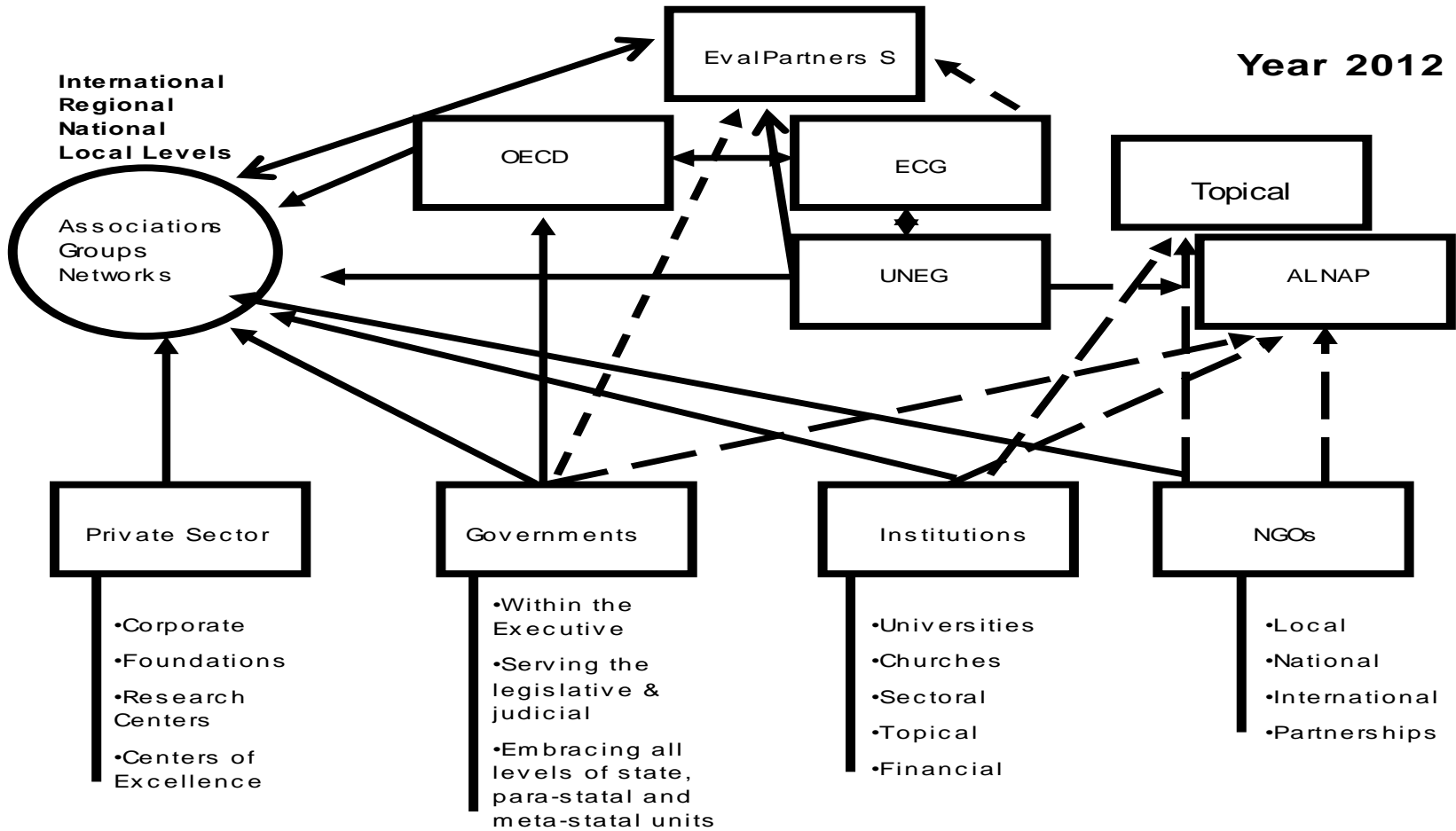
Roles of VOPE

- Advocate for governments to create and use for feedback mechanisms
- Build the demand side for evaluation by promoting the understanding of the value of evaluation, by Parliamentarians & other stakeholders
- Build the supply side of evaluation by promoting evaluation development and training
- Set standards for evaluation and create a normative institutional environment fostering the quality and proper use of evaluation

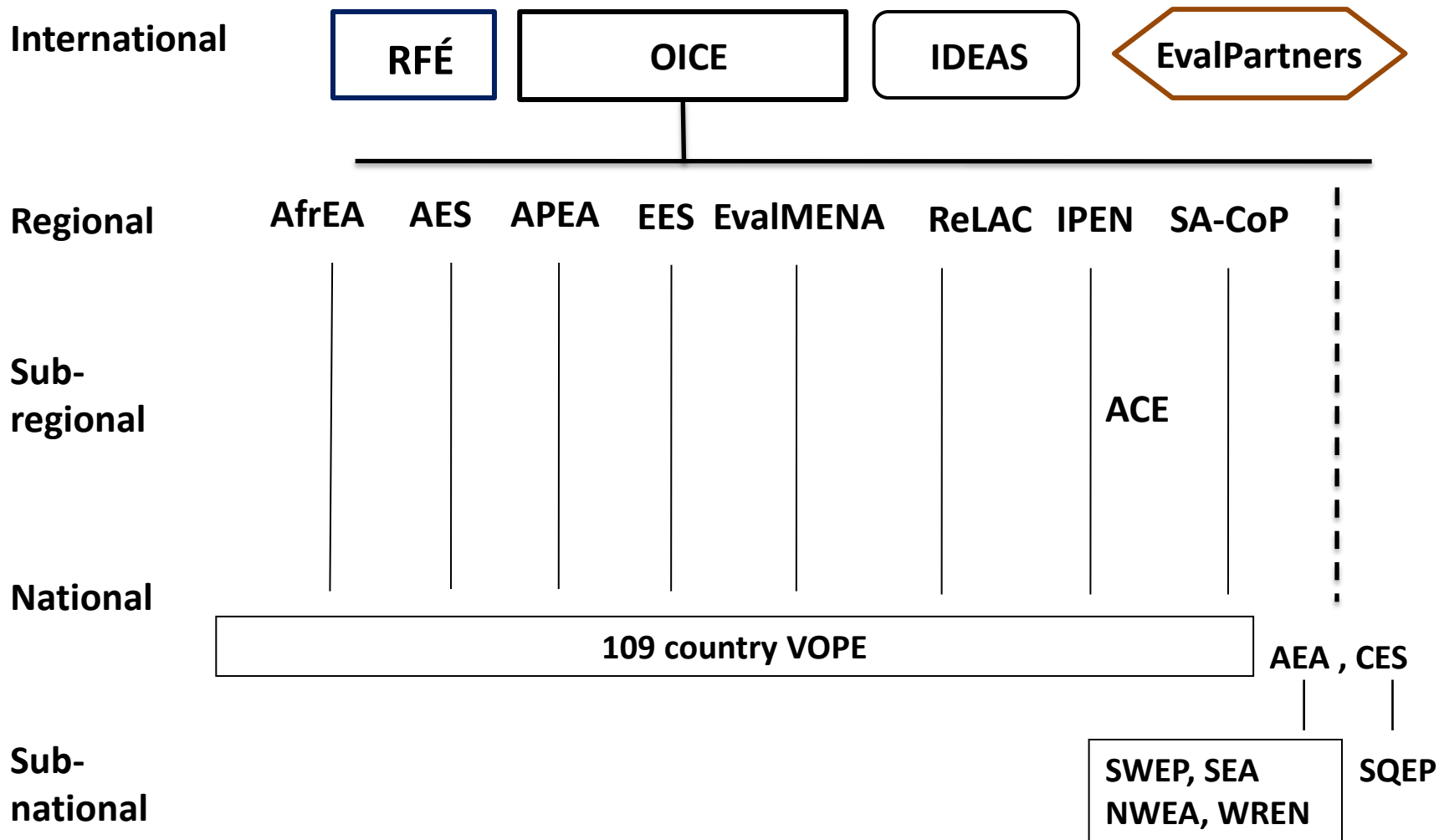
3. There is a need for VOPE

**at the national level
regional level, and
global level**

International Evaluation Groups



Evaluation Associations & Networks (134)

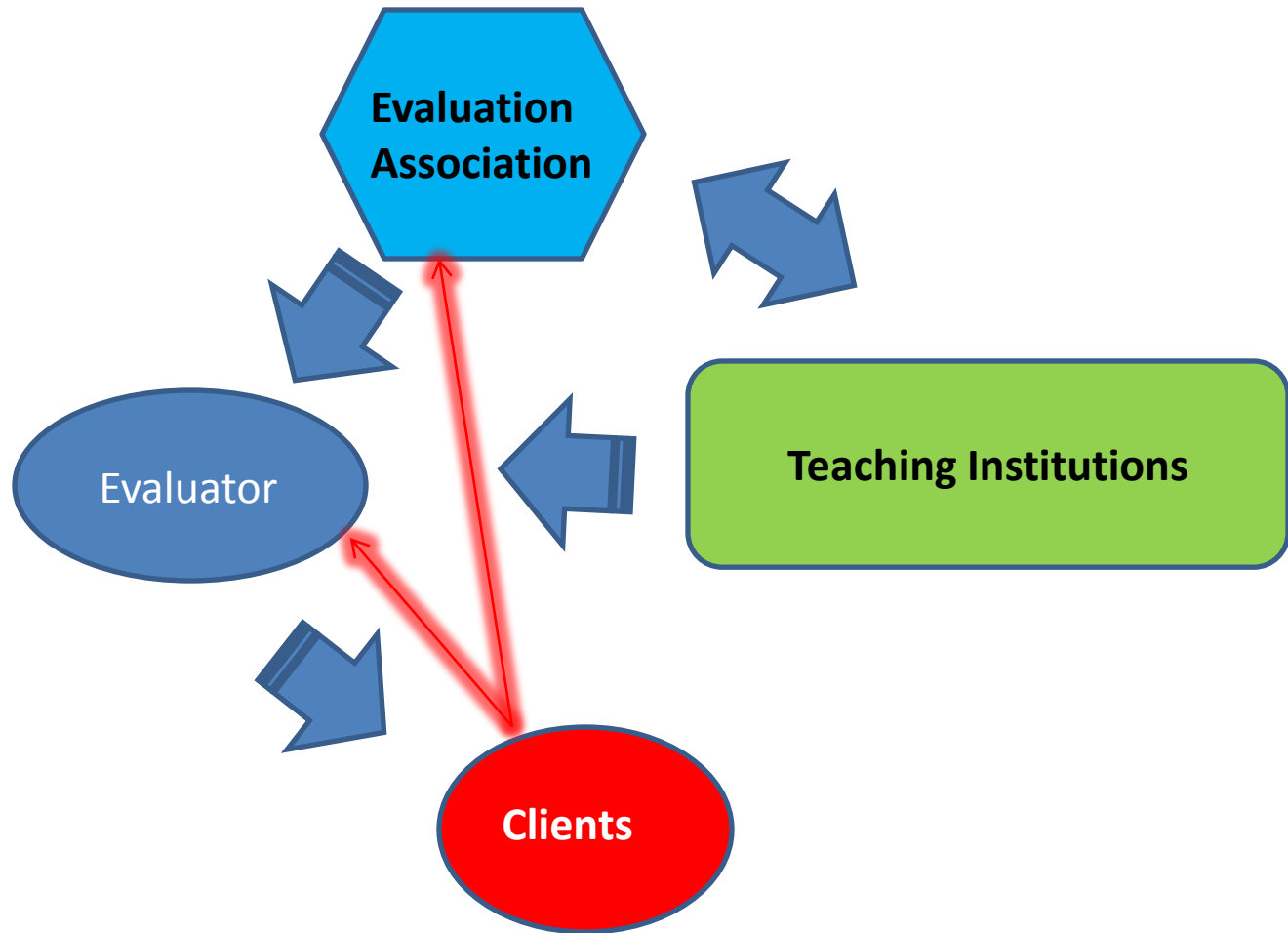


VOPE Role at Global Level

- Worldwide cooperation and partnership, fostering cross fertilisation of ideas, high professional standards and an open and global perspective among evaluators.
- Strengthening of national VOPE and support to the formation of new VOPE.
- Enhanced public awareness of the usefulness of evaluation for good governance.

4. VOPE is about alliances with stakeholders

Collaboration between actors for Evaluation of Quality



**5. VOPE take time to create and
require learning-by-doing**

Retrospective

In the 1960s	Emergence of evaluation as applied research
In the 1970s	Evaluation becomes a distinct profession
In the 1980s	Evaluation becomes international
In the 1990s	Evaluation forms part of the learning organisation
In the 2000	Evaluation is important for results-based accountability
In the 2010	Evaluation is important for good governance

6. Four Typical Phases of VOPE Development

1st Phase: Rally

VOPE

- Aim at creating an awareness
- Rally providers and users of evaluation
- Creates a community of evaluophiles
- Facilitate professional exchanges
- Offer informal apprenticeship

2nd Phase: Share good practices

VOPE

- **Demystify evaluation**
- **Foster harmonization of concepts et tools**
- **Rally a community of practitioners and users of evaluation**
- **Allow ownership of evaluation approaches and techniques**
- **Offer mentoring & basic training in evaluation**

3rd Phase: Pathfinding

VOPE

- **Promote the good use of the evaluation function via the sharing of real life experiences**
- **Foster the quality of evaluation products**
- **Facilitate working groups on new themes offering a challenge to evaluation practice (R&D)**
- **Provide methodological guides**
- **Offer specialized training in evaluation**

4th Phase: Professionalization

VOPE

- **Assume a normative role**
- **Set norms and standards**
- **Set a code of conduct for evaluators**
- **Identify professional competencies**
- **Offer a competency-based training program**
- **Rule and bestow professional designations**

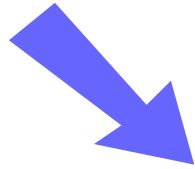
7. Why professionalization?

Professionalization?

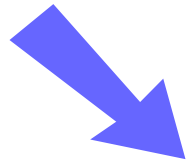
- **EVALUATION is a PROFESSION in the making.**
- Over the years, Evaluation Associations and Networks have developed
 - Evaluation Norms
 - Evaluation Standards
 - Evaluation Policies
 - Evaluation Code of Ethic
 - Evaluation Methodological Guide
 - Evaluation Training Programmes
- Initiatives for professionalizing evaluation are occurring in different regions as well there is greater formalization of evaluation policies at the global level.
- Discussions on competency profiles for evaluators are high on the agenda of evaluation seminars and conferences.

Why Professionalization?

The **ASSUMPTION**



If evaluation is professionalized – then, qualified and **RECOGNIZED EVALUATORS** will lead and guide the evaluation function.



THEN the evaluation practice will gain in terms of:

- Quality
- Rigor
- Use
- Credibility

Why Professionalization

- Increased credibility of the evaluation function and evaluation staff
- Increased reliability & methodological rigor within the evaluation community
- Increased available training opportunities
- Increased skills respond to evaluator competencies as training is being offered
- Self-responsibility for continuing improvement of evaluation skills
- Access to available broad talent pool

Levels of professionalization

1. Credentialisation

Demonstrates having the minimum of competencies required

2. Certification

Successfully has passed the professional examination requirements

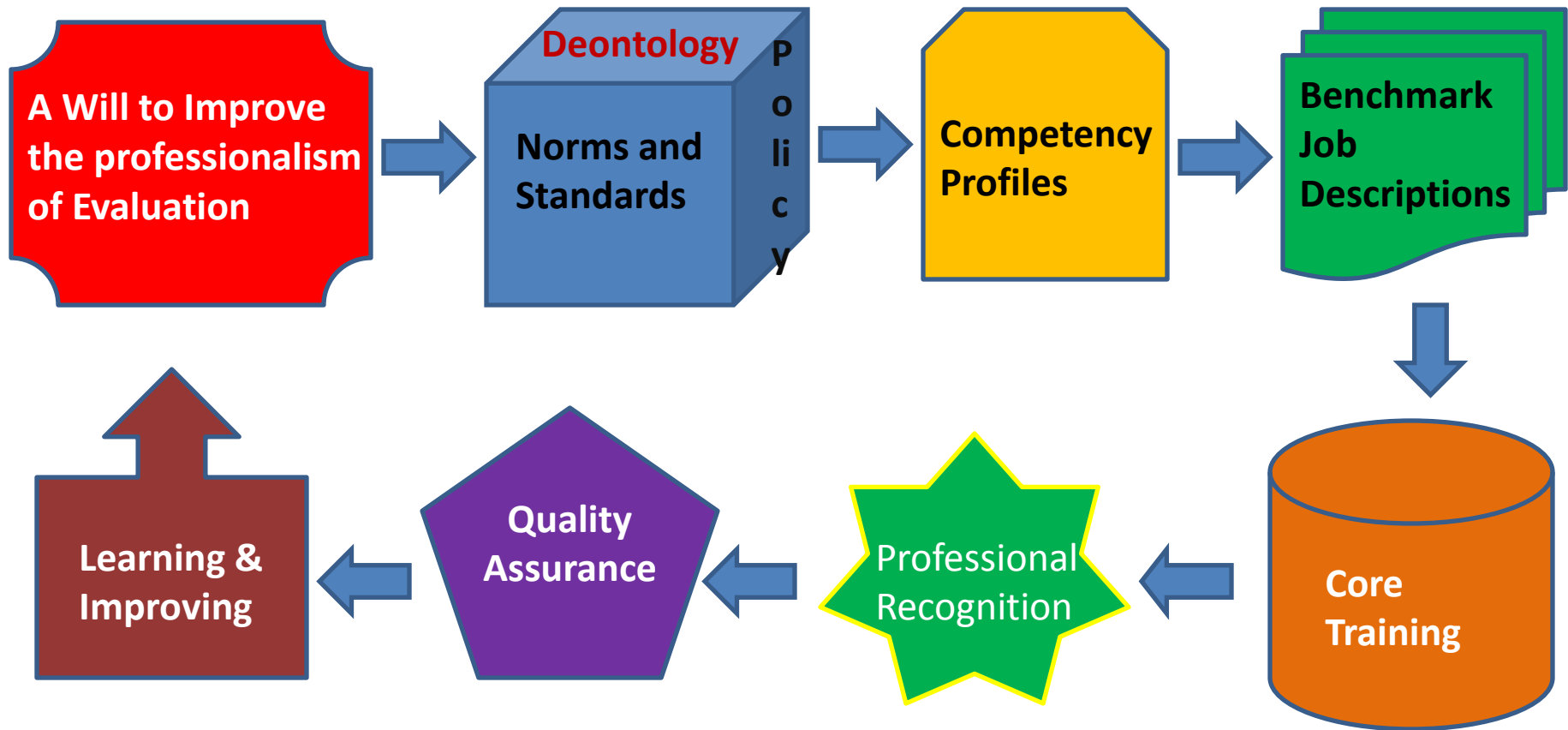
3. Licence

Legally authorised to practice the profession

Basic Gears



Elements of Professionalization



8. Lessons to make VOPE perform well

Lessons from VOPE Development

1. A long-term process which cannot be rushed
2. Respect for value systems and must foster self-esteem
3. A learning process without blueprints
4. Not power neutral : challenge of existing mindsets and power differentials
5. Build upon existing capacities rather than creating new ones
6. Positive incentive is key

Lessons from VOPE Development

6. Identify the relevant stakeholders
7. Important to get beneath the surface of the organization, looking for both formal & informal, hidden aspects
8. Stay engaged under difficult circumstances
9. Remain focus to achieve short term results
10. Be transparent in financial matters

9. Challenges for VOPE

Challenges managing a VOPE

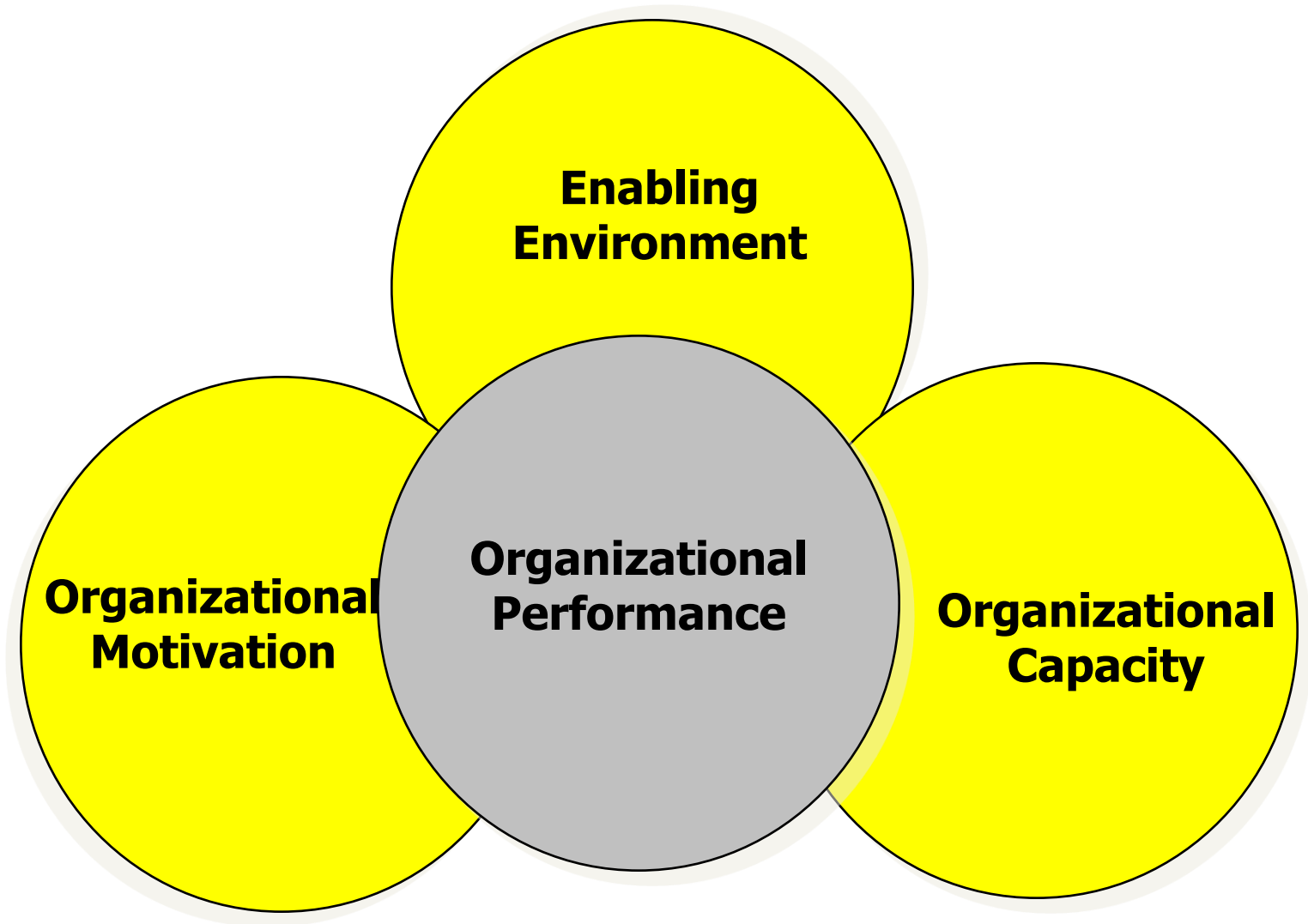
1. Keep Drivers motivated
2. Provide steady leadership
3. Upkeep values and ethics
4. Ensure reasonable level of tasking
5. Seek sufficient resourcing
6. Be clear on accountabilities
7. Seek advice and provide technical capacity
8. Provide good governance
9. Be systematic about communications and visibility
10. Promote to use M&E information
11. Think and act on sustainability

Tips for VOPE Capacities Strengthening

1. Understand the local context and necessary stages of development
2. Understand the nature of services and areas of professional growth required
3. Understand funding models
4. Understand the ownership of VOPE & their legal and fiduciary responsibilities
5. Understand communication, coordination and management of virtual networks
6. Establish performance measurement feedback mechanism & demonstrate accountability for results

Adapted from Marie-Hélène Adrien

Keep your eyes on





Source: IDRC, IADB, Universalialia

Let's make it simple

What you need:

- 1. Committed champions with a vision** (Results driven leadership)
- 2. Fun while doing it together** (Motivation)
- 3. Clarity of missions and empowerment** (Simple governance & Rewarding accountability for achieving results)
- 4. Tell everyone what you will do and it will be done** (Communicate & communicate)
- 5. Remember your real budget is sweat not money** (Transparent and thrifty stewardship)

10. Concluding words

Evaluation is not a job.

**It is a vocation
to change the world**

END

Jean Serge Quesnel
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