

FACT-FINDING SURVEY ON EVALUATION CAPACITY DEVELOPMENT (ECD) IN PARTNER COUNTRIES

DAC Network on Development Evaluation, OECD

October 2006

This survey was conducted by the ECD Task Team (Japan, France, Denmark and the DAC Secretariat) in collaboration with the UNEG and the ECG.

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I. Introduction

1. Survey Objectives

This survey is financed by the Government of Japan, and conducted by the Task Team (Japan, France, Denmark and the DAC Secretariat) established in the DAC Network on Development Evaluation for a mapping exercise on Evaluation Capacity Development (ECD) in partner countries. The purpose of the survey is to obtain a better picture of current efforts on ECD by donors. The results of the survey will be first shared among the members of the Network and partners, and then utilised as reference materials for further consultation and coordination with partner countries to extend more effective ECD support in partner countries.

2. Survey Methods

This is a quick survey conducted in the period of July to September, 2006. The survey is based on a questionnaire that asked basic questions on which donors extend what kind of support to which partner countries, and how. The questionnaire also addresses the challenges and constraints of the ECD process, as well as lessons learned from ECD experiences¹. The questionnaires were sent via e-mail to all the members of the DAC network as well as the UNEG and the ECG².

3. Survey Responses

Responses to the survey were received from 26 agencies; 21 bilateral and 5 multilateral. The key survey figures are summarised in Table 1. The total number of individual cases reported is 88. The list of countries and agencies of respondents is attached as Annex 1.

Table 1: Survey Summary

	Bilateral	Multilateral	Total
Donors covered by the survey	23	9*	32
Responses to the survey			
- No. of donor countries	15	-	15
- No. of agencies	21**	5	26
- No. of total responses	21	28***	49
No. of individual ECD support	48	40	88

* Including the DAC Secretariat

** Reflecting the cases where several agencies from the same donor country responded to the survey.

*** Including 23 UNDP Country Offices

¹ See Annex 2 for questionnaire sheet.

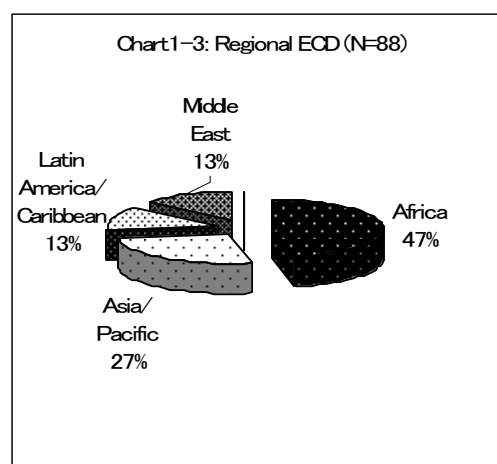
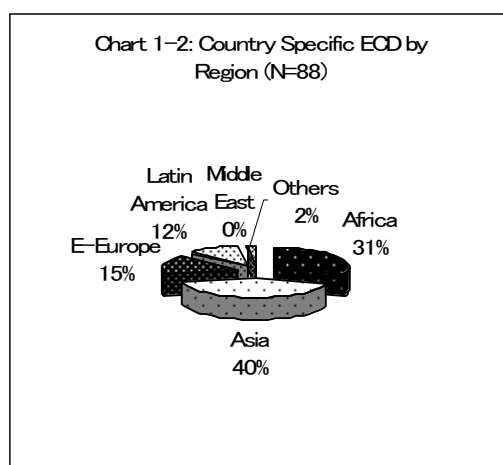
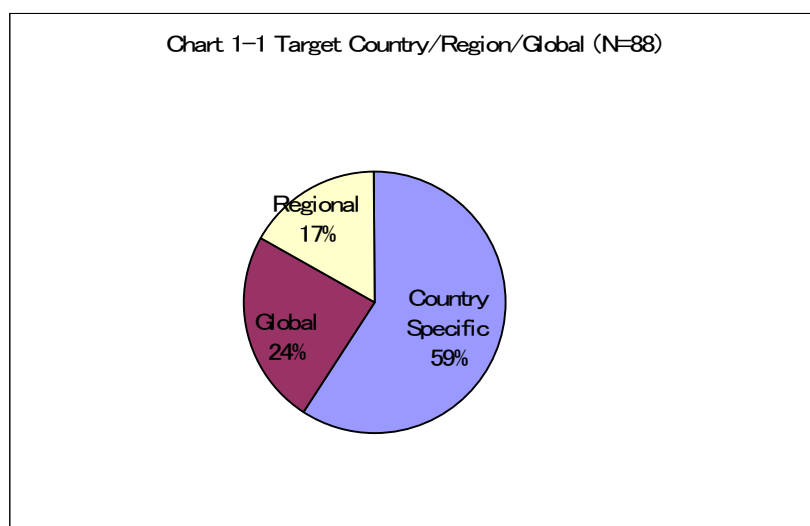
² This survey did not cover ECD experiences of partner countries.

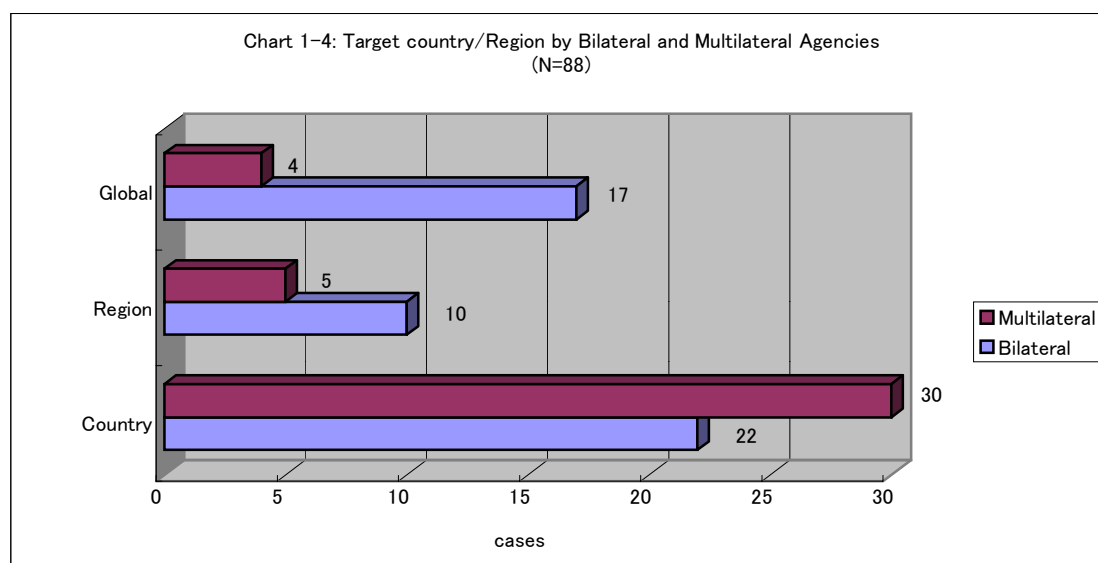
II. Major Findings from the Survey

1. Current ECD Support (Q1 & Q2)

ECD Experience/Target Countries and Regions

1.1 Out of 26 agencies that responded, 22 are currently conducting ECD support in partner countries, and 4 agencies are not. They reported on 88 individual cases of which 48 cases are conducted by bilateral donors, and 40 by multilateral donors. 59% of the cases target at specific countries, 17% at specific regions, and 24% are provided on a global basis. Among the cases of country-specific support, 40% are implemented in Asia and Pacific countries, while 31% are in Africa. About half of regional support is extended to Africa. (See Chart 1-1, 1-2 and 1-3.) As seen in Chart 1-4, bilateral donors extend more support to specific countries and globally, accounting for 22 and 17 cases respectively. Multilateral agencies have more interventions in specific countries: there are 30 cases, of which 28 are covered by UNDP Country Offices.





Objectives of ECD Support

1.2 As shown in Chart 2-1, 60 cases are reported to have multiple objectives and 28 have single objectives. Chart 2-2 shows the total number of objectives reported for the 88 individual cases. “Skills training for individuals” and “development or improvement of evaluation system / organisational management” are most prevalent (48 and 51 cases respectively), followed by other objectives such as “preparation of evaluation strategies of policy” and “contribution to project/programme performance.” The cases with multiple objectives indicate two trends in donor focus on ECD support: 1) higher level support aiming at institutionalisation of evaluation capacity through enhancement of evaluation system or organisational management as well as policy formulation, and 2) operational level support to contribute to project/programme performance.

1.3 The former trend is clearly observed in ECD support by Denmark, France, Germany (GTZ), New Zealand, Japan (MOFA), UNDP and the World Bank. The latter trend is observed in several cases by Germany (InWent), Japan (JICA, JBIC, FASID), and some UNDP Country Offices. In the case of UNDP, country level ECD support has been extensively conducted to enhance monitoring of MDGs and assessment of PRSPs. They are aimed at both the institutional and the operational level of ECD support, and different approaches are reported depending on the country situation.

Chart2-1: ECD Objectives; Single/Multiple (N=88)

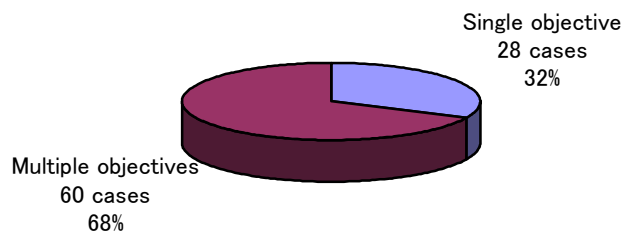
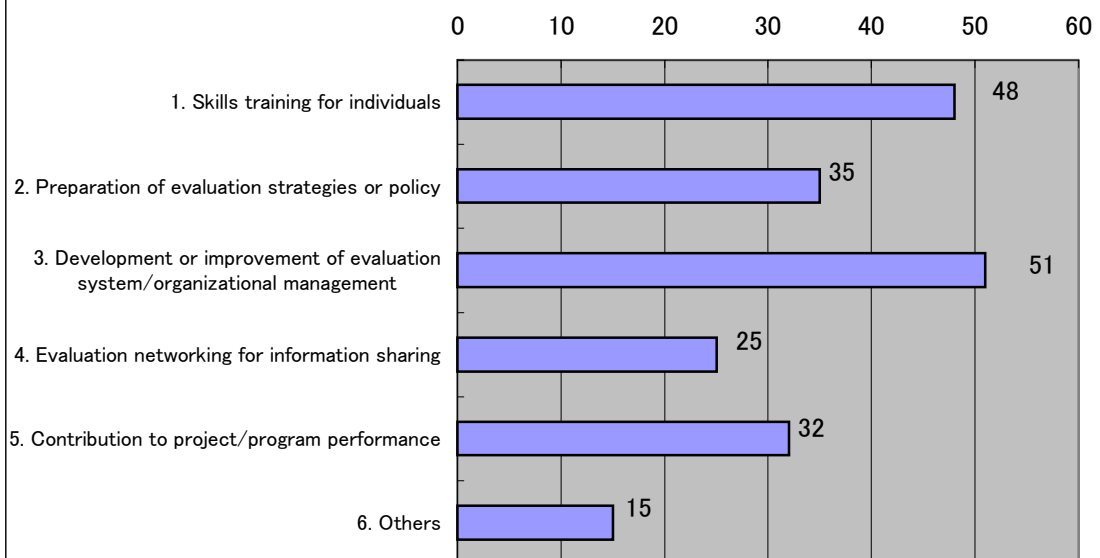
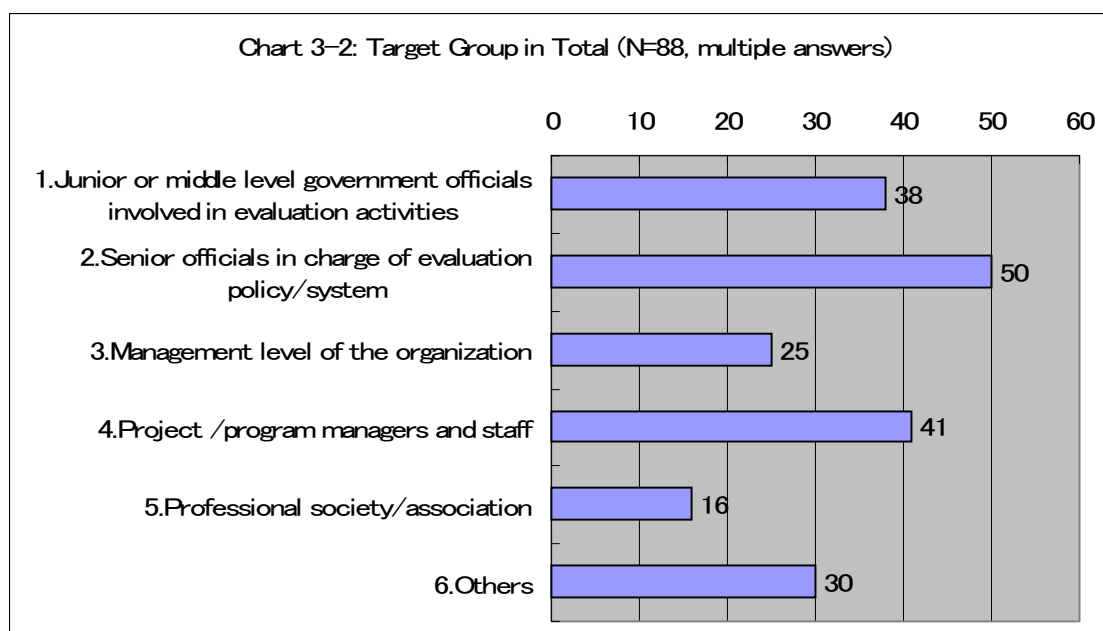
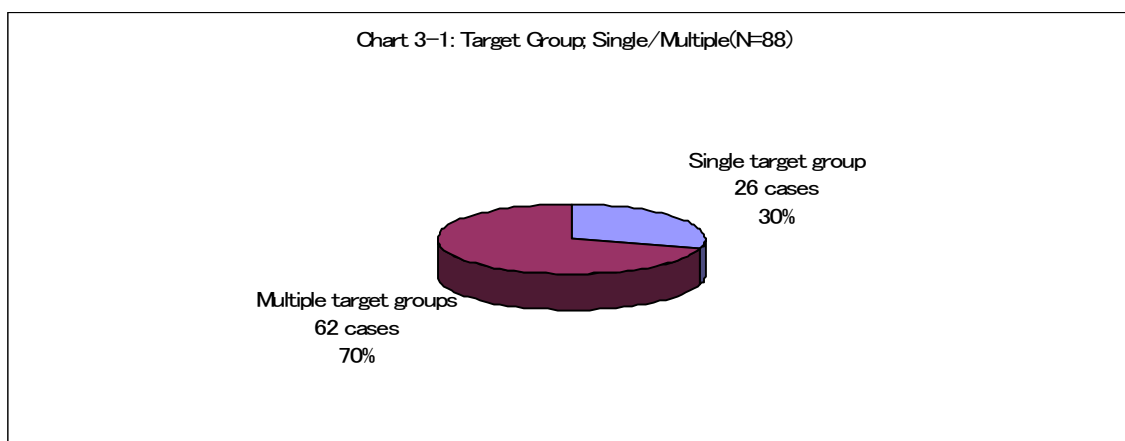


Chart2-2: ECD Objectives in Total (N=88, multiple answers)



Target Group

1.4 A substantial fraction of ECD support focuses on more than one category of target group. Only 30% of the support targets a single group, of which “project/programme managers and staff” is most counted (See Chart 3-1). 70% of cases have multiple target groups. As seen in chart 3-2, the most targeted group in total is “senior officials in charge of evaluation policy/system,” followed by “project/programme managers/staff” and “junior or middle level officials.”



1.5 Efforts aiming at higher-level support for the institutionalisation of evaluation systems tend to set a target group of “senior officials in charge of evaluation policy/system.” It is also obvious that “project/programme managers and staff” is more frequently observed in cases aiming at project/programme performance.

1.6 However, “Junior or middle level government officials” and “management level of the organisation,” which seem to be more related to operational-level intervention, are frequently included as one of multiple target groups even in higher-level support. Judging from this survey, therefore, types of combination of target groups do not directly co-relate with ECD objectives. This is probably because higher- and operational-level supports are closely interrelated especially when the training component is highly emphasized. For the purpose of institutionalisation, staff competency is also counted as an important factor.

Box 1: Case of ECD support targeting at senior officials

“Tokyo Workshop on ODA Evaluation” sponsored by the Government of Japan

The Ministry of Foreign Affairs of Japan has held the Workshop annually from FY2001, inviting partner countries in Asia with the aim of enhancing the effectiveness of Japan’s ODA, through deepening shared recognition of ODA evaluation in Asian partner countries.

The Fifth Workshop was held in January 2006 in Tokyo (2 days), seeking to reinforce the monitoring and evaluation systems of partner countries with particular focus on Management for Development Results. Senior officials in charge of evaluation from nineteen Asian countries, including Japan, and development agencies (JICA, JBIC, ADB, OECD/DAC, UNDP, UNICEF, WB, and USAID) attended the Workshop. In addition, the academia, NGOs and others attended as observers.

The workshop consisted of 3 sessions covering the following topics:

- 1st session (plenary session): What is the implication of managing for development results for M&E?
- 2nd session (group session): Strengthening commitment to M&E for effective Results-Based Management, policy changes, budgeting decision, and accountability - Learning from good practices and challenges of Asian partner’s experiences
- 3rd session (plenary session): Partnership for M&E through a results-based approach

There was a general recognition that the 5th Workshop contributed to deepening understanding among the participants on effective M&E and exploring further how to overcome challenges and improve M&E, and achieve development results for the benefit of the people.

(Source: Chair’s Summary of the 5th Workshop on ODA Evaluation in Tokyo, January 26-27, 2006)

1.7 In addition to government officials in charge of public sector evaluation activities, NGOs, private sector and academia are also viewed as important targets of ECD activities. One notable trend is the collaboration with national, regional and global evaluation associations. In the survey, 9 agencies reported that they are currently providing funding and other support for such associations (e.g. International Development Evaluation Association: IDEAS; African Evaluation Association: AfrEA; Kenya Evaluation Association, Sri Lanka Evaluation Association).

Box 2: Case of collaboration with evaluation association

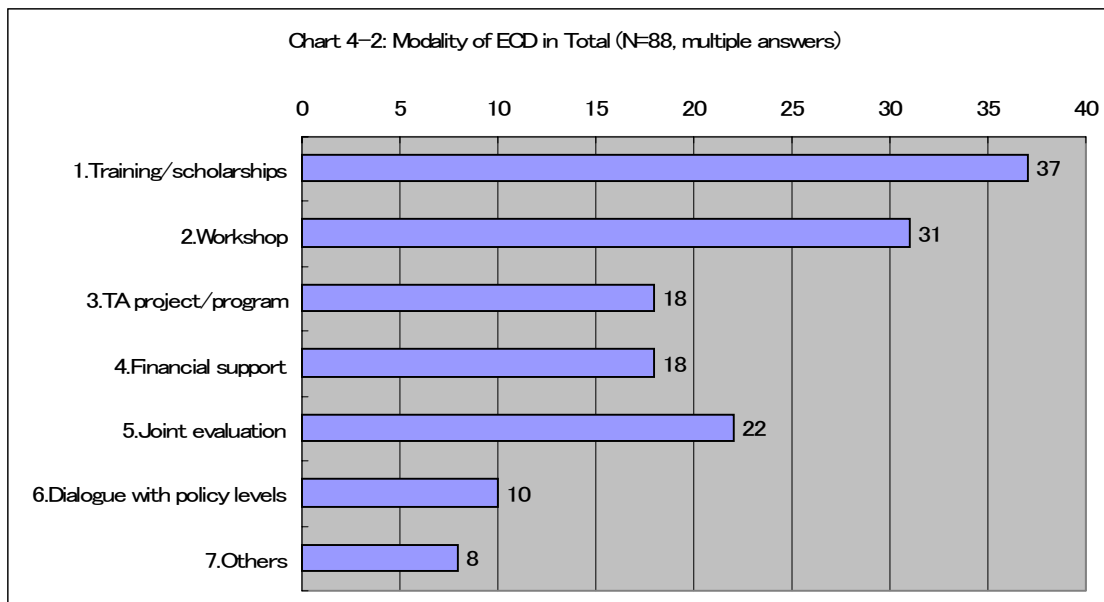
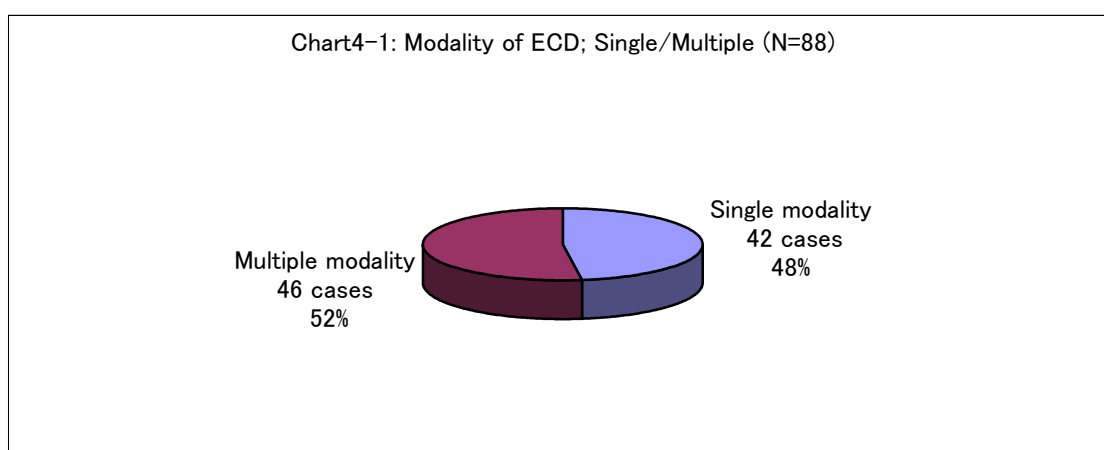
“Support for the African Evaluation Association (AfrEA) by various donors”

AfrEA was founded in 1999 in response to a growing demand for information sharing, advocacy and advanced capacity building in evaluation in Africa. Since the initial phase of the association, 33 local and international organisations have supported its activities, including 6 member countries of the DAC Network on Development Evaluation as well as the Network itself. At the last AfrEA Conference in 2004, 25 local and international organisations provided financial and/or in-kind support and coordinated and hosted Conference sessions and strands.

(Source: <http://www.afrea.org/>)

Modality of ECD Support

1.8 The survey asked the respondents to identify the most important measures to implement ECD support, indicating such modalities as training, workshop, TA, financial support and so on. 48% of the reported activities are conducted in a single modality, and 52% in multiple modalities (Chart 4-1). The most adopted single modality is “training/scholarship,” followed by “workshop” and “joint evaluation” (Chart 4-2). Chart 4-2 shows the total number of modalities applied, and it is apparent that trainings and workshops together make up a substantial part of support activities.



1.9 Trainings and workshops are provided to specific countries, specific regions and globally. For example, Germany (InWEnt) and Japan (JICA, JBIC, FASID) are providing training opportunities to government officials and project/programme staff for the enhancement of national evaluation capacity or project/programme performance. A representative example of a global training and workshop is IPDET sponsored by the World Bank and Carlton University,

Canada (See Box 5).

1.10 The survey identified 22 cases where joint evaluation was applied as an ECD measure. The survey results show that utilisation of joint evaluation is varied among donors. Some donors employ joint evaluation with the goal to train individual skills, and others to enhance the evaluation system. Several donors implement joint evaluation together with training and workshops to achieve their own objectives. (See Box 3 for cases of joint evaluation.)

Box 3: Cases of ECD support through joint evaluation

1) Denmark (Danida): Joint Evaluation of Uganda's Plan for the Modernization of Agriculture (PMA)

Danida conducted the joint evaluation of PMA in Uganda in 2005, a sector-wide evaluation with the PMA Steering Committee and the sector working group of development partners. PMA is a unique attempt to coordinate various players to address agricultural development and rural poverty in order to increase the impact and synergy of all efforts. The vision of PMA is to eradicate poverty through a profitable, competitive, sustainable and dynamic agricultural and agro-industrial sector. The joint evaluation was asked to address the validity of the original PMA concept, and its strengths and weaknesses; how well it has performed; and to suggest options for improving management and performance.

From an ECD perspective, the joint evaluation provided participants from Uganda with a learning opportunity to conduct impact evaluations in sector-wide settings, and institutional and policy assessment. The joint evaluation also made recommendations on PMA implementation structures, including improvement of a monitoring and evaluation framework. A particular need is identified to undertake regular impact assessment surveys with more systematic data collection which should include key impact indicators and periodic case studies to address more qualitative aspects of PMA implementation and impact.

(Source: Oxford Policy Management Ltd, "A Joint Evaluation - Uganda's Plan for the Modernization of Agriculture", November 2005)

2) Japan (JBIC): Memorandum of Understanding (MOU) on Evaluation with Indonesia and the Philippines

JBIC signed in May 2006 MOUs with Bappenas (National Planning Ministry) of Indonesia and NEDA (National Economic Development Authority) of the Philippines respectively, to improve monitoring and evaluation of ODA loan-financed projects by Japan. With this MOU, JBIC aims to transfer its monitoring and evaluation know-how to both organizations through joint evaluation of loan-financed projects, and to follow up on lessons learned and recommendations derived from those evaluations. Ways to improve the evaluation systems of respective institutions are also investigated. Besides joint evaluation, JBIC is to set up a study group to develop an evaluation methodology in collaboration with those organizations.

(Source: Information provided by JBIC)

1.11 Besides organising trainings and workshops, another modality of ECD support is to extend financial support for networking with evaluation associations and for conferences or events in the field of evaluation. TA projects and programmes are yet another modality to promote ECD. Many of the UNDP Country Offices (which have responded to the survey) utilise TA project/programme schemes in ECD activities in their respective country. As for bilateral agencies, AusAID's support to Vietnam is a typical example of TA support (see Box 4).

Box 4: Case of ECD support through TA project

**“Vietnam-Australia Monitoring and Evaluation Strengthening Project-Phase II”
(VAMESP II) by AusAID**

VAMESP II aims to assist the Foreign Economic Relations Department of the Ministry of Planning and Investment to establish an effective national system for monitoring and evaluating ODA in Vietnam. The ultimate goal of the project is to maximize the benefits from ODA in Vietnam. This project is formulated as a cross-cutting intervention which contributes to the quality of external assistance under the Vietnam Australia Development Cooperation Strategy 2003-2007.

The products of the project are: 1) a consolidated reporting system, 2) a group of people with the tools and the training to promote monitoring and evaluation, 3) case studies and training materials, and 4) a road map for the future in the shape of the national strategy. Developing a harmonized monitoring format to be a standard of the Vietnamese government is the essential part of the project. Without this, harmonizing donor reporting would be of limited worth, with no counterpart reporting tool to align to. According to the Mid-Term Review, the project is likely to achieve the institutionalization of the monitoring format during 2006. The initiative by the Vietnamese government to develop the national M&E strategy has heightened demand for a streamlined M&E system.

Another important task of the project is to convince selected agencies (stakeholders) of benefits from monitoring and evaluation. The Mid-Term Review recommended the continuous support of stakeholders in developing strategies to highlight to senior management how the harmonized integrated monitoring data can be used to improve project management and performance, as well as the use of training programs developed by the project. The project involves training and deployment of ‘champions of evaluation’ at each stakeholder and encouraging networking among the champions.

VAMESP II is one of the examples of how best to extend ECD support at the national level through a TA project that targets key ministries in a partner country.

(Source: AusAID, “Vietnam-Australia Monitoring and Evaluation Strengthening Project Phase 2 –Mid-Term Review” (Final Report), 23 April 2006)

Partnership with Other Donors in ECD

1.12 In the survey, about half of the cases have partnerships with other donors, in which quite a few cases of joint collaboration among multilateral and bilateral agencies are observed. In most cases they employ the modality of financial support for trainings and workshops or evaluation associations. On the other hand, partnership between bilateral donors is very limited.

Box 5: Case of collaboration among donors

1) International Program for Development Evaluation Training (IPDET)

IPDET in Ottawa, Canada is presented by the World Bank and Carlton University with financial support from various donors. (In 2005, Canada, Denmark, Norway, Switzerland and United Kingdom are among the donors.) IPDET is designed to meet the professional development needs of senior and mid-level evaluation and audit professionals working in developed and developing country governments, bilateral and multilateral development agencies, non-governmental organizations and the private sector. It provides 80 hours of instruction in essential tools and techniques, current lessons from the field, guidance from experts, and hands-on opportunities to practice developing an evaluation design. IPDET 2006 was attended by 188 people in total, representing more than 65 different countries from every region of the world.

(Source: <http://www.ipdet.org/>)

2) Distant Learning Training Course on Evaluation

The World Bank Institute (WBI) and Japan (JICA) have collaborated in providing evaluation training through distant learning to partner countries since FY 2003. WBI and JICA worked together to develop a curriculum and teaching materials including case studies and textbooks, and implement training courses on three subjects: Management-focused Monitoring and Evaluation, Performance Outcome Indicators for Public Sector Management, and Qualitative Methods in Evaluation. The distant learning facilities in Washington, D.C, Tokyo and all the sites in participating countries are connected. So far, the trainings have been provided five times to a total of 365 participants from 12 partner countries in Africa, Asia and the Middle East.

(Source: Information provided by JICA)

2. ECD Policy/Strategy and Budget (Q3 & Q4)

2.1 The survey asked open-ended questions about the current ECD policy and strategy of each donor. The responses on ECD policy and strategy have been extracted and categorised in Table 2 according to two dimensions: one is for objective oriented description (ECD for what) and the other for strategies and measures to materialise the objectives (how). First of all, policies to strengthen evaluation systems in partner countries are outlined from various perspectives, including improvement of institutional and legal frameworks, identification of key ministries, and involving civil society organisations. Responses to the survey also indicate that ECD policy tends to focus on the enhancement of project/programme management capacity, since evaluation is considered to be an integral part of a project life cycle. In the case of UNDP, commitment to monitor MDGs at the country level seems to be reflected in their ECD policy. In the process of evaluation system enhancement, the importance for effective ECD support of reflecting local needs and the resources of partner countries is emphasized.

2.2 Networking or knowledge sharing among donors and civil society as well as evaluation associations is also considered to be critical in ECD support. Utilisation of the DAC network and collaboration among UN agencies are related to this perspective. Some respondents reported on more concrete strategies or measures to materialise policies. For example, in addition to specific project support and training, cooperation with universities and the creation and use of ECD resource materials are indicated. Respondents also noted the need for training of staff on the donor side, including local staff at country offices.

2.3 24 respondents reported on their ECD budget for the current fiscal year. The budget ranges from USD 22,000 to 12,000,000. In two cases an amount of over 10 million was reported, and this is considered to have covered all the expenses of a development project/programme in which ECD is a part of the project component. 22 respondents reported a budget of up to USD 1 million; of these, the average amount is around USD 320,000.

Table 2: Major ECD Strategy/Policy

ECD Policy/Strategy	
○ ECD Objectives	
<Development or improvement of evaluation system>	
Improving institutional and legal framework for policy monitoring and evaluation	
Enhancing evaluation capacity at institutional level	
Providing support for both the central ministry level and the municipal level responsible for the development of the monitoring and evaluation capacity	
Strengthening programme country evaluation capacity and involvement in evaluation process by the donor	
<Improvement of management capacity / service delivery>	
Strengthening project/programme management capacity, of which evaluation is a part	
Support to M&E as an integral part of TA projects	
Along with RBM(Results Based Monitoring) policy, ensuring improved service delivery of government	
<MDGs and PRSP>	
Focus on projects/programmes that contribute to MDGs target	
Monitoring MDGs and implementation of PRSP	
○ Strategies and Measures	
<Reflecting local needs/conditions>	
Utilisation of local experts	
Emphasis on locally defined evaluation system	
Starting by identifying the main entrance (in central ministry) for all country programme and sector evaluations	
<Knowledge Sharing>	
Supporting selected countries to pursue ECD, with the hope that they will provide a strong demonstration effect to others	
DAC network as the main vehicle to share experiences	
Inter UN Agencies collaboration	
<Forming Partnership in Partner Country>	
Partnership with NGOs and counterpart government ministries	
Support for evaluation associations	
Efforts for creating national capacities in Universities in order to prepare professionals in RBM	
Training for parliamentarians on the control of the governmental actions and state budget implementation	
Fostering civil society organisations to participate in policy monitoring and evaluation	

ECD Policy/Strategy (2)	
<Donor Capacity Improvement>	
Persuading operational staff in the donor agency to themselves support ECD	
Enhancing capacity of M&E specialists in country offices via capacity development programme under UNEG	
<Concrete Measures : modality, use of tools, OJT, etc.>	
Specific project support	
Embarking on joint programmes focusing on policy monitoring and evaluation	
On-the-job training, transfer of knowledge, skills, and expertise (local and international)	
Transfer of donor's evaluation know-how to the partner countries, aiming at their own evaluation in the future	
Providing ECD foundation building such as creation of ECD resource materials, provision of M&E and ECD training and cooperative initiatives with other donors	
Use of UNDP's RBME (Results Based Monitoring and Evaluation) package of monitoring tools	

3. Challenges and Constraints of ECD (Q6)

3.1 Major challenges and constraints have been extracted from the survey responses and categorised in Table 3. Many respondents pointed out issues of ownership, commitment and incentive of partner countries as major challenges. A low priority of evaluation in the government system due to lack of knowledge about the merit and importance of evaluation, and difficulty in mainstreaming evaluation into the bureaucratic system could weaken their demand for ECD. Some respondents mentioned that emphasis seems to be rather on credible monitoring systems than evaluation in some partner countries.

3.2 Low priority of evaluation has eventually influenced the status of existing evaluation systems or related institutions in partner countries. A lack of such systems and of a legal framework is another big constraint for ECD. Challenges also exist in ECD support at project/programme level, since in many cases M&E is not incorporated systematically into projects and programmes due to a lack of both strategic programming and of an efficient feedback loop to integrate lessons learned.

3.3 In addition to the above mentioned constraints in partner countries, some respondents also touched upon issues on the donor side, such as less harmonisation among donors, less participation from partner countries, and limited resources at the donors' side.

Table 3: Major Challenges and Constraints

Major Challenges and Constraints
○ Lack of ownership/commitment/incentive of partner countries
Lack of ownership and commitment of partner countries due to insufficient demand or political will
Limited demand in partner countries for independent evaluation according to DAC standards. This is considered a donor issue
Difficulty to prioritise ECD and mainstream into existing heavily bureaucratic and unaligned governmental processes
No national consensus on the role and mandate of evaluation
Less incentive of partner countries for ECD/ Weak incentives of related entities for providing evaluation information
Lack of importance applied to the role of M&E for project management
Difficulty to ensure that evaluations and evaluative knowledge are actually used to inform decision making
Weak demand due to lack of knowledge about the potential cost-effectiveness of M&E
Little demand or capacity to establish evaluation function. Emphasis seems to be rather on developing credible monitoring systems.

Major Challenges and Constraints (2)	
○ Weak evaluation system/related institutions in partner countries	
Lack of government system and procedures for effective and efficient evaluation	
Non-existence of a legal framework for accountability, and if it exists, non-compliance	
Need to transform M&E into a discipline or part of the way of life of a programme or project	
Frequent changes in the national strategic programmes network impedes consistent, orderly and disciplined evaluation efforts	
Lack of efficient feedback loop to integrate lessons learned and to improve performance	
No focal point where ECD can be discussed	
Lack of baseline data	
○ Limited resources/low skills in partner countries	
Limited resource and skills of the professional and support staff including political dimensions of decision making, not only evaluation skills	
Poor mastering of M&E techniques by civil servants involved in planning and reporting	
High turn-over of M&E staff in partner countries	
Limited fiscal resources for M&E	
Difficulty to identify the partners/beneficiaries (governments without evaluation system, NGOs)	
Unclear role and status of evaluators in partner countries	
○ Lack of evaluation culture of partner countries	
Lack of an evaluation culture	
Difficulty to change the internal cultures of bureaucratic governmental institutions	
Persistence of impunity related to corruption and moral issues	
○ Weakness in capacity and coordination on donor side	
Lack of Harmonisation of ECD among the donors	
Too many donor requirements set forth	
Difficulty of synergizing donor side M&E mechanisms with those of government and/or other key donors	
M&E concept varies even within UN family	
Donor behaviour, e.g. not using local resources/limited participation of evaluation team from partner countries	
Difficulty to involve operational staff in donor agencies, since ECD is a cross-cutting issue	
Limited range of resource materials prepared on ECD lessons and country experiences	

4. Key Factors for Success—Good Practice Experience (Q7)

4.1 The survey asked donors' experience of good practice cases and key factors for success based on those experiences. Major factors from responses are compiled and categorised in Table 4.

4.2 Ownership and commitment can be recognised as one of the critical factors for success. Especially commitment of a high-level government body seems effective. Participation from partner countries seems to be essential not only in implementation, but also in planning ECD content. It is obvious that good practices are supported by existing sound legal and institutional framework of partner countries.

4.3 Training is the major modality of ECD. Success factors for training include careful need assessment of training content, and a substantial amount of training together with institutional development. Some respondents interestingly indicated the importance of follow-up activities after ECD support such as identification of lessons learned and assessment of capacity level of partner countries. From the perspectives of sustainability and institutionalisation, such activities could continuously contribute to ECD efforts by partner countries. Donor harmonisation in working closely with other donors and their ECD experts is also identified as one of the key factors.

Table 4: Major Key Factors for Success identified through Good Practices

Key Factors for Success
○ Ownership, commitment and incentives of partner country
Commitment of the highest level in government to the functions and activities of the high-level monitoring and evaluation division
When projects/programmes are able to use the information for better planning, for reshaping of projects and correction of problems, etc, they are more motivated to further development
Identification of promising countries, where there is good demand for M&E and where there are good prospects of achieving significant progress being achieved
Ownership of partner country (in case of Vietnam) was the critical factor for success
○ Local participation
Involvement of national counterparts in the whole process
Full local implementation of the French partners (SCAC at the Embassy)
Working with local partners mixed from different sectors to share experiences
Full participation of partner side at all stages
Actually use the newly created capacity through joint evaluations and the involvement of local/national evaluation expertise in donor-led or jointly led evaluation teams
Capacity not defined by donors but by the people in respective countries (in case of Mongolia)
Allow ECD recipients a voice in shaping the content

Key Factors for Success (2)	
○ Existence of Evaluation System	
Presence of a high level division for monitoring and evaluation that ensures that projects are implemented as planned and that they are viable, competitive and sustainable	
Sound legal and institutional framework	
Monitoring and evaluation procedures: an integral and effectively enforced component of any strategy or development programme	
○ Training/resources	
Careful assessment of need before training is delivered	
High emphasis on training	
A substantial amount of training of individuals and TA for institutional development (in case of Uganda)	
Objectivity and independent-mindedness is very critical	
Monitoring and evaluation skills and knowledge/ the discipline and expertise has to be there	
Consultants with a great understanding of strategic evaluations and a good attitude to share knowledge	
○ Follow Up	
Identification of lessons learned	
Follow up with partners to establish what use was made of the imparted knowledge	
Test to see what knowledge has been acquired	
○ Donor harmonisation	
Working with other donors and agencies in developing and implementing M&E strategies/discussing strategies and collaborations (DAC meetings, open forums, workshops, conferences)	
Close collaboration between donor ECD experts and operational staff-via provision by form of advise, good-practice country examples, resource materials, names of good consultants, etc.	
○ Combination of factors/modalities	
Providing multi-layered support (joint evaluation and dispatch of expert in case of Thailand) through collaboration with other agency	
Combination of factors including stability of staffing (high proportion of trained staff remain in tasks), high-level support in key places and existence of a mandate by Cabinet decree for evaluation	

5. Suggestions for Effective Measures (Q8)

5.1 Table 5 shows the most important suggestions for effective ECD measures. At the preparatory stage of ECD, a thorough study on the general situation of partner countries is underlined. In that process, identification of national interest and commitment as well as relevant targeting of main actors is suggested.

5.2 Responses also indicated several measures to ensure ownership, commitment and incentive for M&E. They emphasize measures to convince senior management by clarifying the benefits of evaluation. A careful demonstration that evaluations are tools to improve performance and decision-making is required. Participation from the preparation stage of ECD support may raise awareness of partner countries. Participation of various stakeholders including civil society in all stages of evaluation is also encouraged. Some respondents mentioned the importance of partner-side involvement to define ECD requirements that are tailor-made for the situations of the individual country and organisation. This can help by giving warning of donor bias in ECD projects/programmes that have often been donor-driven.

5.3 For the purpose of enhancement of evaluation systems and organisational management, a holistic approach is required that covers data collection, data aggregation, and data analysis. Not only the utilisation of existing organisations and networks, but also the establishment of M&E centres in partner countries are suggested as supportive measures. In order to establish an evaluation system in an organisation, the responses indicate that effective budgeting procedures are a necessary precondition. Regarding individual competence for evaluation techniques, respondents suggested the need to enrich various training components, including evaluation methodology, training modality (e.g. case study approach) and the training package.

5.4 Links with the global evaluation community for knowledge and skills sharing and exchange would contribute to fostering evaluation culture and awareness. Several respondents suggested that support for a national evaluation body or even establishing regional centres of excellence to promote ECD in partner countries would be useful. At the operational level, networking and coordination among donors is another issue. The survey reported that duplication or contradictions among partner countries' ministries required by different donors often cause confusion in the field. Responses suggested the need for streamlining the existing formats and procedures in a partner country, but determining to what extent and how donors can ensure coordination of methods or systems remains as a future task.

Table5: Major Suggestions for Effective Measures

Suggestions for Effective Measures	
○ Needs assessment / design of ECD support	
Any strategy needs to be derived from a thorough analysis of the general situation, the “demand” and the “supply” side	
TA design should include specific features to encourage, facilitate, and formalise the incorporation of evaluation results in decision making	
Specialised interventions through TA programmes and projects targeting relevant national institutions with adequate funding available	
Centrally-driven, by capable ministry	
Start with a diagnosis of existing M&E	
Establishment of M&E unit is often a prerequisite	
Need to clarify the allocation of tasks between partner country and donor in joint evaluation	
○ Ensuring ownership / commitment / incentive of partner countries	
Need to identify countries which can demonstrate not only their interest but also their commitment to building capacity by providing and investing in their own people	
High-level ownership of and commitment to performance evaluation, demonstrated by budget and staff allocation, status within institutional hierarchy, and existence of an influential “champion for evaluation”	
Commitment of policy makers/high level managers to continuously promote the implementation of M&E systems	
Convince senior management of the usefulness and benefit of ECD	
Clarify benefits that are obtained when the results should be used in key operational, budget, investment and policy/strategy decision-making processes	
Exposure to examples of highly cost-effective M&E activities, and to growing evidence of the high returns to investment in M&E	
Bring benefits of ECD to the attention of high-level government officials to make it a government priority and ensure funding commitments	
Include national monitoring and evaluation (versus external donors evaluation) as requirements for development assistance projects and programmes, to increase national demand for capacity support and increase ownership	
Experience in learning process of evaluation that makes a real difference→stimulates commitment and continuity	
Creation of awareness among senior decision makers during the preparation process of TA	
○ Partner country involvement / participation	
Bringing together government officials, specialists, evaluators and Civil Society	
Working at the same time with the people in charge to decide and set up evaluation, and those who are responsible to implement evaluation, giving also a part to the beneficiaries	
Involve partner countries more in the individual evaluations from the start	
Participation by all key stakeholders in the TA preparation process	
Donors should work closely with local people: capacity requirements should be defined by the people in the respective countries, not by donors	
Evaluation is a science and an art, a democratic process and a research practice, requires specialised methods and has to be implemented by all parties	

Suggestions for Effective Measures (2)	
○ Enhancement of evaluation system/organisational management	
Holistic approach required that covers collecting data at the field and project levels, through various levels of aggregation and analysis for the end users	
Structural arrangements of M&E system to ensure the objectivity, credibility and rigour of the M&E information	
Supportive measures will include capacity development for existing organisations and networks for research, statistics, planning, monitoring and evaluation	
Need for systematic evaluation which covers ex-ante evaluation, implementation, mid-term review, ex-post evaluation, ex-post monitoring	
A precondition for evaluation is the introduction of programmatic budgeting based on developed strategies and action plans and which reflect expected results to be achieved over the next year	
Build reliable ministry data systems /danger of over-engineering the system	
Establish a system of M&E within the country, which enables an aggregation of results of M&E and the development of indicators/ provide software for project/programme database	
Development of software that can support efforts in capturing indicators, baseline, targets, etc.	
Possibility of building a regional centre of excellence to provide support and training across the region (through identification of partner country with strong commitment to ECD)	
Establish M&E responsibility centre in each project/provide technical support for the centre/focused evaluation of specific projects/programmes under specific time interval	
Establish linkage to MDGs reporting and monitoring	
Establish “Incentive and Accountability” system	
○ Enhancement of evaluation technique/ skills / staff competence	
Possibility of building a regional centre of excellence to provide support and training across the region (through identification of partner country with strong commitment to ECD)	
A case study approach to training is needed to develop staff competency	
Direct practice in the field on a real experience after a theory-based seminar	
Involvement of national evaluators/researchers in the joint evaluation teams	
Provide training at the working level to relevant government agencies	
Putting emphasis on mastering the different tools for programming for result management	
New development of evaluation methodologies meeting local need	
○ Knowledge sharing / networking	
Publication of experiences and use of Internet	
Online discussion groups to share knowledge and experiences / exchange visits and look-learn activities	
Link with wider/global evaluation community for knowledge and skills/personnel exchange	
Establishment of functional national evaluation societies led by the national government to promote the national development priorities	
Taking advantage of current resources (documents, papers) on ECD, such as those from the World Bank	

Suggestions for Effective Measures (3)	
<input type="radio"/>	Enhancement of capacity and coordination on donor side
	Teaming with other donors or other international agencies for M&E
	Joint efforts to evaluate PRSPs and joint assistance strategies are to be enhanced by all donors
	Ensure coordination among major development partners together with national government
	Streamlining the existing formats and procedures among donors (to avoid duplication or contradictions among ministries in partner countries requiring different procedures by donors)
	Donors should promote and support the role of the core national evaluation bodies, including as a standard feature, the establishing of liaison to these bodies of all evaluations
	Ensure availability of funds to provide regular training for staff of development agencies given the global importance of the MDG targets so that they can speak to partners on the issue of ECD/M&E with authority

III. Issues for Discussion at the Network Meeting

- 1) The challenges and constraints from various perspectives—e.g. low demand in partner countries, their weak evaluation system, limited resources, lack of donor harmonisation—in promoting ECD support in partner countries are widely recognised among donors. How can we address these issues to overcome those challenges in collaboration with partner countries?
- 2) The need for full investigation into suggested effective measures is underlined, in order to share good practices and lessons learned from the past experiences among donors and partner countries. How can we promote this process?
- 3) How can we coordinate ECD efforts among donors?—e.g. utilisation of each other's comparative advantage, use of existing resources, combination of multiple modalities, etc. To what extent and how can donors ensure coordination of methods or systems in ECD process of the same partner country?
- 4) Reflection of partner countries' views is essential for conducting ECD support effectively. How should we incorporate their views into various ECD activities in both cases of collective action by the Network and individual donor efforts?

Annex 1

Countries and Agencies which have responded to Fact-Finding Survey

Annex 1: Countries and Agencies which have responded to Fact-Finding Survey

Bilateral		Multilateral		<UNDP Country Office>	
1	Australia (AusAid)	1	Asian Development Bank	1	UNPD Afghanistan Country Office
2	Austria	2	The DAC Secretariat	2	UNDP Belarus Country Office
3	Belgium	3	European Bank for Reconstruction and Development (EBRD)	3	UNDP Belize Country Office
4	Canada (CIDA)	4	United Nations Development Program (UNDP)	4	UNDP Benin Country Office
5	Denmark	5	World Bank	5	UNDP Brazil Country Office
6	Finland			6	UNDP Bulgaria Country Office
7	France			7	UNDP Cambodia Country Office
8	Germany (BMZ)			8	UNDP Egypt Country Office
9	Germany (GTZ)			9	UNDP El Salvador Country Office
10	Germany (InWEnt)			10	UNDP Indonesia Country Office
11	Ireland			11	UNDP Jordan Country Office
12	Japan (MOFA)			12	UNDP Liberia Country Office
13	Japan (JICA)			13	UNDP Moldova Country Office
14	Japan (JBIC)			14	UNDP Nepal Country Office
15	Japan (FASID)			15	UNDP Panama Country Office
16	Netherlands			16	UNDP Philippines Country Office
17	New Zealand			17	UNDP Bratislava Regional Center
18	Norway			18	UNDP Serbia Country Office
19	Portugal			19	UNDP Somalia Country Office
20	United Kingdom (DFID)			20	UNDP Tunisia Country Office
21	United States (MCC)			21	UNDP Turkey Country Office
				22	UNDP Vietnam Country Office
				23	UNDP Zimbabwe Country Office

Annex 2

Questionnaire Sheet

Fact-Finding Survey:
Current Efforts on Evaluation Capacity Development
in Partner Countries

This survey is directed to all participants in the DAC Network on Development Evaluation.

Objectives and Use:

This survey is conducted by the task force (Japan, France, Denmark and the Secretariat) established in the DAC Evaluation Network for a mapping exercise on Evaluation Capacity Development (ECD) in partner countries. The purpose of the survey is to obtain a better picture of current efforts on ECD by donors. The results of the survey will be first shared among the participants of the Network and partners, and then utilized for further consultation and coordination for more effective support on ECD. The task force will report the results at the meeting of the Network scheduled for 16-17 November 2006.

Main Questions:

This is a fact-finding survey, and the main questions are related to the basic data on which donors extend what kind of support to which partner countries, and how, including some challenges and constraints of ECD process as well as lessons learned from ECD experiences.

Procedures:

We would appreciate if you could kindly complete the attached survey, and send it back via e-mail to Ms. Minamoto (e-mail address: yminamoto@mvd.biglobe.ne.jp), a consultant hired by the Japanese government, and also CC to the DAC Secretariat (dacevaluation.contact@oecd.org) by **September 8, 2006**. If operational departments or projects/programs in the field are directly involved in ECD please kindly forward this survey for them to complete.

1. Are you currently providing any support to enhance evaluation capacity or strengthen evaluation systems in partner countries?

☐ Yes

☐ No (→If you have provided support in the past, or you are planning to provide it in the future, please respond to questions 8, 9 & 10.)

2. Please briefly describe major support by filling in the following matrix.

Instruction regarding the first column:

- If the support is provided to a specific country please identify the country.
- If the support is provided to a specific region, please identify the region and approximate the number of participating countries.
- If the support is provided globally, please put ‘global’ together with approximate number of participating countries.

*If you need more cells, please add them to the table.

	Target Country /Region /Global	Objectives (select numbers)	Target Group (select numbers)	Modality (select numbers)	Partnership with other donors, if any (indicate the partner's name and how)
1					
2					
3					

【Objectives】

1. Skills training for individuals
2. Preparation of evaluation strategies or policy
3. Development or improvement of evaluation system/organizational management
4. Evaluation networking for information sharing
5. Contribution to project/program performance
6. Others (please specify)

【Target Group】

1. Junior or middle level government officials involved in evaluation activities
2. Senior officials in charge of evaluation policy/system
3. Management level of the organization
4. Project /program managers and staff
5. Professional society/association
6. Others (e.g., NGOs, beneficiaries/ please specify)

【Modality】

1. Training/scholarships
2. Workshop
3. TA project/program
4. Financial support
5. Joint evaluation
6. Dialogue with policy levels
7. Others (please specify)

3. Please describe briefly your aid strategy or implementation policy for Evaluation Capacity Development (hereinafter referred to as 'ECD') in partner countries.

4. Approximately how much is spent on ECD in partner countries for the current fiscal year (US\$)?

5. Have you recently conducted any review or evaluation on your experiences in ECD in partner countries? If yes, and if the reports are available, please indicate the title.

6. What are the major challenges or constraints of ECD in partner countries?

7. If you are aware of cases of good practice for ECD in partner countries, what were the key critical factors for the success?

8. Do you have any suggestions on effective measures or strategies to promote ECD in partner countries?

9. If you are planning to provide support in the near future, please briefly describe its planned content (target region/country, target group, intended outcome of the support, etc.).

10. Any additional comments or information to help us understand your recent efforts on ECD in partner countries.

As part of the survey process, we may contact you or a designated colleague for additional information or further clarification. Please provide us with a contact name, e-mail address and telephone number. We appreciate your cooperation in advance.

- Ministry/Agency, Department:
- Name:
- E-mail:
- Telephone No.:

Thank you very much for your time and contribution!

Annex 3

Data Sheet of Responses from Donors

Annex 3: Data Sheet of Responses from Donors

(Bilateral)	(UNDP Country Office)
1 Australia (AusAid)	27 UNPD Afghanistan Country Office
2 Austria	28 UNDP Belarus Country Office
3 Belgium	29 UNDP Belize Country Office
4 Canada (CIDA)	30 UNDP Benin Country Office
5 Denmark	31 UNDP Brazil Country Office
6 Finland	32 UNDP Bulgaria Country Office
7 France	33 UNDP Cambodia Country Office
8 Germany (BMZ)	34 UNDP Egypt Country Office
9 Germany (GTZ)	35 UNDP El Salvador Country Office
10 Germany (InWEnt)	36 UNDP Indonesia Country Office
11 Ireland	37 UNDP Jordan Country Office
12 Japan (MOFA)	38 UNDP Liberia Country Office
13 Japan (JICA)	39 UNDP Moldova Country Office
14 Japan (JBIC)	40 UNDP Nepal Country Office
15 Japan (FASID)	41 UNDP Panama Country Office
16 Netherlands	42 UNDP Philippines Country Office
17 New Zealand	43 UNDP Bratislava Regional Center
18 Norway	44 UNDP Serbia Country Office
19 Portugal	45 UNDP Somalia Country Office
20 United Kingdom (DFID)	46 UNDP Tunisia Country Office
21 United States (MCC)	47 UNDP Turkey Country Office
(Multilateral)	48 UNDP Vietnam Country Office
22 Asian Development Bank	49 UNDP Zimbabwe Country Office
23 The DAC Secretariat	
24 European Bank for Reconstruction and Development (EBRD)	
25 United Nations Development Program (UNDP)	
26 World Bank	

1. Austraria (AusAID)

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Vietnam
2-2 Objectives	1,2,3,4,5
2-3 Target Group	1,2,3,4,5,6 (project beneficiaries at district/commune level)
2-4 Modality	3,5,6
2-5 Partnership with other donors	(WB, ADB, KfW, JICA, AFD) AusAID TA project provide support to Banks for pilot joint evaluations with Government of Vietnam
Q3: ECD Policy	<p>ECD is currently supported in Vietnam through an AusAID funded TA project "Vietnam Australia Monitoring & Evaluation Strengthening Project Phase II (VAMESP II)"</p> <p>As a result of the recent White Paper on aid (Australian aid promoting growth and stability a White Paper on Australian government's overseas aid program) there is an increased emphasis on effectiveness in the Australian aid program. Integral to this will be the upgrading of country strategies to give greater prominence to outcomes. As part of this, it can be expected that Australia will be focusing more resources on strengthening monitoring and evaluation capacities in partner countries.</p>
Q4: ECD Budget of Current FY	In Vietnam under the VAMESP II project a very rough figure would be in the order of US\$300,000 (assuming a 50:50 split between monitoring TA support and evaluation TA support)
Q5: Availability of Recent Review of ECD	A Mid Term Review of the VAMESP II project was conducted in April 2006.
Q6: Major Challenges and Constraints of ECD	<p>Major constraints in Vietnam is</p> <ul style="list-style-type: none"> i.) the lack of Government of Vietnam core funding allocated to the task of evaluation. There is very few/if any government officials who have a dedicated evaluation responsibility for ODA despite the introduction of a supportive legal framework. ii.) the effective utilisation of evaluation information for management/learning purposes iii.) evaluation technical capacity with government (and within private sector providers)
Q7: Key Success Factors from Good Practice	Good practice: VAMESP II project in Vietnam. Key critical factors for success: work from a low base with basic M&E principles and concept (this occurred with VAMESP I) and expand support on an interactive basis. The process has to be driven and owned by partner Government.
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	<p>VAMESP Phase III is a possibility with a broadening of support to the evaluation of public investment.</p> <p>Currently considering a proposal for support for impact evaluation capacity building in a number of countries. This would be a competitive global project.</p>
Q10: Additional comments	

2. Austria

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Albania
2-2 Objectives	Skills training for individuals, Contribution to program performance
2-3 Target Group	Middle level and senior government officials as well as NGO representatives
2-4 Modality	Workshop/Training (year 2004)
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	No specific amount of money has been allocated for ECD
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

3. Belgium

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

4. Canada (CIDA)

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	No form submitted, however, contribution to IPDET, AfrEA and other scholarships for ECD is reported reflected on the survey results
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	<p>We are not providing any specific support to ECD in specific partner countries. Instead of being focused on specific countries, our efforts have been more along the following lines:</p> <p>1) Annual contributions to IPDET CIDA staff being involved as 'faculty member' for particular sessions/annual budget contribution to sponsor participants from different countries</p> <p>2) Contributions to African Evaluation Association (AfrEA) Conference</p> <p>3) Sponsor specific participants on an ad hoc/as requested basis for individuals wanting to attend specific conferences such as the Canadian Evaluation Society Conferences</p> <p>4) The Agency maintains an annual Corporate membership in the International Development Evaluation Association (IDEAS)</p>
Q4: ECD Budget of Current FY	<p>1) Annual Contributions to IPDET \$ 80,000</p> <p>2) Contributions of \$5,000 –\$10,000 annually towards past AfrEA Conferences.</p>
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

5. Denmark

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Uganda (Office of the Prime Minister, OPM)	Bhutan (National Planning Commission Secretariat)	Tanzania
2-2 Objectives	1,2,3	1,2,3	1,3
2-3 Target Group	2,3	2,3	1,3
2-4 Modality	5 (Joint Country Programme Evaluation)	5 (Joint Capacity Development Evaluation)	5 (Joint Health Sector Evaluation)
2-5 Partnership with other donors	World Bank/OED has supported ECD of OPM		26 development partners in the health sector
Q2: Major Support	ECD4	ECD5	ECD6
2-1 Target Country/Region	Global, IDEAS	Global, IPDET	Bangladesh
2-2 Objectives	3,4	1,4	1,3
2-3 Target Group	5	1,3,4	1,3
2-4 Modality	1,4	1	7 Participation in impact evaluation
2-5 Partnership with other donors	many	many	
Q3: ECD Policy	<p>1) In each partner country, a core national body responsible for independent evaluation is sought identified as the main entrance for all country programme and sector evaluations. As a basic principle this body (located e.g. in the Ministry of Planning, President's Office, etc.) is involved as a joint partner and its capacity supported by Denmark in all evaluations relevant for the respective country.</p> <p>2) The evaluation capacity of other partners, line ministries, NGOs, etc., may also be supported.</p>		
Q4: ECD Budget of Current FY	No specific budget - ECD is covered by the budgets of individual joint evaluations.		
Q5: Availability of Recent Review of ECD	No review available. However, our current experiences are incorporated in the new version of Danida's Evaluation Guidelines (forthcoming this year).		
Q6: Major Challenges and Constraints of ECD	<p>1) In many partner countries, no national consensus of the role and mandate of evaluation has yet been agreed. Distinction from 'review' is blurred. An independent national body, located outside the Ministry of Finance (which is most often the key national implementer and stakeholder), is often non-existent or a weak organization.</p> <p>2) Harmonization of ECD among the donors may also be lacking. Moving beyond SWAPs and joint annual sector reviews to joint sector evaluations is not yet common practice. And joint assistance strategies, even if agreed, do seldom contain clauses of joint evaluation within or at the end of the joint assistance strategy period. Hence, ECD is difficult to provide in a harmonized way.</p>		
Q7: Key Success Factors from Good practice	<p>All donor-initiated evaluations in Uganda should relate to the Office of the Prime Minister, OPM, of Uganda which has been charged with the national responsibility of monitoring and evaluation of the poverty reduction strategy, and of coordinating monitoring and evaluation activities of the various agencies.</p> <p>This was the result of a national discussion which clarified its mandate. ECD has been provided by OED, WB, and others, and it is now functioning well as the core body of national evaluation activities.</p>		

Q8: Suggestions for Effective Measures	<p>1) Donors should promote and support the role of the core national evaluation bodies, including as a standard feature the establishing of liaison to these bodies of all evaluations.</p> <p>2) Joint efforts to evaluate PRSPs and joint assistance strategies are to be enhanced by all donors.</p> <p>3) More efforts to prepare and implement joint sector evaluations are required.</p> <p>4) Better and clearer distribution of roles and mandates between central (headquarters) evaluations departments, and decentralized ECD.</p>
Q9: Planned ECD Support in the Future	<p>A number of joint evaluations, tentatively planned for 2007–08, will include ECD:</p> <p>Country Programme (or JAS) Evaluation of Tanzania,</p> <p>1) Country Programme (or JAS) Evaluation of Ghana</p> <p>2) Country Programme Evaluation of Mozambique</p> <p>3) Technical Assistance Evaluation (cases: Vietnam, Mozambique)</p> <p>4) Exit Strategies (cases: India, South Africa, Botswana, etc.)</p>
Q10: Additional comments	<p>The ECD efforts are part of Denmark's commitment and follow-up to the Paris Declaration on Aid Effectiveness. However, even before the declaration, close cooperation with the national evaluation partners and the other international partners has been a main feature of Danida's effort. Since 2005, more than 50% of the programme of EVAL has been joint evaluations.</p>

6. Finland

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	Our Ministry has not been directly involved in ECD
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	No specific review or evaluation on the experiences is conducted.
Q6: Major Challenges and Constraints of ECD	<p>1) The main constraint is mainly administrative, i.e. shortage of personnel resources to plan and implement such training.</p> <p>2) On the other hand, the learning process should be mutual. Our experience on local consultants and local evaluations has been encouraging.</p>
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	<p>1) The Department for Development Policy of the Ministry for Foreign Affairs, which includes the Unit for Evaluation and Internal Auditing, is currently revising all guidelines for programme and project planning, monitoring, evaluation, auditing and bookkeeping. At the same time, we are drawing plans of training needs to implement those guidelines and subsequent training plans. These plans will essentially also include our partner countries.</p> <p>2) In the first instance, training will occur within the framework of local ngos which receive capacity support from the Ministry through the local embassies of Finland. These training events will be open also to some other representatives of our partner countries' institutions and the embassy staff.</p> <p>3) Approximate timing of these events is late 2007–2008. The intended outcome is better ability to manage interventions and more accurate administration, efficient and conducive to good and sustainable impact.</p>
Q10: Additional comments	<p>1) In Finland, decentralization of development policy decision-making and implementation powers is being introduced., which means that in the long-run also the evaluation and internal auditing functions will need to be decentralized. Before this is possible, training must also be extended to the relevant actors in the field.</p> <p>2) The evaluation function of the Ministry is currently undergoing changes and developments towards multi-year rolling planning, which will express the development of the Finnish Government and the priorities of the strategy of the Ministry.</p>

7. France

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Africa (regional)	Africa (regional)
2-2 Objectives	1,2,3,6 (capitalization)	4,3,2 contribution to evaluation network and local capabilities
2-3 Target Group	1,2,5, 6(parliament members, experts from private sector, NGOs, universities)	5 (African Evaluation Association)
2-4 Modality	1,2,5, 7(support of local evaluation association)	2 (Sept.2006) 4 (General Assembly Jan.2007)
2-5 Partnership with other donors	No	OIF(Organization Internationale de la Francophonie), WB,UNDP, others
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Morocco	Guinea (Conakry)
2-2 Objectives	2	1,3
2-3 Target Group	2,4	5,1,4,6(NGOs)
2-4 Modality	2,5(second phase)	2,5(second phase)
2-5 Partnership with other donors	No	Not yet identified
Q3: ECD Policy	<p>1) Utilization of local expertise: Since several years, the Evaluation Office has requested (whence the possibility if favorable) a priority to teams which would include an expert from the country (or from the sub-region). This practice has become pronounced through project evaluation and sometime it is proposed only to local experts when it is possible (thus strengthening local expertise)</p> <p>2) Under the Priority Solidarity Fund, a project to strengthen Evaluation Capacity in Southerncountries is now implemented. The objectives are; a)Bring closer theory on evaluation and practice on the filed, officials from Government and the Civil Society b)Promote joint evaluations with other donors</p>	
Q4: ECD Budget of Current FY	400,000 euros in 2006 (not including contracts to experts from developing countries)	
Q5: Availability of Recent Review of ECD	No	
Q6: Major Challenges and Constraints of ECD	<p>1) Identification of the partners / beneficiaries (governments without evaluation system, NGOs)</p> <p>2) Convincing partners of the interest of evaluation and having their commitments over a long period (more than a year).</p> <p>3) The difficulty to articulate a training (on evaluation methodology) with a local evaluation (on a real action) in the same process</p> <p>4) Extra-cost (in time and money) of a partnership evaluation (and having a fully shared responsibilities).</p> <p>5) New local difficulties when the Civil Society representatives come in action.</p>	
Q7: Key Success Factors from Good Practice	<p>1) Full local implementation of the French partners (SCAC at the Embassy)</p> <p>2) Local partners mixed from different sectors (not having otherwise opportunities to work together and learn together finding that everyone in an evaluation process has something to give-when you share experiences everyone gain profits)</p>	

Q8: Suggestions for Effective Measures	<p>1) Direct practice on the field on a real experience after a theory-based seminar</p> <p>2) New development of evaluation methodologies</p> <p>3) Publication of experiences and Internet (the exchange on MadeNews is very impressive)</p> <p>4) Working at the same time with the people in charge to decide and set up evaluation, and those who are responsible to implement evaluations, giving also a part to the beneficiaries.</p> <p>5) Bringing together Governments officials, specialists and evaluators, and Civil Society.</p> <p>6) Evaluation is a science and an art, a democratic process and a research practice, require specialized methods and has to implement all parties.</p>
Q9: Planned ECD Support in the Future	<p>A project to strengthen Evaluation Capacity in the Southern Countries is approved in mid-2005 and is now being progressively implemented.</p>
Q10: Additional comments	<p>Additional information on Morocco project:</p> <p>Morocco is one of the main beneficiary of France Public Development Aid and a country strategy evaluation was forecast (every year there is a country strategy evaluation and Morocco was never on the list before). Before starting the exercise, we asked our Moroccan partner if he would be interested to take part in this evaluation. After their consent we proposed thme to have a preparatpry workshop/seminar to present them our methodology of strategy country evaluation and start the writing of the Terms of Reference. After, we shared all the documents, and the decisions, by having regular meetings in Rabat (with all the partners involved) or in Paris (with representative of the Moroccan Embassy), and also by videoconference. The evaluation is just starting (18 montis elapsed between the first proposition to work together and the sending of the mission of the field.).</p>

8,9,10 Germany (BMZ/GTZ/InWEnt)

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Palestine	Central America and Andean Region	Sub-Saharan Africa
2-2 Objectives	1,5	1,3	1,2,3,4
2-3 Target Group	4,6	1,2	2,3,4
2-4 Modality	1	1	1,5
2-5 Partnership with other donors	Birzeit University, DED	Universidad de Costa Rica, GTZ,CIM, CEVAL	GTZ
Q2: Major Support	ECD4	ECD5	ECD6
2-1 Target Country/Region	West Africa	Ethiopia, Uganda	Middle East
2-2 Objectives	3,5	3,5	3,5
2-3 Target Group	1,2,4	4,5	4,5
2-4 Modality	1	1	3
2-5 Partnership with other donors	GTZ, DED		
Q2: Major Support	ECD7	ECD8	
2-1 Target Country/Region	Sri Lanka	Sri Lanka	
2-2 Objectives	1,3,4	2,3	
2-3 Target Group	4 via 6 (Center for Poverty Analysis, CEPA)	1,2 via 5 (Sri Lanka Evaluation Association, SLEVA)	
2-4 Modality	1,3,4	2,4	
2-5 Partnership with other donors	DFID, ADB	UNDP	
Q3: ECD Policy	In general there are three approaches: 1) "learning by doing": employment of local consultants as team members for reviews and evaluations (approx.200 per year fro German bilateral aid) 2) specific support projects (see table 1) 3) training courses in monitoring and evaluations		
Q4: ECD Budget of Current FY	USD 255000		
Q5: Availability of Recent Review of ECD	Yes 1) Relating to the project mentioned in table 1) Guntilleke/Jafferjee, Triangulation Squared. Assessing Impacts of the Poverty Impact Monitoring Unit, Center for Poverty Analysis, Colombo 2005 ISBN 955-1040-23-6 2) At present the BMZ evaluation division prepares a study on ECD. The results will be available by end of the year.		
Q6: Major Challenges and Constraints of ECD	(In order to make a substantial assessment of challenges and constraints, more information on the demand and supply side is necessary, on strengths and weakness)		
Q7: Key Success Factors from Good Practice	N/A		
Q8: Suggestions for Effective Measures	1) Any strategy needs to be derived from a thorough analysis of the general situation, the "demand" and the "supply" side. 2) Supportive measures will most likely include capacity development for existing organizations and networks for research, statistics, planning, monitoring and evaluation.		
Q9: Planned ECD Support in the Future			
Q10: Additional comments			

11. Ireland

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

12. Japan (MOFA)

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Asian countries (approx. 20 countries)	Global (3-4 countries that have ODATF)
2-2 Objectives	2,3,4	1,3
2-3 Target Group	2	1,2,6 (local consultants)
2-4 Modality	2	4 for evaluation by partner countries, and
2-5 Partnership with other donors	Joint sponsorship with DFID, WB, and ADB.	
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Vietnam & Bangladesh (FY2005) Malaysia (FY2006)	Vietnam
2-2 Objectives	3	2,3,4
2-3 Target Group	1,2	2,3
2-4 Modality	5	7 (Vietnamese officials visited Japan (MOFA, JICA, JBIC, FASID, and Japan Evaluation Society) for the Evaluation Study Tour.
2-5 Partnership with other donors		Gov. of Australia (VEMESP II) implements a TA project for ECD in Vietnam, and this study tour was part of the project.
Q3: ECD Policy	<p>MOFA recognizes the importance of mainstreaming quality evaluation into organizations as a development management cycle (PDCA) as well as developing capacity at individual/institutional level.</p> <p>1) Organizing workshops on ODA evaluation for Asian countries: Since FY 2001, to strengthen collaboration with Asian countries on ODA Evaluation and enhance their evaluation capacity at institutional level.</p> <p>2) Implementing joint evaluations with partner countries : (Vietnam and Bangladesh in FY2005, and Malaysia in FY2006) to promote their understanding of ODA evaluation at program level through participatory approach.</p>	
Q4: ECD Budget of Current FY	<p>2006 Asian Regional Forum on Aid Effectiveness: Approx. US\$900</p> <p>Evaluations by partner countries: Approx. US\$1,600</p> <p>Joint Evaluation with Malaysia: Approx. US\$2,000</p> <p>Total: Approx. US\$450,000</p>	
Q5: Availability of Recent Review of ECD	We haven't conducted any review or evaluation on ECD itself as yet.	
Q6: Major Challenges and Constraints of ECD	<p>1) High turnover of M&E staff in partner countries poses difficulties on ECD</p> <p>2) No focal point where capacity development needs can be discussed</p> <p>3) In joint evaluations, low commitment of the members of evaluation team of partner countries to evaluation activities due to their ordinary tasks in their Ministry</p> <p>4) Limited participation of evaluation team from the partner country side</p> <p>5) Limited capacity development on evaluation techniques such as evaluation planning, data collecting, data analysis, and report-writing</p>	

Q7: Key Success Factors from Good practice	<p>Ownership of partner countries is the critical factor for the success.</p> <p>The Case of Vietnam: The Government of Vietnam has been showing strong ownership to develop their evaluation capacity and improve evaluation system based on the Results-based approach. Such ownership enabled MOFA to provide effective support for ECD in Vietnam, i.e. the above mentioned study tour and joint evaluation in which both Vietnam and Japan made an effective collaboration.</p>
Q8: Suggestions for Effective Measures	<p>1) The establishment of M&E unit is often a prerequisite. The support for ECD itself becomes difficult when there is no defined counterpart in partner countries.</p> <p>2) Streamlining the existing formats and procedures among donors could be one of the effective measures to promote ECD as well as promoting the development of effective M&E system in partner countries. There are several ministries and government agencies responsible for evaluating development projects, and sometimes they duplicate activities or contradict each other. This situation can be exacerbated by different requirements and procedures by each donor.</p> <p>3) It is important to clarify the allocation of tasks between both sides (partner country and donor) and the volume of the works needed in formulating TOR. In cases where results-oriented framework for evaluation is absent in partner countries, evaluations can be very much on inputs rather than on outputs and results.</p>
Q9: Planned ECD Support in the Future	<p>1) MOFA will continue to organize workshops on ODA Evaluation for Asian countries, and implement joint evaluations with partner countries</p> <p>2) MOFA will also continue to provide financial support for ODA evaluations by partner countries.</p>
Q10: Additional comments	<p>1) Joint Evaluations Joint evaluations with Vietnam and Bangladesh in FY 2005 produced important suggestions for future joint evaluations on both donor and partner country sides.</p> <p>2) Workshop on ODA Evaluation The 5th Workshop on ODA Evaluation held in Tokyo on Jan. 26-27, 2006 gave a great deal of information to improve Japan's technical assistance on ECD. Moreover, the workshop became a platform for Asian countries to share good practices and future tasks.</p>

13. Japan (JICA)

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Asia (10 countries per year)	Global (18 countries per year)
2-2 Objectives	3	1,5
2-3 Target Group	2	4
2-4 Modality	1	1
2-5 Partnership with other donors	None	Japan Bank for International Cooperation
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Global (3-8 per year)	Thailand
2-2 Objectives	1,5	3
2-3 Target Group	1,4	3
2-4 Modality	1	3
2-5 Partnership with other donors	World Bank Institute	Japan Bank for International Cooperation
Q3: ECD Policy	<p>JICA is interested in strengthening partners' program/project management capacity, of which evaluation is an integral part.</p> <p>Recently we are more and more asked to offer evaluation course as a part of JICA's programs to improve management capacity of central ministries, and we do not treat ECD as a stand-alone topic.</p>	
Q4: ECD Budget of Current FY	250,000 USD	
Q5: Availability of Recent Review of ECD	No	
Q6: Major Challenges and Constraints of ECD	<p>Lack of system and institution to utilize evaluation in partner countries.</p> <p>They tend to strengthen their evaluation activities to improve donor-funded projects, but they pay little attention to their own policy cycle as a whole. It is not enough to teach evaluation technique, as you need a right system and institution to utilize evaluation. We have not accumulated experiences in addressing problems of the system and institution for better policy formulation, execution and evaluation.</p>	
Q7: Key Success Factors from Good Practice		
Q8: Suggestions for Effective Measures		
Q9: Planned ECD Support in the Future	<p>1) [China] For officials of Science and Technology Evaluation Center, a training course will be implemented to improve their evaluation activities on R & D projects.</p> <p>2) [Ghana] For officials of Ministry of Finance and Economic Planning, a training course will be implemented to improve their program and project planning and monitoring capacity.</p>	
Q10: Additional comments		

14. Japan (JBIC)

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Global (targeted to Partner countries, inviting from more than 10-15 countries)	Global (bilateral basis, according to the needs of the partner country)	Global (bilateral basis, for the most projects which ex-Post evaluation is conducted)
2-2 Objectives	1,2,3,5	1,2,3	2,3,5,6 (to better understand the evaluation of specific projects and to reflect the lessons learned to the future projects)
2-3 Target Group	1,2	1,2	1,2,4,5 (occasionally)
2-4 Modality	1,2	5	2 (to better understand the evaluation of specific projects and to reflect the lessons learned to the future projects)
2-5 Partnership with other donors	1,2 (2 weeks training courses in Japan)	0	0
Q3: ECD Policy	<p>1) By fully utilizing our ex-Post evaluation activities, which is approximately conducted for 50 projects every year, we aim to transfer our evaluation know-how to the partner countries by involving them and also by providing them with the feedback of the results.</p> <p>2) In addition, Joint Evaluation is conducted in approximately 5 countries, in order to further broaden the participation opportunities to the partner countries, aiming at the eventual self-evaluation by the partner countries.</p> <p>3) 2 weeks training course is provided in line with the same objectives (transfer of evaluation know-how, aiming at the self-evaluation in the future).</p>		
Q4: ECD Budget of Current FY	<p>1) As for the 2 weeks training course, which is conducted annually, it is approximately 90,000 USD per course (which is mainly born by JICA).</p> <p>2) As for the Joint Evaluation, it is basically conducted as part of our ordinary ex-Port Evaluation activities, therefore, there is practically no additional budget required.</p>		
Q5: Availability of Recent Review of ECD	N/A		
Q6: Major Challenges and Constraints of ECD	Constraints on the donor side (budget, human resources) in order to respond to the tremendous needs in the partner countries		
Q7: Key Success Factors from Good Practice	<p>In the case of Thailand, we observed three positive outcomes; understanding of DAC 5 principles, strengthened ownership, and harmonization (consideration on introduction of JBIC rating system). It was partly because:</p> <p>1) We, together with JICA, provided multi-layered support (providing Joint Evaluation opportunities and also dispatching JICA Expert (1 year) focused to the strengthening of evaluation capacity of Thai Government).</p> <p>2) Thai Government themselves had a strong motivation to strengthen their evaluation system reflecting the strong demand from their Cabinet.</p>		
Q8: Suggestions for Effective Measures	Understanding (by the partner countries) of the necessity on the consistent, systematic evaluation system which covers ex-ante evaluation, implementation, mid-term review, ex-Port evaluation, ex-post monitoring is necessary for the efficient, effective project implementation.		
Q9: Planned ECD Support in the Future	No drastic change from our past activities is planned.		

Q10: Additional comments	We recently concluded MOUs with two different institutions, i.e., NEDA of Philippines and BAPPENAS of Indonesia, to provide overall assistance in ECD. (e.g., inviting to training courses, conduct joint evaluation, promote information exchange, etc)
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15. Japan (FASID)

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Chili, Argentina, Mexico	Philippines
2-2 Objectives	1,2,5	1,5
2-3 Target Group	2,3	2,4
2-4 Modality	1	2
2-5 Partnership with other donors	JICA	JICA
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Asia (Indonesia, Philippines, Vietnam, Mongolia, Bangladesh, Sri Lanka, Thailand, Laos, Pakistan, Cambodia)	Viet Nam
2-2 Objectives	1,2,3,4	2
2-3 Target Group	2,3	1,2
2-4 Modality	1,2	2
2-5 Partnership with other donors	JICA	Ausaid
Q3: ECD Policy	Evaluation system (or capacity) and its significance should be locally defined since it has to serve people in each country. Public policy evaluation in Japan does not have a long history either. We have much to learn each other.	
Q4: ECD Budget of Current FY	We provide services, but they are, mainly, financed by JICA.	
Q5: Availability of Recent Review of ECD	No	
Q6: Major Challenges and Constraints of ECD	1) In terms of ODA projects, partner countries do not have much incentive in evaluation. 2) Even if evaluation system is established, it does not necessarily work well, because of lack of evaluation culture.	
Q7: Key Success Factors from Good practice	Capacity not defined by donors but by the people in respective countries for example, the case of Mongolia	
Q8: Suggestions for Effective Measures	Donors should work closely with local people in promoting evaluation capacity development. JICA (Tokyo International Center) has been providing a very unique training course (forum) called INSTITUTIONALIZATION OF EVALUATION SYSTEMS for establishing evaluation system in developing countries. 10-12 countries senior evaluation officers get together in Tokyo for 2 weeks, share their knowledge and experiences. Later, they try to establish/improve their evaluation system back in their countries. Good networking opportunity, too.	
Q9: Planned ECD Support in the Future	1) We have started to conduct ODA evaluation research program that has a seminar part and a Research part. 2) In future, we hope to study about ECD with academics and practitioners in developing countries.	
Q10: Additional comments	1) We provide distance learning as well as face to face training in evaluation. Distance learning, funded by JICA, is targeted for Philippines, Vietnam, and other Asian countries. It is efficient but on the other hand not so easy to think in terms of each country's context from distance. 2) Effort for ECD should be made in local context, even if it takes time.	

16. Netherlands

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	Using TA programmes/project in the country, build capacity of local institutions, especially those who implement the projects.
Q4: ECD Budget of Current FY	N/A
Q5: Availability of Recent Review of ECD	No. The only review that I know of was the one conducted by the Evaluation Dept. of Danida (some 10 years ago in the context of the DAC Evaluation Network). The Netherlands participated in that review.
Q6: Major Challenges and Constraints of ECD	1) The role and status of evaluation evaluators in partner countries; 2) The non-existence of a legal framework for accountability, or if such a framework exists, non-compliance; 3) Donor behavior which may not be conducive to actually conduct joint evaluations, involve national partners in evaluations conducted by the donor and the non-use of locally available evaluation expertise.
Q7: Key Success Factors from Good Practice	Actually use the evaluation capacity that has been built up (=newly created capacity should be used). This can be done through; a) joint evaluations b) the involvement of local/national evaluation expertise in donor led/joint led evaluation teams.
Q8: Suggestions for Effective Measures	1) The Policy and Operation Evaluation Department (IOB) endeavors joint evaluations (i.e. evaluation in which the partner country has an equal position as the donor.). Also we have been promoting so-called partner-led joint evaluations. 2) In all our evaluations we involve national evaluators/researchers in the evaluation teams. Through this approach, we believe to also provide support to ECD in a wider sense.
Q9: Planned ECD Support in the Future	No plans at the moment.
Q10: Additional comments	Through the Dutch Partnership programme with the World Bank, the IOB has been actively involved in ECD. Activities were; 1) setting up regional centres of excellence for evaluation 2) financing scholarships for the IPDET course (Carleton University/World Bank) 3) support of IDEAS Funding covered a period of 2001–2005. Currently no ECD activities are funded from the Partnership Program.

17. New Zealand

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Pacific-Regional	Solomon Islands	Samoa
2-2 Objectives	1,3	2,3,5	2
2-3 Target Group	3,4,6	2,3	2
2-4 Modality	1	6,3	3
2-5 Partnership with other donors			
Q2: Major Support	ECD4	ECD5	
2-1 Target Country/Region	Indonesia	Cook Islands	
2-2 Objectives	3	2	
2-3 Target Group	2	3	
2-4 Modality	4,6	4	
2-5 Partnership with other donors	Partnership with the Government of Indonesia, UNICEF and UNESCO.	Under a tripartite arrangement between NZAID, AusAID, and the Cook Islands Government	
Q3: ECD Policy	We have not yet developed a specific strategy on this theme.		
Q4: ECD Budget of Current FY	Sorry, did not have time to obtain this information		
Q5: Availability of Recent Review of ECD	No		
Q6: Major Challenges and Constraints of ECD	1) Lack of trained personnel 2) Lack of funding specifically allocated to evaluation. 3) Administrative data systems need improvement. 4) Insufficient demand or political will 5) Lack of incentives		
Q7: Key Success Factors from Good practice	1) Leadership – with a clear mandate and an identified “champion” 2) A clear strategy and committed resources 3) Partnerships 4) Links with wider/global evaluation community for knowledge and skills/personnel exchange		
Q8: Suggestions for Effective Measures	See response to Q7.		
Q9: Planned ECD Support in the Future	Mini-IPDET Evaluation training for Pacific NGOs – mini-IPDET training programme which is an introductory level course in monitoring and evaluation – see www.ipdet.org for more details. The “mini-IPDET” is a condensed version of the two week core course.		
Q10: Additional comments	NZAID, as a recently established organization, is still in the process of developing internal evaluation systems. Once this is completed we intend to focus more on partner evaluation capacity development.		

18. Norway

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Mainly Africa
2-2 Objectives	1
2-3 Target Group	1,2,6-NGOs+ research institutions
2-4 Modality	1(IPDET),7 Dev.of EDC materials
2-5 Partnership with other donors	In partnership with the World Bank
Q3: ECD Policy	1) We do not have a strategy as such; as a small donor/small evaluation unit we mainly work through others (e.g. WB); as providing training through IPDET 2) Ensure use of local consultants in evaluation teams
Q4: ECD Budget of Current FY	US\$160,000
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	1) Limited demand in recipient countries for independent evaluations according to DAC standards – considered a donor issue. 2) Limited capacity; priority now in many countries to get M&E systems in place. Possible that interest for evaluations can grow from this.
Q7: Key Success Factors from Good Practice	Uganda has established an Evaluation Unit at the Prime Minister's office. 1) A substantial amount of training of individuals and Technical Assistance for institutional development has taken place. 2) Possible that the combined effort have been important together with an active interest from Uganda.
Q8: Suggestions for Effective Measures	Involve partner countries more in the individual evaluations from the start. One limitation seen from the donor perspective is that we often conduct thematic evaluations and do not select case countries until quite late in the process. Even so, change in donor approach to evaluations may contribute to increased interest, learning and capacity building.
Q9: Planned ECD Support in the Future	
Q10: Additional comments	As a small donor we will give priority to working with others like WB and DAC/Evalnet when it comes to more systematic ECD initiatives. In our individual evaluations we will have to improve our cooperation with partner countries when it comes to planning, executing, and follow-up.

19. Portugal

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Sao Tome and Principe
2-2 Objectives	1
2-3 Target Group	1
2-4 Modality	1
2-5 Partnership with other donors	World Bank Institute
Q3: ECD Policy	We have no strategy.
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

20. United Kingdom (DFID)

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Global (IPDET)	Global (AfrEA)	Country programme and other studies (6 countries)
2-2 Objectives	1	1,2,4	6-Making use of local consultants
2-3 Target Group	1	1,2,5,6	6-Local consultants
2-4 Modality	1,4	2,4	4,5
2-5 Partnership with other donors			
Q3: ECD Policy	<p>1) DFID will continue to provide support to evaluation associations and training. As well as making use of local consultants on our studies.</p> <p>2) However, the main vehicle for making any kind of progress with ECD in terms of institution building is, we believe, the DAC network. We should look for opportunities to nurture signs of commitment to Evaluation from partner countries. But before thinking about strategy we need to discuss further with DAC partners and other evaluation networks and share experiences to inform the way forward.</p>		
Q4: ECD Budget of Current FY	<p>approximately US\$100,000</p> <p>—>covers our support to training and evaluation events where we sponsor the participation of representatives from partner countries</p>		
Q5: Availability of Recent Review of ECD	<p>No.</p> <p>But a scoping visit to Rwanda to follow up on a request for evaluation capacity support was carried out earlier this year. This was a short visit which did not in the event lead to a positive outcome. There is no published report. However, the context for the visit was established by a demand for stronger analytical capacity in government to make better use of data being generated by improvements in the capacity of statistical systems. There was also a demand for more country led evaluation work on the PRS process. In practice it was not easy to make use of the opportunity not because of a lack of financial or expert support but because of other competing demands on the time of officials and other institutional factors. Some evidence of commitment to the process would be needed if we are to get things moving.</p>		
Q6: Major Challenges and Constraints of ECD	<p>1) Developing capacity for evaluation (as opposed to monitoring) does not appear to be a current priority in partner countries, particularly in Africa where developing capacity to deliver is of overriding importance. There is little demand or capacity to establish and evaluation function as donors would understand it. Emphasis seems to be rather on developing credible monitoring systems.</p> <p>2) Therefore, the challenge is to persuade the decision makers of the need to begin to build institutional capacity if country-led evaluation as envisaged in the Paris declaration is to become a reality.</p>		
Q7: Key Success Factors from Good Practice	<p>We have no specific cases to draw on but would offer the following list of critical factors:</p> <ol style="list-style-type: none"> 1) Careful needs assessment before training is delivered 2) Allow ECD recipients a voice in shaping the content 3) Commitment of partners in the interests of sustainability. 4) Follow up with partners to establish what use made of knowledge imparted 5) Test to see what knowledge has been acquired 		

Q8: Suggestions for Effective Measures	<p>1) There is a need to identify countries which can demonstrate not only their interest but also their commitment to building capacity by providing and investing in their own people. This may be more likely to be achieved in Middle Income Countries perhaps through a pilot project with joint donor support and the involvement of a regional development bank and evaluation associations.</p> <p>2) The possibility of building a regional centre of excellence to provide support and training across the region might be considered in the above mentioned context.</p>
Q9: Planned ECD Support in the Future	<p>Setting up a regional IPDET course in Delhi DFID's evaluation Department is in early discussion with its India office about the possibility of setting up a regional IPDET course in Delhi to be attended by Indian government officials and DFID staff.</p>
Q10: Additional comments	<p>1) The Paris declaration points to more joint and country-led evaluations. The need to assess effectiveness from a country perspective is clear. Evaluation capacity is an important pre-requisite but it is patchy and often just non-existent.</p> <p>2) Evaluation training needs to be firmly grounded in regional and country needs, run locally and targeted at those who are working in government and going to use their skills in the PRS process and policy. A regional IPDET approach may be useful but, in Africa, the African Development Bank's regional workshops may be particularly appropriate to local needs.</p>

21. USA (MCC)

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	El Salvador	Senegal
2-2 Objectives	2,3,4,5	1,2,3,4,5
2-3 Target Group	2,3,4,6	2,3,4,6
2-4 Modality	1,2,3,4,6	2,3,4,6
2-5 Partnership with other donors	USAID, JICA	No
Q3: ECD Policy	1)Assessing the organizational capacity for M&E and making recommendations on this 2)Hiring of M&E staff members 3)Training M&E staff 4)Providing TA to M&E staff and the project management 5)Conducting economic analyses for specific projects (Economic Rates of Return) 6)Develpong randomized impact evaluations	
Q4: ECD Budget of Current FY	~\$12m	
Q5: Availability of Recent Review of ECD	Not at this time	
Q6: Major Challenges and Constraints of ECD	1)Fiscal resources 2)Trained and qualified staff 3)Lack of importance applied to the role of M&E for project management	
Q7: Key Success Factors from Good Practice	1)Working with other donors and agencies in developing and implementing M&E strategies 2)Meetings with donors and agencies to discuss strategies and collaborations (DACmeetings, open forums, workshops, conferences)	
Q8: Suggestions for Effective Measures	1)Teaming with other donors or other international agencies for M&E 2)Taking advantage of current resources (documents, papers) on ECD, such as those from the World Bank	
Q9: Planned ECD Support in the Future	1)El Salvador: Developing an M&E plan, staffing; identifying fiscal resources; identifying strategies for randomized impact evaluations: developing and validating performance indicators; conducting economic analysis 2)Senegal: (same as above)	
Q10: Additional comments		

22. ADB

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	China
2-2 Objectives	3,4
2-3 Target Group	2,3,4
2-4 Modality	3
2-5 Partnership with other donors	No
Q3: ECD Policy	1)ECD is part of ADB Operation's Evaluation Departments mandate. 2)Currently do not have a strategy for ECD. Any request for ECD have to emerge from the country strategy and planning process. 3)We could probably do more to stimulate demand by countries for such assistance should we choose to do so.
Q4: ECD Budget of Current FY	Total TA cost is \$500,000 (expected to run from June 2005 to December 2006)
Q5: Availability of Recent Review of ECD	Not so recently—in2001 Title=Technical Assistance Performance Audit Report on Selected Technical Assistance for Strengthening Evaluation Capability in Developing Member Countries
Q6: Major Challenges and Constraints of ECD	(From TA experiences for Strengthening Evaluation Capacity in Developing Member Countries) 1) Needs to ensure high-level ownership and commitment to performance evaluation, and participation by all key stakeholders in formulation/design process 2) Weak incentives of related entities for providing performance evaluation information 3) Resources and skills of the professional and support staff including political dimension of policy making, not only evaluation skills 4) The pace of TAs to build performance evaluation capacity should be driven by DMC ownership and commitment
Q7: Key Success Factors from Good Practice	(From the success case of Sri Lanka) Combination of factors including : 1) stability in staffing such that a very high proportion of trained staff remain in tasks for which they were trained 2) high-level support in key places within and outside the Ministry of Plan Implementation; and 3) existence of a mandate by Cabinet decree for evaluation

Q8: Suggestions for Effective Measures	<p>1) Building DMC capacity in performance evaluation requires a holistic approach that covers collecting data at the field and project levels, through various levels of aggregation and analysis for the end users.</p> <p>2) High-level ownership of and commitment to performance evaluation, clearly demonstrated by budget and staff allocation, status within the institutional hierarchy, and existence of an influential “champion for evaluation”</p> <p>3) Participation by all key stakeholders in the TA preparation process</p> <p>4) Creation of awareness among senior decision makers during the preparation process</p> <p>5) TA design should include specific features to encourage, facilitate, and formalize the incorporation of evaluation results in decision making. Benefits are obtained when the results should be used in key operational, budget, investment, and policy.strategy decision-making processes.</p> <p>6) To develop staff competency and confidence to carry out evaluation, a case study approach to training is needed</p>
Q9: Planned ECD Support in the Future	<p>This is still under discussion but preliminary thoughts are to prepare a series of regional TA projects that would;</p> <p>1) support the development of national and regional evaluation associations,</p> <p>2) support the formation of an evaluation community of practice,</p> <p>3) provide regional training in evaluation,</p> <p>4) provide assistance to evaluation practitioners to attend other training events,</p> <p>5) provide funding to facilitate the participation of client country evaluation specialists in our evaluation activities,</p> <p>6) support various dissemination activities aimed at increasing the visibility and use of evaluation findings, etc.</p>
Q10: Additional comments	<p>We think ECD is tailor made for a collaborative rather than a piecemeal approach. Therefore, we are keen to work with others on this area.</p>

23. DAC

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Africa region	Kiswhali speaking Africa	Arabic speaking courtiers
2-2 Objectives	1,4	6-Translation of DAC Evaluation Glossary to Kiswhali	6-Translation of DAC Evaluation Glossary to Kiswhali
2-3 Target Group	5-African Evaluation Association	6-Evaluators and users of evaluation	6-Evaluators and users of evaluation
2-4 Modality	6, some 4	4,6	Not yet defined
2-5 Partnership with other donors	DAC Network is a member of Afrea and will provide some support to next conference.	In partnership with Kenya evaluation association	With AfDB and possibly Islamic dev banks and organizations
Q2: Major Support	ECD4	ECD5	
2-1 Target Country/Region	Global(20)	Global	
2-2 Objectives	2-Developing Guidance for Managing Joint Evaluations	4-DEReC-DAC Evaluation Resource Centre	
2-3 Target Group	2	1,6	
2-4 Modality	2	7-Internet	
2-5 Partnership with other donors	Worked with support from all members of the DAC Evaluation Network to develop the Guidance.		
	The DAC Network has not defined a collective strategy for ECD.		
Q3: ECD Policy	It has been recognized in the recent survey related to work programme priorities, that further efforts will need to be made on ECD in order to mover forward the joint evaluation and harmonization agenda.		
Q4: ECD Budget of Current FY	(The Evaluation Network is not a financial mechanism. But some limited support to regional associations have been provided to demonstrate support and willingness to sponsor partnerships.)		
Q5: Availability of Recent Review of ECD	The Network (then the expert group) conducted such a review about 10 years ago (published by Danida).		
Q6: Major Challenges and Constraints of ECD	Attention to evaluation is often seen as a donor requirement and not as a means for improving public expenditure and investment within the partner country.		
Q7: Key Success Factors from Good ractice	1) Ownership and interest from the host country seems a key factor. 2) Competent people is of course another. 3) Vietnam/ Australia support seem an interesting case to study further.		
Q8: Suggestions for Effective Measures	It will depend on the country. In some countries awareness raising is a first necessary step. There is probably not a blueprint but in some cases high level attention is needed; in others you can build up successes more from the bottom.		
Q9: Planned ECD Support in the Future	1) Continue to promote translations of the glossary. 2) Willingness to network and dialogue with regional networks (in addition to Afrea). 3) The DAC Network would probably benefit from a discussion on how to support more effectively both collectively and individually.		

Q10: Additional comments	<p>In the 1990s, the Network conducted a series of regional workshops in partnerships with the AfDB, AsDB and IADB to promote awareness and spark interest in evaluation among senior public officials in developing countries.</p> <p>These were quite useful events, and some TA flowed from them, but the ambitions and action programmes developed were probably unrealistic for that time without strong leadership and necessary financial resources.</p>
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24. EBRD

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	No suggestion
Q9: Planned ECD Support in the Future	No plan to provide support in the near future.
Q10: Additional comments	In its project work EBRD is dealing with a wide range of counterparts, most of them being in the private sector. The public sector is not the main interlocutor for EBRD, and therefore building (ex post) evaluation capacity at country level appears less relevant than for IFIs whose main counterparts are in the public sector.

25. UNDP

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Africa	Global
2-2 Objectives	4	1
2-3 Target Group	5-Partnership through AfREA	1,2
2-4 Modality	1,2	5
2-5 Partnership with other donors		
Q3: ECD Policy	<p>EO's strategy for evaluation capacity development by EO is focused on strengthening programme country evaluation capacity and involvement in evaluation in ways tied to the planning, conduct and use of evaluation by UNDP:</p> <p>a) through country-led evaluations, joint evaluations, and the use of country professional experts and institutions.</p> <p>b) through its support for decentralized evaluation which requires partnership in evaluation with partner countries.</p> <p>c) through enhancing the capacity of M&E specialists in country offices via the capacity development programme being developed under UNEG.</p>	
Q4: ECD Budget of Current FY	As indicated above, since we try to support ECD through EO's on-going evaluation activities, we do not allocate resources specifically to ECD activities. Therefore, it is difficult to indicate the amount here.	
Q5: Availability of Recent Review of ECD	We have not done any evaluation at the corporate level. However, there may have been evaluations of individuals programmes and projects with a focus at the country level.	
Q6: Major Challenges and Constraints of ECD		
Q7: Key Success Factors from Good Practice		
Q8: Suggestions for Effective Measures		
Q9: Planned ECD Support in the Future	<p>1) We are planning workshops on the evaluation policy and technical session on the conduct of evaluation in 5 regions between October 2006 and early 2007.</p> <p>2) We are also supporting the AfREA workshop, scheduled for January 2007. For more detail, please refer to 2.0 in the attached document.</p>	
Q10: Additional comments		

26. World Bank

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Global	Regional—especially Latin America	Colombia, Brazil, Mexico, China, Uganda and others
2-2 Objectives	1)To support the emerging community of development evaluation practitioners(4) 2)To create and widely disseminate a library of ECD resource materials(1)	1)To identify, help create, and to disseminate examples of good-practice government M&E systems, @ whole-of- government and sectoral levels(1) 2)To promote a network of senior managers of government M&E systems(3)	To support and help create examples of good-practice government M&E systems(1,3)
2-3 Target Group	2,5,6	2,5,6	1,2
2-4 Modality	1,4	3,4	1,3,7
2-5 Partnership with other donors	ECD funding from Neitherland, Norwegian governments /Scholarship funding by Canada, the UK, and Switzerland	ADB; AfDB	For Colombia, prospective collaboration with GTZ and USAID
Q3: ECD Policy	With only 2 full-time ECD staff, IEG has pursued a catalytic role: 1) to persuade operational staff in the Bank to themselves support ECD 2) to support selected countries to pursue ECD, with the hope that they will provide a strong demonstration effect to others 3) ECD foundation building such as creation of ECD resource materials, provision of M&E and ECD training and cooperative initiatives with other donors		
Q4: ECD Budget of Current FY	Highly variable from year to year \$1.6m in FY05 \$0.7m in FY06		
Q5: Availability of Recent Review of ECD	Evaluation Capacity Development: OED Self-Evaluation (2004)		
Q6: Major Challenges and Constraints of ECD	1) Weak demand due to lack of knowledge about the potential cost-effectiveness of M&E we need to be able to answer the question of senior officials; 'what's in it for me or for my government?' 2) ECD is a cross-cutting issue, outside the usual sectoral boundaries, so it is difficult to induce operational staff in donor agencies (such as the World Bank) to devote time and attention to it. 3) The limited range of resource materials on ECD lessons and country experiences.		
Q7: Key Success Factors from Good Practice	1) Close collaboration between donor ECD experts and operational staff—via provision by former of advice, good-practice country examples, resource materials, names of good consultants,etc. 2)Identification of promising countries—where there is good demand for M&E and where there are good prospects of achieving significant progress being achieved.		

Q8: Suggestions for Effective Measures	<p>From Institutionalization of Monitoring and Evaluation Systems to Improve Public Sector Management;</p> <ol style="list-style-type: none"> 1) Substantive government demand is a prerequisite for successful institutionalization 2) Role of incentives 3) Key role of a powerful 'champion' 4) Start with a diagnosis of existing M&E 5) Centrally-driven, by capable ministry 6) Build reliable ministry data systems 7) Danger of over-engineering the system 8) Utilization is the measure of 'success' 9) Limitations of relying on government laws, decrees and regulations 10) Role of structural arrangements to ensure M&E objectivity and quality 11) A long-haul effort, requiring patience
Q9: Planned ECD Support in the Future	(as per detailed table entries above.)
Q10: Additional comments	(see our ECD website)

27. UNDP Afghanistan

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Afghanistan	Afghanistan
2-2 Objectives	3,5,6(Indirect support to information management system that can be used for M&E)	3,4,5
2-3 Target Group	1,4	3,5,6
2-4 Modality	1,3,4,5	1,2,5
2-5 Partnership with other donors		
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Afghanistan	Afghanistan
2-2 Objectives	1,2,3,4,5	2,3,4,6
2-3 Target Group	1,2,4	2,3,6,7(survey research and planned focus group interviews)
2-4 Modality	1,2,3,4,5,6	
2-5 Partnership with other donors	RISE: Japanese government, 100% funding the project under which there is a specific component on M&E capacity building and joint monitoring. GoJ is also a member of the project steering committee giving guidance to the project. GAIN/NEPA: UNCT, GEF	SURVEY: In collaboration with the UNDP Regional Centre in Bangkok
Q3: ECD Policy	<p>TA assistance is involved in the following programs/projects:</p> <p>1) STATE BUILDING AND GOVERNMENT SUPPORT</p> <p>a) Civil Service Leadership Development Project</p> <p>b) Afghanistan Information Management Services</p> <p>c) Support to Public Administration Internship Programme</p> <p>2) DEMOCRATIZATION AND CIVIL SOCIETY EMPOWERMENT</p> <p>3) PROMOTION OF SUSTAINABLE LIVELIHOODS</p> <p>a) Regional Initiative for Sustainable Economy</p> <p>b) Green Afghanistan Initiative.National Environment Protection Agency</p> <p>4) CROSS CUTTING ISSUES: GENDER</p> <p>(For detailed information, see the questionnaire form)</p>	
Q4: ECD Budget of Current FY	<p>Grand Total: US\$889,100</p> <p>Total Planned (incl. 2006)US\$ 1,427,100</p> <p>(For detailed information, see the questionnaire form)</p>	
Q5: Availability of Recent Review of ECD	<p>The mid-term assessment of Regional Initiative for Sustainable Economy (RISE) including the M&E capacity development component is to be conducted in September 2006, aiming at the production of a mid-term assessment report for submission to the project steering committee by end October 2006.</p>	

Q6: Major Challenges and Constraints of ECD	<p>1) STATE BUILDING AND GOVERNMENT SUPPORT</p> <p>a) CD in general is a major challenge. ECD is currently not necessarily the top priority</p> <p>2) DEMOCRATIZATION AND CIVIL SOCIETY EMPOWERMENT</p> <p>a) Lack of proper institution and training facilities and low capacities of implementing partners</p> <p>3) PROMOTION OF SUSTAINABLE LIVELIHOODS</p> <p>a) In some cases, lack of understanding and unwillingness to participate on the side of the counterpart government officers have been faced as challenges.</p> <p>b) The change in government personnel after capacity building may pose another problem - making the sustainability of the capacity development as a major challenge.</p> <p>c) Low capacity of the government counterparts, variation of approaches, lack of resources, partners attitude towards evaluation</p>
Q7: Key Success Factors from Good practice	
Q8: Suggestions for Effective Measures	<p>1) Special attention and support needs to be provided to government ministries to strengthen the capacity of the M&E. The independent M&E department of government has to be supported and both by equipping and staffing for sound M&E of all nationally implemented activities.</p> <p>2) Special consideration to M&E needs to be paid at the initiation of any project.</p> <p>3) Establish M&E responsibility centre in each project that UNDP supports. Train the M&E responsibility centre. Provide on going technical support to the M&E responsibility centre.</p> <p>4) Focused evaluation of specific projects/programmes under specific time interval.</p>
Q9: Planned ECD Support in the Future	<p>1) STATE BUILDING AND GOVERNMENT SUPPORT: As part of a planned support to capacity development of Government in institutionalizing a sub national training management system, technical assistance will be given to build evaluation capacity in the M&E unit of the responsible organization. This will happen through TA, training, on-the-job coaching and mentoring and joint application.</p> <p>2) PROMOTION OF SUSTAINABLE LIVELIHOODS:</p> <p>a) Regional Initiative for Sustainable Economy (RISE): We plan to continue the training and application of built M&E capacity of local authorities in the potential second phase of the RISE project, which targets Balkh, Nangarhar and Kandahar provinces. However this is conditional on the availability of the continuous funding by the donor (Government of Japan) to the project, which is currently under negotiation.</p> <p>b) Comprehensive Disaster Risk Reduction Programme (CDRRP): UNDP Afghanistan is planning to support government Department of Disaster Preparedness (DDP) by providing technical supports.</p>
Q10: Additional comments	

28. UNDP Belarus

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Belarus
2-2 Objectives	1,2,3,5
2-3 Target Group	1,2,4,5,6 (NGOs ministries)
2-4 Modality	3
2-5 Partnership with other donors	GEF, GFATM, ECE through joint evaluation of TA programs /projects
Q3: ECD Policy	
Q4: ECD Budget of Current FY	around USD 230,000 (targeting specifically for monitoring and evaluation)
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	1) Low or lack of capacity of the national counterparts 2) Low interest of national partners
Q7: Key Success Factors from Good Practice	Critical factor for the success identified in the Project "Improvement of the legislative process in Belarus through impact assessment" was interest and readiness of the government to implement such activities. (The project aimed to increase the quality of policy-making in Belarus. The main outcome: Increased capacity for feasibility study and impact analysis of future laws and policies; public participation in the law drafting process and public access to the information enabled.)
Q8: Suggestions for Effective Measures	Specialized interventions through TA programmes and projects targeting relevant national institutions with adequate funding available.
Q9: Planned ECD Support in the Future	No
Q10: Additional comments	

29. UNDP Belize

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	N/A
Q4: ECD Budget of Current FY	N/A
Q5: Availability of Recent Review of ECD	N/A
Q6: Major Challenges and Constraints of ECD	N/A
Q7: Key Success Factors from Good Practice	N/A
Q8: Suggestions for Effective Measures	Not at this point in time. Assistance is primarily geared towards getting basic monitoring skills and processes installed and utilized at the government/state level. ECD can only become an issue of attention after basic monitoring & data collection mechanisms are working.
Q9: Planned ECD Support in the Future	N/A
Q10: Additional comments	None

30. UNDP Benin

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Benin
2-2 Objectives	1,2,3,5
2-3 Target Group	1,2,4,6,
2-4 Modality	1,2,5,6
2-5 Partnership with other donors	DANIDA Belgium EU WORLD BANK UNICEF SNV German Development Service (DED) AfDB
Q3: ECD Policy	While monitoring and evaluation are integral components of all UNDP projects, there are also some initiatives that specifically target capacity building for the evaluation of government performances and programmes such as: 1) monitoring MDGs and implementation of PRSP (Central Government, civil society, local government), 2) monitoring and evaluation of the grants from the Global Fund to fight AIDS, Tuberculosis and Malaria, 3) training for parliamentarians on the control of the governmental actions and state budget implementation... 4) the African Peer Review Mechanism.
Q4: ECD Budget of Current FY	25 000 MDG / PRSP 50 000 PROGRAMME FOR PARLIAMENTARY STRENGTHENING 100 000 AFRICAN PEER REVIEW MECHANISM IMPLEMENTATION IN BENIN
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	Although there have been several anti-corruption initiatives and the "moralisation" of public life a key element in many political program, the outcome of these initiatives is limited. The major challenges can be seen as the persistence of impunity. At a lower level, it must be mentioned that there is a lack of rigour and objectivity, the processes last too long, the feedback loop is not efficient enough to thoroughly integrate lessons learned and to improve performance.
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	At the project/programme level, UNDP BENIN is putting emphasis on mastering the different tools for programming for result management. It is envisioned these tools and concepts will provide the process-based structure and policy-based framework from which UNDP offices and national counterparts can more effectively and efficiently plan, execute, and monitor projects.

Q9: Planned ECD Support in the Future	<p>target region/country= Benin</p> <p>target group :</p> <ol style="list-style-type: none"> 1. Junior or middle level government officials involved in evaluation activities 2. Senior officials in charge of evaluation policy/system 3. Project /program managers and staff 4. Civil Society Organizations leaders and experts <p>Objectives, intended outcome of the support =</p> <ol style="list-style-type: none"> 7. Skills training for individuals 8. Development or improvement of evaluation system/organizational management 9. Contribution to project/program performance <p>Special emphasis should be put on the project of Consultative Governance. At the end of the 2006 presidential election Boni Yayi was declared elected with 75% of the vote. This result indicates the population's aspiration to a new way of managing the public affairs that emphasizes transparency, accountability and listening to the population. The Head of State has proposed the setting up of Consultative Governance. This project aims at supporting this dynamics of strengthening the Benin democracy. In other words, it aims at:</p> <ol style="list-style-type: none"> 1) Creating a permanent dialogue and exchange framework between the Government and the civil society, between the Government and the trade unions, the private sector and the local Governments; 2) Offering the Government a framework to provide the population with feedback on its action and initiatives; 3) Providing the population with a means to directly influence the Government's actions as well as its actions plan. <p>This new mechanism of dialogue with population is expected to increase accountability and also drastically reduce chances for impunity.</p>
Q10: Additional comments	

31. UNDP Brazil

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Brazil	Brazil
2-2 Objectives	Development of improvement of evaluation system/organizational management	Contribution to project/program performance
2-3 Target Group	Project/program managers and staff	Project/program managers and staff
2-4 Modality	TA project/program	TA project/program and dialogue with policy levels
2-5 Partnership with other donors	Partnership with the Brazilian government.	
Q3: ECD Policy	<p>1) UNDP Brazil CO provides TA and management support to projects and programmes strengthening, developing and in need to develop systems to monitor and evaluate progress and lessons learned.</p> <p>2) The focus of the work is put on projects and programmes that contribute to achieving the MDGs and specifically focusing on areas defined as priorities for the government and the UN to work together..</p>	
Q4: ECD Budget of Current FY	Around US\$ 10 million are being invested in ECD related activities, projects and programmes, in UNDP projects with government financing.	
Q5: Availability of Recent Review of ECD	No	
Q6: Major Challenges and Constraints of ECD	<p>1) This evaluation culture is still being developed and strengthened in the country. Government acknowledges the importance of evaluations but many areas still fear the process.</p> <p>2) Government is exactly in the process of developing instruments and investing in capacity building in this area. However, the process is slow. Because much of the initial ECD effort involves demystifying the process, convincing and instigating people to understand and see the importance and the use of evaluations as a useful instrument and not so much as an auditing activities as many understand.</p>	
Q7: Key Success Factors from Good Practice	<p>1) When projects and programmes are able to see and use the evaluations and their evaluation capacities developed beyond the simple monitoring, evaluation and reporting activities they seem more interested.</p> <p>When they are able to use the information for better planning, for reshaping of projects and correction of problems, for development of other projects and etc people, projects and institutions seem to adhere to the idea and work with it to further develop and implement it</p> <p>2) Also participation seems instrumental to make ECD work. Simply hiring consultants don't usually have the same effect as if most of the people involved in the projects, for example, participate in the process. If they are involved at all stages, the harder they work and the more serious seem to be their commitment to make it work</p>	
Q8: Suggestions for Effective Measures	<p>1) Convince senior management of the utility and the of ECD and explain that it may promote more benefit than damage, and even control damage.</p> <p>2) Insist in participation of many parts; different and competent professionals collaborating in the ECD efforts and activities make a real difference. The learning experience shows to be much richer and stimulates commitment and continuity.</p> <p>3) Make sure people and institutions have time and financial resources to invest in ECD and are valued for it.</p> <p>4) Make sure people and institutions will make use of the capacity developed or it will go to waist the initial investment.</p>	

Q9: Planned ECD Support in the Future	<p>1) Government is increasingly requesting more assistance in this area. The Brazil UNDP CO hopes to be able to further support the ECD of its own in-house staff to continue to be useful to government in their ECD endeavors.</p> <p>2) At this moment the main target group is civil servants that manage projects and programmes. The intended outcome of the support is to have projects and programmes more efficient and accountable able to communicate better and produce information that can be disseminated as useful to be replicated.</p>
Q10: Additional comments	<p>1) ECD is an expensive and time consuming effort that needs consistent and continuing investment on the part of individuals and institutions as any kind of capacity development process and this has proven to be a challenge.</p> <p>2) People many times are busy to stop and further develop their capacities to contribute better, institutions also need their staff at work many times instead of at trainings and financial resources are not always available as needed.</p> <p>3) Therefore, creative mechanisms may have to be developed to allow people to learn and train on the job maybe and if possible in an inexpensive way to allow it to be a consistent and continuing effort and productive development.</p>

32. UNDP Bulgaria

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Bulgaria
2-2 Objectives	1,2,5
2-3 Target Group	2,4,6
2-4 Modality	3,5
2-5 Partnership with other donors	
Q3: ECD Policy	<p>1) Support to Monitoring and Evaluation has been an integral part of UNDP's technical assistance to the Government of Bulgaria. Each UNDP supported project has followed the applicable M&E corporate rules and guidelines.</p> <p>2) In 2005 UNDP provided TA to the Government for the evaluation of one its National Programmes for Employment Generation "From Social Assistance to Employment". UNDP helped with the drafting of the TOR for the Evaluation as well as with the identification of the Evaluation team.</p>
Q4: ECD Budget of Current FY	Such data is not available. In the case of UNDP, the annual budget for project/outcome evaluations that are conducted by the CO is approximately USD 50,000 – 60,000.
Q5: Availability of Recent Review of ECD	NO
Q6: Major Challenges and Constraints of ECD	In view of Bulgaria's forthcoming accession to the European Union in 2007, one of the main challenges is the compliance with the respective EU M&E guidelines and, especially, with the M&E procedures related to the EU Structural and Cohesion Funds.
Q7: Key Success Factors from Good Practice	NO
Q8: Suggestions for Effective Measures	NO
Q9: Planned ECD Support in the Future	In relation to the challenges mentioned in 6. above, UNDP is planning to support the development of a "National Capacity Building Programme for the Potential Beneficiaries of the EU Structural and cohesion Funds".
Q10: Additional comments	UNDP provided support to capacity building for evaluation in the framework of its joint projects/programmes with national authorities. Other organizations, such as EU, WB and bilateral donors, have also provided capacity building in the framework of their technical assistance.

33. UNDP Cambodia

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

34. UNDP Egypt

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Egypt	Egypt
2-2 Objectives	1,5 (NGO counterparts)	3
2-3 Target Group	1,4,6	3
2-4 Modality	1,2	2
2-5 Partnership with other donors		
Q3: ECD Policy	<p>1) UNDP Egypt has developed a 2 day training workshop on Results-based monitoring and evaluation in order to enhance the skills of those working in UNDP projects in project management and reporting.</p> <p>The workshop is attended by any member of a UNDP project and introduces RBM terminology as well as proposes a 10 step M&E model. A final session is focused on UNDP specific tools for monitoring at the project level.</p> <p>2) Furthermore, several UNDP projects have worked on improving RBM capacity of different government organization, such as the National Council for Women (NCW).</p>	
Q4: ECD Budget of Current FY	RBM Trainings are small and in-house and therefore only require minimal expenses.	
Q5: Availability of Recent Review of ECD	No	
Q6: Major Challenges and Constraints of ECD	<p>1) Changing the internal cultures of bureaucratic governmental institutions.</p> <p>2) Ministerial changes in the government which means changing priorities.</p>	
Q7: Key Success Factors from Good practice		
Q8: Suggestions for Effective Measures		
Q9: Planned ECD Support in the Future	UNDP Egypt is planning to expand the RBM training concept to the government level by planning an RBM capacity building project at the level of government ministries and senior officials.	
Q10: Additional comments		

35. UNDP El Salvador

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	Include national monitoring and evaluation (versus external donors evaluation) as requirement for development assistance projects and programmes, to increase national demand for capacity support and increase ownership.
Q9: Planned ECD Support in the Future	Support national M&E efforts related to current budget support programmes in the country (programa Red Solidaria).
Q10: Additional comments	

36. UNDP Indonesia

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Indonesia
2-2 Objectives	2,3,4,5
2-3 Target Group	1,2,3,4
2-4 Modality	2,4,5
2-5 Partnership with other donors	
Q3: ECD Policy	<p>1) UNDP supports Government of Indonesia (GoI) through a project called: "Strengthening Capacity for Programme Development and Coordination / SCPDC". The project activities among others are: a) Bi-Monthly Meeting with three key Government Counterparts (National Development Planning Agency, State Secretariat, and Ministry of Foreign Affairs), b) Country Programme Action Plan (CPAP) Quarterly Review Workshop, c) Quarterly Joint Field Visit to two on-going projects, d) Development of Web-Site and mailing list with the three Government Counter Parts.</p> <p>2) Furthermore, we are active in inter-UN Agencies collaboration to increase development effectiveness through joint assessment, implementation and evaluation of programmes. At present we have four joint programmes namely: a) Papua Development Programme /PDP, b) Tsunami Coalition, c) NTT Development Programme, d) Decentralization Support Facilities (DSF).</p> <p>3) This year, we are planning to conduct a joint review of UN achievements under UNDAF and CPAP frameworks.</p>
Q4: ECD Budget of Current FY	Learning costs, local consultants, travel, equipments approximately 110,000 USD
Q5: Availability of Recent Review of ECD	<p>1) Yes, we review ECD of the government during the formulation of the SCPDC Project and through dialog with the National Development Planning Agency.</p> <p>2) In addition, the capacity of the Implementing Partners in Reporting and Monitoring of the project activities and results will be evaluated in this year in line with UNDG Harmonized Approach to Cash Transfer (HACT).</p>
Q6: Major Challenges and Constraints of ECD	<p>1) Limited budget and human resources capacity of the National Development Planning Agencies in conducting evaluation of development projects in Indonesia.</p> <p>2) the Government still lacks in system and procedures for effective and efficient evaluation.</p> <p>There are thousands of development projects either financed by the GoI and foreign Aids/Loans needs to be evaluated.</p>
Q7: Key Success Factors from Good Practice	<p>We are now implementing a system of monitoring and evaluation with the following key activities in order to ensure full participation of the government:</p> <p>1) Project Database (on-line/ UNDP Intra-net : continuously up-dated; and verified prior to quarterly review workshop)</p> <p>2) Bi-weekly Meeting with Monitoring and Evaluation (M&E) Focal Points, to discuss any issues related to project/programme implementations,</p> <p>3) Bi-Monthly technical Meeting with the three Government Counter Parts,</p> <p>4) Quarterly Joint Field Visit to two on-going projects (the results of the visit is presented in the Quarterly Review Workshop,</p> <p>5) Quarterly Review Workshop (Standardize methodology: Thematic / Practice Areas Focused Group Discussion (FGD), Score Carding, Panel Discussion (Workshop) involving stakeholders (we plan to include the beneficiaries of the projects).</p>

Q8: Suggestions for Effective Measures	<p>We could further promote ECD through :</p> <ol style="list-style-type: none"> 1) Establish a system of monitoring of evaluation which enable an aggregation the results of monitoring and evaluation starting from development of indicators into measuring of OUTPUT, OUTCOME, BENEFIT and IMPACT of all projects / Programmes. This should involve government as well as all donor agencies beyond UN family; 2) Provide a software for project / programme database; 3) Continuous training of M&E Staff; 4) Establish “Incentive and Accountability” System, and; 5) Commitment of Policy Makers / High Level Managers such as Country Director to continuously push the implementation of M&E system.
Q9: Planned ECD Support in the Future	<p>We plan to certify government officers (key Implementing Partners) with PRINCE2 (Project IN Control Environment: a de facto standard project management methodology used by the UK Government and which is widely recognized and used in the private sector as well as international organization including UNDP) in 2007.</p>
Q10: Additional comments	<p>Evaluation Unit / Office should be an integral part of Programme / Planning Unit / Office.</p>

37. UNDP Jordan

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	
Q4: ECD Budget of Current FY	
Q5: Availability of Recent Review of ECD	
Q6: Major Challenges and Constraints of ECD	
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	<p>1) Establish linkage to MDGs reporting and monitoring.</p> <p>2) Development of software that can support efforts in capturing indicators, baseline, targets, etc..</p> <p>3) Capacity building on M&E is essential in using RBM. In the recent UNDAF preparation retreat capacity development in M&E was recognized as a major constraint in the development planning and process in Jordan.</p>
Q9: Planned ECD Support in the Future	<p>1) Build the capacity of the Monitoring and Evaluation Unit at the Jordanian Ministry of Planning and International Cooperation. Support will assist in monitoring the progress of the MDGs targets and evaluation of development plan.</p> <p>2) The development of socio-economic indicators is essential with the capacity to regularly capture the needed data for the indicators are a constraint.</p> <p>3) The development of capacity in evaluating policies related to the attainment of National MDGs goals will lead to enhanced capacity for evaluating the overall all national plans, strategies and policies.</p>
Q10: Additional comments	<p>Capacity and Evaluation methodologies, measuring impacts is lacking at all levels of institutions and ministries. Efforts should be considered to guide and build national capacities and structures for institutions capable of undertaking evaluations. Obtaining qualified expertise in undertaking intellectual evaluations of national policies with pro-poor focus is of utmost importance.</p>

38. UNDP Liberia

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Liberia
2-2 Objectives	1,2,3,4,5
2-3 Target Group	1,2,3,4,6 (NGOs partners)
2-4 Modality	2,4,5
2-5 Partnership with other donors	
Q3: ECD Policy	<p>1) Compliance on Evaluation agreed on Memoranda of Understanding/Letters of Agreement on project implementation for Co-operating Partner NGOs and Counterpart Government Ministries.</p> <p>2) Partners NGOs and Counterpart Government Ministries participate in the formulation of, review and execution of the UNDP Liberia Outcome Evaluation plan 2004-2007 and respective mid term project evaluations. Lessons learnt and recommendations shared through report back workshops.</p>
Q4: ECD Budget of Current FY	This is an indicative figure, about 0.5% of the US \$ 52 million UNDP Liberia budget in 2006
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	<p>1) Lack of baseline data in post conflict Liberia</p> <p>2) Limited institutional, technical and human capacity in Counterpart government ministries</p> <p>3) And co-operating partner NGOs</p>
Q7: Key Success Factors from Good Practice	N/A
Q8: Suggestions for Effective Measures	<p>1) Online discussion groups to share knowledge and experiences</p> <p>2) Exchange visits and look-and-learn activities</p> <p>3) Evaluation capacity building training workshops</p>
Q9: Planned ECD Support in the Future	UNDP Liberia efforts are targeted at Counterpart Ministries, Co-operating Partner Institutions (e.g National Election Commission, Governance Reform Commission, National Commission on Small Arms), and Co-operating NGOs in the following projects (Global Fund, Community Based Recovery, Small Arms & Micro-Disarmament, DDRR, Energy & Environment and Human Rights & Protection)
Q10: Additional comments	

39. UNDP Moldova

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Moldova
2-2 Objectives	1,2,3,4
2-3 Target Group	1,2,6 (NGOs)
2-4 Modality	1,2,6
2-5 Partnership with other donors	
Q3: ECD Policy	<p>1) Embarking on Joint Programmes focusing on policy monitoring and evaluation</p> <p>2) On-the-job training, transfer of knowledge, skills, and expertise (local and international)</p> <p>3) Improving institutional and legal framework for policy monitoring and evaluation</p> <p>4) Fostering civil society organizations to participate in policy monitoring and evaluation</p>
Q4: ECD Budget of Current FY	The funding for the joint programme, which covers activities for evaluation capacity development, constitutes \$635,000.00 for 2006.
Q5: Availability of Recent Review of ECD	No.
Q6: Major Challenges and Constraints of ECD	<p>1) Poor mastering of monitoring and evaluation techniques by civil servants involved in planning and reporting.</p> <p>2) Poor enforcement of monitoring and evaluation (evaluation procedures are seen as complementary procedures, rather as integral parts of implementation programmes along with the actual plans of action).</p> <p>3) Rather frequent changes in the national strategic programmes network (replacement, merging, drops in priorities) impedes consistent, orderly and disciplined evaluation efforts.</p>
Q7: Key Success Factors from Good Practice	<p>1) Sound legal and institutional framework.</p> <p>2) Monitoring and evaluation procedures - integral and effectively enforced component of any strategy or development programme.</p> <p>3) Monitoring and evaluation skills and knowledge.</p>
Q8: Suggestions for Effective Measures	See above
Q9: Planned ECD Support in the Future	<p>1) creation of policy units within Government authorities with clear planning, monitoring and evaluation responsibilities</p> <p>2) capacity building activities for the civil servants involved in planning, monitoring and evaluation (central and local governments)</p>
Q10: Additional comments	To be efficient, the planning, monitoring and evaluation functions of government authorities should be marked off from other functions at individual/small dept levels. As these functions, as stand-alone attributes, are relatively new and involve internal restructuring of Government authorities (which is often done reluctantly by the latter) – they should be undertaken as part of larger by scope reforms , such as Public administration reforms that enjoy stronger political will.

40. UNDP Nepal

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Nepal	Nepal
2-2 Objectives	1	6 building capacity of government officials through participation in evaluations led by international experts
2-3 Target Group	4	1
2-4 Modality	1	5
2-5 Partnership with other donors		
Q3: ECD Policy	UNDP Nepal does not have a specific strategy for Evaluation Capacity Development, but seeks to build capacity for evaluation by inviting National Programme Directors (Government Officials) and National Programme Managers to M & E training sessions, and by inviting the Government to nominate a government official to join evaluation teams, led by international experts, for project and outcome evaluations.	
Q4: ECD Budget of Current FY	Not calculated as such.	
Q5: Availability of Recent Review of ECD	No.	
Q6: Major Challenges and Constraints of ECD	One of the main challenges is ensuring that evaluations, and evaluative knowledge are actually used to inform decision making.	
Q7: Key Success Factors from Good Practice		
Q8: Suggestions for Effective Measures		
Q9: Planned ECD Support in the Future	UNDP Nepal is developing a new Gender and Social Inclusion Mainstreaming Programme which may have a component focusing on building capacity for monitoring and evaluation.	
Q10: Additional comments	UNDP Nepal had a 3-year project, which came to an end in December 2005, entitled Poverty Monitoring in Support of PRSP, which assisted the Government of Nepal in establishing a Poverty Monitoring & Analysis System. Among others, the project supported a number of pilot impact assessments, building the capacity of the Poverty Monitoring Division of the National Planning Commission to commission and use the learnings from evaluations or impact assessments. The project also supported training courses for government officials which included sessions on planning for impact assessments and how impact assessments can have a policy impact.	

41. UNDP Panama

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Panama
2-2 Objectives	1,3,5
2-3 Target Group	1,2,4
2-4 Modality	1,2,6
2-5 Partnership with other donors	
Q3: ECD Policy	<p>1) Our CO has involved official counterpart in different stages of the outcome evaluation process. From the planning stage to the discussion of the results. In addition, there has been efforts for creating national capacities in Universities in order to prepare professionals in the light of the results based management.</p> <p>2) CO has also promoted the generation of a virtual platform and courses in RBM for public staff at high and middle levels, in order to facilitate a cultural change from inputs to results.</p>
Q4: ECD Budget of Current FY	For the current fiscal year: \$30,000.
Q5: Availability of Recent Review of ECD	<p>Outcome evaluations on Dialogue Process (Consensus building); Poverty reduction; Effectiveness and Efficiency of Basic Services for Citizens; Strategies on Environment (on going).</p> <p>Project Evaluation: The Results Based Management Platform for public staff</p>
Q6: Major Challenges and Constraints of ECD	There is not an evaluation based culture. Therefore, it is difficult to change ways of managing programs and projects. Therefore, an open mind and flexible procedures are important requirements for promoting change.
Q7: Key Success Factors from Good Practice	<p>1) The involvement of national counterparts in the whole process</p> <p>2) A good design of evaluation</p> <p>3) The identification of lessons learned</p> <p>4) A good dissemination of results among interested parties</p> <p>5) Consultants with a great understanding of strategic evaluations and a good attitude to share knowledge</p>
Q8: Suggestions for Effective Measures	The involvement of national counterparts is critical for the success of ECD.
Q9: Planned ECD Support in the Future	Now. CO is preparing an evaluation plan for the next five years
Q10: Additional comments	As ECD supposes a cultural change it is important to start from university programmes.

42. UNDP Philippines

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Philippines
2-2 Objectives	1,5
2-3 Target Group	2,4
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	Our ECD is focused on capacitating our partners on Results Based Monitoring and Evaluation (RBME). UNDP's RBME consists of a pack of monitoring tools that can be used in actual work. The monitoring tools allow projects to assess and review performance and inform the Annual Country Programme Review and progress towards outcomes. In addition outcome evaluations are conducted midlife and end of the programme cycle.
Q4: ECD Budget of Current FY	Sorry, I have no data on this.
Q5: Availability of Recent Review of ECD	No.
Q6: Major Challenges and Constraints of ECD	In the Philippines, the major challenge really lies in transforming it into a discipline or part of the way of life of a programme or project. There is really a strong need for appreciation and how in the long run evaluation can benefit the country as a whole.
Q7: Key Success Factors from Good Practice	1) The discipline and expertise has to be there. 2) Objectivity and independent mindedness is very critical. 3) Funds must be there to support the exercise. 4) It has to be thorough.
Q8: Suggestions for Effective Measures	The best way to promote it is to make sure that it is mandatory in the life cycle of a programme or project.
Q9: Planned ECD Support in the Future	Whatever we are currently doing, we aim to enhance it. All Programmes have been required to prepare an RBME plan and make it a part of their programme implementation.
Q10: Additional comments	

43. UNDP Bratislava Regional Center

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Region-wide	Country specific	Turkey
2-2 Objectives	2,3,4,5		6. Mission to assess existing M&E practices in UNCT and Government and to make recommendations for further improvement of M&E systems and capacity development
2-3 Target Group	4 (UNDP)		4 (UNCT)
2-4 Modality	7. Virtual backstopping		7. Review of existing documents, UNDAF, existing M&E arrangements and meeting with representatives from UN agencies and Government
2-5 Partnership with other donors			
Q2: Major Support	ECD4	ECD5	
2-1 Target Country/Region	Moldova	Ukraine	
2-2 Objectives	5 (by proposing improvements in UNDAF results framework)	5	
2-3 Target Group	4 (UNCT + Government and CSO representatives)	4	
2-4 Modality	2	2	
2-5 Partnership with other donors			
Q3: ECD Policy	1) UNDP Bratislava Regional Center (hereinafter referred to as 'BRC') provides technical guidance and programme backstopping in the form of mission to support Country Offices in the design of programmes including results framework, indicators and guidance on putting M&E systems together. 2) BRC also provides guidance on developing terms of reference, identification of experts for undertaking independent evaluations and currently providing financial support to 4 Outcome Evaluations in the Region. 3) In addition to this, there are plans to establish a regional network of UNDP M and/ or E officers and to have a community that not only shares information, good practices and knowledge around M&E systems and practices in the region but serves as a resource and a reference group for UNDP offices in the region.		
Q4: ECD Budget of Current FY	In 2006, there is a budget of USD42,000 to support outcome evaluations and to establish a community of UNDP evaluation and monitoring officers in the region.		
Q5: Availability of Recent Review of ECD	Not at the regional level.		
Q6: Major Challenges and Constraints of ECD	1) Lack of guidance on UNDAF monitoring and on joint M&E systems. Need for further guidance would be appreciated 2) No full time and/ or professional M&E experts in country offices 3) M&E concept varies across the board even within the UN family 4) Scale and scope of agency programmes also make it difficult to hire full time M&E officers 5) Lack of capacity both within UNDP/UNCT as well as in government institutions 6) The bigger challenge is to harmonize M&E efforts in line with programmatic harmonization reflected in the UNDAF and to synergize UNDP/UNCT M&E mechanisms with that of government and/ or key donors such as the EU.		

Q7: Key Success Factors from Good practice	Not available. A mapping of good practices could be very useful and BRC plans to do a mapping exercise (depending on availability of resources) in the region.
Q8: Suggestions for Effective Measures	
Q9: Planned ECD Support in the Future	
Q10: Additional comments	

44. UNDP Serbia

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Serbia
2-2 Objectives	1,3,4
2-3 Target Group	1,4
2-4 Modality	1,2
2-5 Partnership with other donors	EC/EAR, Sida, Dutch, Norwegian, Swiss, Austrian governments are directly supporting UNDP projects dealing with capacity building of government institutions both at central and local levels.
Q3: ECD Policy	<p>1) UNDP in Serbia has been providing support to the two governmental institutions ultimately responsible for the development of the monitoring and evaluation capacity - Ministry of International Economic Relations and Ministry of Finance by supporting specific departments within these ministries to build their capacity for evaluation (i.e. project center in the Ministry of Finance).</p> <p>2) At the local level, UNDP in Serbia is running several programmes, which support municipal development, specifically in south and south-west Serbia, by building capacities of municipal officials to properly deliver their services. Monitoring and evaluation component will contribute to establishment of monitoring and evaluation practices at municipal level.</p>
Q4: ECD Budget of Current FY	No exact info.
Q5: Availability of Recent Review of ECD	NO
Q6: Major Challenges and Constraints of ECD	Some government officials raised the issue that there are too many different donor requirements set forth. What they were suggesting is that the donors try to make a harmonized approach to this matter and make the task easier for the government, which already needs to follow a number of procedures.
Q7: Key Success Factors from Good Practice	UNDP's Civil Society Development Programme has been working with NGOs to strengthen their skills in monitoring the implementation of government policies. UNDP supported the Civil Society Advisory Committee in the context of monitoring PRSP implementation. The Committee included different NGOs, which focus on different vulnerable groups and UNDP helped them develop monitoring indicators for their specific areas of concern. Four of the NGO are now completing research in areas, which represent policy / practice gaps, and this shall be used to point out to Government where policy implementation has not taken place or where it hasn't had the anticipated outcomes.
Q8: Suggestions for Effective Measures	<p>A pre-condition for evaluation is the introduction of programmatic budgeting.</p> <p>—>There are four pilot ministries now in Serbia that are to adopt programmatic budget, which are based on developed strategies and action plans and which reflect expected results to be achieved over the next year. The rest of the ministries still have traditional budget, which cannot be used for assessing progress, as the information given is completely separated from any results or outputs. This project is based along-side the PRSP team in the Deputy Prime Minister's office.</p>
Q9: Planned ECD Support in the Future	Indirect support through UNDP monitoring and evaluation framework/activities. In 2006, we have finalized the ADR. Ongoing evaluations on programme/project levels.
Q10: Additional comments	<p>More information on country experience: Ministry of International Economic Relations – Development Aid Coordination Unit.</p> <p>Contact person: Ms. Gordana Lazarevic, Assistant Minister</p>

45. UNDP Somalia

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Somalia
2-2 Objectives	All the objectives listed
2-3 Target Group	All the target groups listed
2-4 Modality	2,3,6
2-5 Partnership with other donors	
Q3: ECD Policy	Capacity building and systems development for colleagues and partners.
Q4: ECD Budget of Current FY	\$22,000
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	It is a crisis country with the political challenges overshadowing everything else.
Q7: Key Success Factors from Good Practice	
Q8: Suggestions for Effective Measures	There should be a more concerted and coordinated ED strategy for national governments which also includes civil society.
Q9: Planned ECD Support in the Future	1) National Counterparts will be included in all ECD activities. Currently this is training in Project and Programme Management using industry standards like Prince 2. 2) It is expected that Evaluation of more professionally managed projects will be easier and more effective as the documentation of issues, risks and lessons learned will be of a better quality.
Q10: Additional comments	

46. UNDP Tunisia

Q1: ECD Experience	Yes		
Q2: Major Support	ECD1	ECD2	ECD3
2-1 Target Country/Region	Tunisia	Tunisia	Tunisia
2-2 Objectives	Results Based Management (RBM) and public budget management	Awareness – Raising on Results Based Management Method (RBM)	Promoting a new approach for the strategic planning based on the RBM method.
2-3 Target Group	250 participants (Deputies, Parliament personnel and Ministries representatives).	NGOs	Senior officials – Ministry of Women Affairs
2-4 Modality	2 days seminar	1 day training	2 days training workshop
2-5 Partnership with other donors		UNDP/GEF Small Grant Programme	
Q3: ECD Policy	<p>There are two levels of intervention:</p> <p>1. UNDP is including in all its new projects (2007–2011) specific modalities related to Monitoring and Evaluation.</p> <p>2. One of the four outcomes of the next UNDAF (2007–2011) is the improvement of the efficacy and the efficiency of the Public Administration especially through national capacities reinforcement on RBM and strategic planning.</p>		
Q4: ECD Budget of Current FY			
Q5: Availability of Recent Review of ECD	The UNDAF Mid Term Review (November 2004)		
Q6: Major Challenges and Constraints of ECD	The first public budgeting by objectives is planned for 2009. The main challenge for the public administration is to move from an input oriented approach to a result based one. As any process of organizational reform, this target requires efforts on advocacy, capacity building, methodology of implementation, etc.		
Q7: Key Success Factors from Good Practice			
Q8: Suggestions for Effective Measures	<p>We must focus on training and best practices dissemination.</p> <p>The benefits from adopting an RBM approach must be clearly understood and owned.</p>		
Q9: Planned ECD Support in the Future	All the new programmes and projects (2007–2011) undertaken by UNDP will integrate M&E as a strategic/aim component. More specifically, we will implement two new projects for which the expected outcomes are the reinforcement of national capacities on M&E.		
Q10: Additional comments			

47. UNDP Turkey

Q1: ECD Experience	No
Q2: Major Support	
2-1 Target Country/Region	
2-2 Objectives	
2-3 Target Group	
2-4 Modality	
2-5 Partnership with other donors	
Q3: ECD Policy	ECD is not included as an area of focus in the 2006–2010 (CPAP) developed and approved by the Government of Turkey and the UNDP Country Office in Turkey. Although through the preparation of the UNDAF, UN agencies are indirectly addressing the issue of planning with the Government of Turkey. Moreover, the UN Resident Coordinator's Office in Turkey is in the process of exploring the possibility of M&E Capacity Development for MDGs. As part of the latter process, UNDP Turkey will be working over 2006–2007 period in partnership with Turkey's Ministry of Interior, Turkey's State Planning Organization, and the International Union of Local Authorities, through their joint Localizing MDGs Project to develop local government MDG indicators and targets with 100 local governments (city level).
Q4: ECD Budget of Current FY	Not applicable
Q5: Availability of Recent Review of ECD	No
Q6: Major Challenges and Constraints of ECD	Prioritizing ECD and mainstreaming into existing heavily bureaucratic and unaligned governmental processes while they the Government is attempting to address the need and undertake major reforms emerging from Turkey's EU Accession Process and commitment to MDGs.
Q7: Key Success Factors from Good Practice	Unknown
Q8: Suggestions for Effective Measures	<ol style="list-style-type: none"> 1) Bring benefits of ECD to the attention of High-level Government Officials to make it a Government Priority and ensure funding commitments. 2) Secondly, provide training at the working level to relevant Government Agencies. 3) Third, in addition to mechanism such as the UNDAF, ensure coordination amongst major development partners together with national government. 4) Finally, ensure availability of funds to provide regular training for staff of development agencies such as UNDP given the global importance of the MDG targets so that they can speak to partners on the issue of ECD/M&E with authority.
Q9: Planned ECD Support in the Future	
Q10: Additional comments	Within the context of South-South Cooperation, UNDP Turkey and UNDP Ghana facilitated a High Level Delegation from the Office of the President of Ghana to meet with various government officials in Turkey to exchange challenges in governmental M&E structures: both parties requested global best practices be identified upon which to model themselves on.

48. UNDP Vietnam

Q1: ECD Experience	Yes	
Q2: Major Support	ECD1	ECD2
2-1 Target Country/Region	Viet Nam	Viet Nam
2-2 Objectives	Developing national capacity for monitoring and assessing the progress being made towards achieving the MDGs	Developing a national evaluation system for the Public Administration Reform Master Programme (PAR MP)
2-3 Target Group	1,2,6	1,2
2-4 Modality	3	1,2,3,4,5,6
2-5 Partnership with other donors	<ul style="list-style-type: none"> • DFID with cost-sharing contributions to a UNDP-funded TA project • UN agencies as part of a the UN joint initiative to support the realization of the MDGs in Viet Nam 	<ul style="list-style-type: none"> • SDC, CIDA, NORAD, SIDA with cost sharing contributions to UNDP-funded projects
Q2: Major Support	ECD3	ECD4
2-1 Target Country/Region	Viet Nam	Viet Nam
2-2 Objectives	Developing framework and national statistical capacity for monitoring and evaluating national socio-economic development	Developing M&E systems of National Targeted Program for poverty reduction and National Program for socio-economic development in mountainous and ethnic minority areas; and 5.
2-3 Target Group	1,2,3	1,2,3,4
2-4 Modality	1,2,3,6	1,2,3,5,6
2-5 Partnership with other donors	<ul style="list-style-type: none"> • DFID with cost sharing contribution to UNDP-funded project • WB, ADB and UNICEF as partners on the topics. 	<ul style="list-style-type: none"> • DFID, FINIDA with cost sharing contributions to UNDP-funded project • DFID, FINIDA, WB, CIDA, Ausaid, Sida, etc. as partners in supporting NTPs.
Q3: ECD Policy	Supporting national ECD normally is a component within a UNDP-funded project which in turn is designed to support national programmes (e.g. National Programme for Poverty Reduction, PAR Master Programme), strategies (e.g. Legal System Development Strategy	
Q4: ECD Budget of Current FY	As supporting national ECD development is a component within projects, it is difficult to give an accurate figure of the total contributions of UNDP in this area. A rough estimate is about US\$500,000 for the SEDP, poverty and MDGs M&E, and US\$ 200,000 for	
Q5: Availability of Recent Review of ECD	As an overall remark, an in-depth evaluation is conducted for a UNDP-funded project that is innovative or complex in nature, and/or is facing serious implementation problems. At the same time, each UNDP-funded project is required to take part in an evalua	
Q6: Major Challenges and Constraints of ECD	Although the needs for evaluation capacity development are obvious, the demand for such support is relatively low and evaluations of development programmes/projects generally and development cooperation interventions particularly are often “donor-drive	
Q7: Key Success Factors from Good practice	<p>1. Development cooperation interventions should be designed to support national strategies, plans, programmes. This is critical to ensure that such interventions make an impact on national development efforts.</p> <p>2. ECD activities can be successfully imple</p>	
Q8: Suggestions for Effective Measures	Development cooperation interventions should be increasingly aligned with and supportive of national strategies, plans, programmes. At the same time, they should give due attention to developing national capacities/systems for monitoring and evaluation	

Q9: Planned ECD Support in the Future	<p>Several major initiatives are in the pipeline and expected to be rolled out in the near future. These include:</p> <ol style="list-style-type: none"> 1. Enhancing national capacities for evaluation of Ethnic Minority Development Policies in Viet Nam; 2. The second farmer needs survey is being designed to gather data on essential needs of farmers in 30 provinces across the country for basic public services in rural development and especially agricultural extension, and how these services should be best provided to meet farmers' needs. 3. An evaluation will be conducted on capacity gaps and training needs for local elected bodies in 11 provinces in Viet Nam and will feed information into the design of capacity development interventions to best address such gaps/needs. 4. A capacity gaps and training needs assessment for budget oversight by the Legislature will be conducted during the last quarter of 2006, while a "Proposal for development of an M&E System for the PAR Master Programme" will be prepared soon. 5. A simple M&E system will be designed and put in place to support improvements in the legal and judicial sector. 6. Mid-term reviews of SEDP and National Targeted Programmes.
Q10: Additional comments	<p>In terms of programme/project management, UNDP has strongly promoted the use of the National Execution (NEX) Modality and made systematic efforts in developing the capacities/skills of national counterparts at both central and local levels, so that they c</p>

49. UNDP Zimbabwe

Q1: ECD Experience	Yes
Q2: Major Support	
2-1 Target Country/Region	Zimbabwe
2-2 Objectives	3
2-3 Target Group	1,2
2-4 Modality	1,2,4,5
2-5 Partnership with other donors	None at present
Q3: ECD Policy	<p>1) Through the Results Based Management (RBM) programme by the government of Zimbabwe supported by the UNDP has aimed at ensuring improved service delivery by all government agencies in order to improve service delivery.</p> <p>2) RBM allows for the effective overall implementation of national policies, focusing on capacity development of key components of a) Performance Management b) Results Based Budgeting and c) Monitoring and Evaluation.</p>
Q4: ECD Budget of Current FY	Over USD500, 000 spent from UNDP resources and government cost sharing on the capacity strengthening of the national monitoring and evaluation activities in Zimbabwe
Q5: Availability of Recent Review of ECD	<p>The current activities have not yet been evaluated.</p> <p>(The evaluation for these activities has been initiated and should be completed before the end of the year.)</p>
Q6: Major Challenges and Constraints of ECD	<p>The Major challenges as experienced under the RBM (monitoring and evaluation) component:</p> <p>1) Establishment and capacitation of a National Implementation Unit appropriately positioned and empowered to undertake the national evaluation coordination and implementation role</p> <p>2) The lack of donor support in the current country context where donor support for any development related activities is not forthcoming</p> <p>3) The lack of human resource capacity in the country due to high brain drain for economic reasons</p>
Q7: Key Success Factors from Good Practice	<p>The Zimbabwean government has learnt from good practices from the Malaysian experiences. Key critical factors for success included:</p> <p>1) The presence of a high level division in for monitoring and evaluation that ensures that projects are implemented as planned and that they are viable, competitive and sustainable.</p> <p>2) Commitment of the highest level in government to the functions and activities of the high level monitoring and evaluation division.</p> <p>3) High emphasis on training.</p>
Q8: Suggestions for Effective Measures	Establishment of functional national evaluation societies led by the national government to promote the national development priorities is critical.
Q9: Planned ECD Support in the Future	Support is envisaged to continue in the current RBM project for the expansion and increased capacity building for civil service reform, to support the strengthening of systems and institutions that promote democratic governance.
Q10: Additional comments	