

EvalPartners International Forum

3rd – 6th December 2012

Chiang Mai, Thailand

# DEVELOPING EVALUATION CAPACITIES

## The ReLAC´ s experience

Luis Soberón A.



**Red de Seguimiento, Evaluación y Sistematización  
en América Latina y el Caribe**  
**Year of foundation 2003**

<http://noticiasrelac.ning.com/>

## **Mission**

*To foster evaluation culture and practice as a fundamental social and political process to achieve better policies, programs and projects, within a context of greater transparency and citizen participation.*

# Objectives

**Foster, support, promote, develop, contribute**

---

Interchange and reflection spaces

Capacities

Principles, procedures and ethical criteria for good practices

Development and diffusion of concepts, methodologies and tools adapted to region's cultural diversity

# Objectives

**Foster, support, promote, develop, contribute**

---

Transparent, participative and equitable use of resources by national and international organizations

Development of an international community informed by region cultural diversity and experiences

Development of national and sub national organizations and networks

# Conferences

2004 Lima, Evaluation, Democracy and g  
Governance: Challenges for Latin America

2007 Bogotá, Monitoring and Evaluation  
contributions to Democracy and Governance in  
Latin America

2010 San José, Social Reforms, Evaluation and  
Citizen Participation in Latin America: Forum and  
Possibilities

# ReLAC capacity building program

## First steps

- ❑ Context: 2004 Conference and Assembly
- ❑ Constitution of evaluators group with academic involvement
- ❑ Aim: design and implement a program to promote and enhance capacities on evaluation in the region
- ❑ Countries with universities represented in the group:  
Costa Rica, Colombia, Peru, Chile, Argentina, Uruguay, Dominican Republic, Nicaragua, Honduras, Ecuador

## **Strategy for capacity building adopted**

Design and implementation of an

## **E-Learning Master Degree Program on Evaluation**

A modality accessible to evaluators and professionals interested in the field of evaluation across the whole region

## Support

For this initiative, since the start, ReLAC counted with the support of UNICEF, particularly from the Evaluation Office directed by Jean Quesnel and Ada Ocampo, both with an active participation in group's discussions.

The group counted also with the advise of Arnold Love and Saville Kushner

UNICEF Regional Office for Latin America gave support for a inventory and situational study of training programs on evaluation conducted by Welmer Ramos and Ronny Muñoz.



# Meetings for elaboration

Lima 2004

Tegucigalpa 2005

Bogotá 2006

Panama 2007

Bogota 2007 (Conference)

# **Program components**

Evaluator's profile for LAC evaluation

Criteria and pedagogical principles

Curricula

## Evaluators profile: Capacities

- Knowledge of LAC societies' reality
- Understanding and response to cultural and social diversity
- Approach social change in social contexts of exclusion, power asymmetry, and predominance of legalism and economicism

## Evaluators profile: Capacities

- ❑ Perform evaluations with autonomy in contexts characterized by particularism and low transparency
- ❑ Knowledge and commitment with human rights
- ❑ Assuming M&E strategic role to achieve developmental goals

**Knowledge about  
evaluation *function***

*Program and  
project cycle*

*Development change*

**Knowledge, skills  
for research and  
analysis**

**Contextual analysis,  
stakeholders, power  
relations**

**CORE  
COMPETENCES**

**Self reflection,  
commitment to  
professional  
development**

**Interpersonal  
relations**

**Guided by values  
and ethic  
principles**

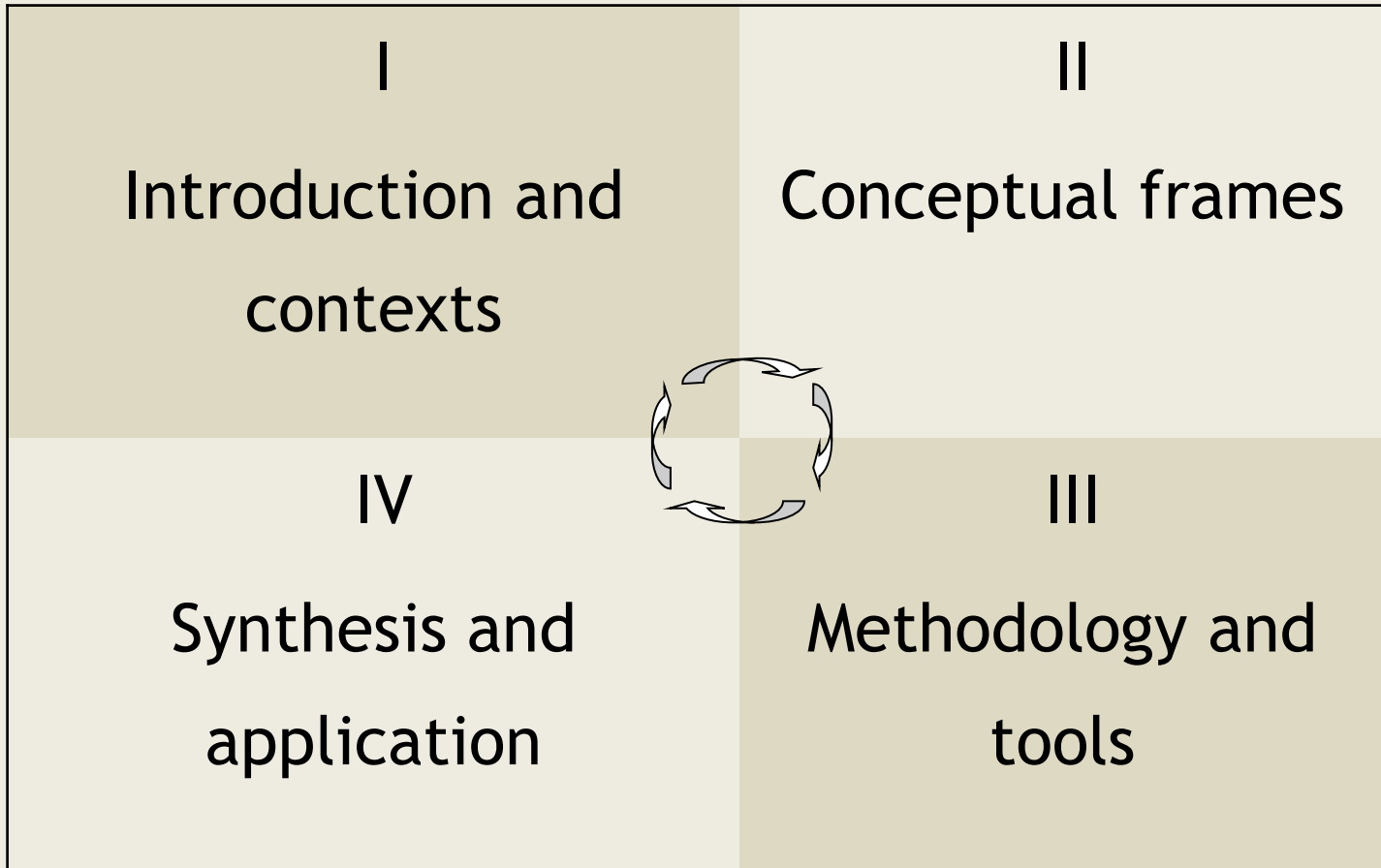
# Learning principles

- Learning community
- Learning centered in the person
- Learning as permanent process
- Interaction and dialogue
- Creative tension in learning situations
- Learning by doing, reflection on real experiences

# Learning principles

- Challenging cases and simulations
- Collaborative work
- Aperture to complexity and uncertainty
- Flexible curricula with options that respond to diverse interests of students

# Curricula structure





# I: Introduction and contexts

- ❑ Evaluation and development in LAC
- ❑ Evaluation and public policies
- ❑ Dilemmas in evaluation

## II: Conceptual frames

- Theory of evaluation
- Evaluative reasoning
- Types of evaluation
- Management based in results and logic models
- Rights approach
- Principles, norms and standards

### III: Methodology and tools

- ❑ Mixed methods: an integrated approach
- ❑ Qualitative and quantitative methods
- ❑ Indicators
- ❑ Socio-economic, financing and technical components
- ❑ Institutional and political components
- ❑ Evaluation of processes and outcomes
- ❑ Impact evaluation

## IV: Synthesis and application

- Evaluation design
- Management of evaluation
- Evaluation project (practical application)

# From design to practice

Preparation for E-learning (FLACSO Ecuador)

Looking for universities allies

FLACSO Chile opportunity to start

Alejandra Faúndez and Andrés Palma, two members of ReLAC group, with key positions as Academic Coordinator and Program Coordinator

**FLACSO-Chile**

**Latin America Faculty of Social Sciences**

Social Management and Public Policy Program

Magíster in Management for Development

**Diploma in Monitoring and Evaluation of Social  
Programs (FLACSO – ReLAC)**

# Modality

Regular

3 weeks, exclusive dedication

Application work

# Cycles offered

January 2008

January 2009

November 2009



## **Students institutional origins**

Predominance of public sector: Ministries,  
regional and provincial governs, municipalities

60 students completed the Diploma

# **Discontinuation of FLACSO diploma and not new opportunities and alternatives for the implementation of ReLAC Program**

Change of Government in Chile, brought a change in FLACSO's authorities and cancelation of the Diploma

Attempts to establish an alliance with other university failed

Lack of legal status seen as a limitation to establish agreements of institutional collaboration

## **Need to review the Program after the experience carried out with FLACSO**

A proposal was elaborated for this purpose with the support and encouragement of Belen Saenz and Cecilia Rocha and presented to the Ministry of Foreign Affairs and Cooperation (MAEC – Spain Government), but without the concretion of the expected financial support

# **EvalPartners a new opportunity to renew the ReLAC initiative**

Lost of momentum and impulse after the FLACSO experience (latency)

Renewing the impulse with EvalPartners initiative

Currently working in the preparation of an E-Learning course

# Acknowledgments

**Institutions and persons that contributed to make possible the ReLAC experience in designing and implementing the program for education on evaluation**

**UNICEF Office of Evaluation  
UNICEF Latin American Regional Program  
FLACSO – Ecuador  
FLACSO – Chile  
AECID – MAEC  
Canadian Evaluation Society**

**Jean Quesnel  
Ada Ocampo  
Arnold Love  
Saville Kushner  
Belen Saenz  
Cecilia Rocha  
Andrés Palma  
Alejandra Faundez**

## List of participants in the ReLAC Academic Group

Name	Institution	Country
1 Ada Ocampo	Oficina Evaluación UNICEF	USA - Perú
2 Alejandra Faúndez	FLACSO Chile	Chile
3 Andrés Palma	FLACSO Chile	Chile
4 Esteban Tapella	Universidad Nacional de San Juan	Argentina
5 Gloria Vela	Corporación Universitaria Minuto de Dios	Colombia
6 Jean Quesnel	Oficina Evaluación UNICEF	USA - Canadá
7 Jorge Orbe	Universidad Católica del Ecuador	Ecuador
8 Juan Ponce	FLACSO Ecuador	Ecuador
9 Leopoldo Font	Centro Latinoamericano de Economía Humana	Uruguay
10 Luis Soberón	Pontificia Universidad Católica del Perú	Perú
11 Martín Spraggon	Universidad de Québec	Canadá
12 Nerio Neirotti	IIEP - UNESCO	Argentina
13 Pablo Rodríguez	Universidad de San Juan	Argentina
14 Patricio Zurita	Universidad APEC - UNAPEC	R. Dominicana
15 Sergio Martinic	Pontificia Universidad Católica de Chile	Chile
16 Víctor M. Quintero	Universidad de San Buenaventura Cali	Colombia
17 Xinia Picado	Consultora	Costa Rica

Institutional affiliations correspond to the date of conclusion of the design (2007)

Thank you for  
your kindly attention