

**The role of IOCE in
supporting national
and regional evaluation
networks**

www.IOCE.net



*International Organisation for Cooperation in Evaluation
Organisation internationale de coopération en évaluation
Organizaciòn Internacional para la Cooperaciòn en Evaluaciòn*



International Organization for Cooperation in Evaluation



What is the IOCE?

A collaborative global network of regional and national evaluation organizations (formal associations/societies and informal networks)

What is IOCE's mission?

- To help legitimate evaluation at the global level
- To support evaluation societies, associations and networks
- So that they can better contribute to good governance, effective decision-making, and strengthen the role of civil society.

What does the **IOCE** do?

- Support the strengthening of evaluation leadership and capacity, especially in developing countries
- Foster the cross-fertilization of evaluation theory and practice around the world
- Address international challenges in evaluation
- Assist the evaluation profession to take a more global approach to contributing to the identification and solution of world problems

Challenges

- High expectations
- Dependant on small group of volunteers
- Shallow financial base
- Virtual organization with limited secretariat

IOCE strategic priority areas

- Provide leadership in evaluation worldwide
- Encourage and support organisational capacity building for evaluation organizations
- Facilitate improved communications and sharing of ideas across the evaluation community – especially among IOCE members

IOCE's database of global evaluation organizations

- Names of countries, leaders, websites and contact information are listed on www.IOCE.net website
- For many organizations there is more detailed information available on their profile
- Currently 119 evaluation organizations have been identified: 97 groups in 77 countries, plus 22 regional and international organizations

How evaluation organisations can play a role in this global mission

- Contribute to creation/sharing of evaluation expertise
- Forum for sharing of experiences
- Capacity building
- Advocacy/demand side/better understanding of what evaluation can do among potential users
- Competencies/standards
- Point of contact

**Creating and developing
evaluation organizations:
lessons learned from Africa,
Asia,
America, Australasia and
Europe**

Edited by Marco Segone

Previous IOCE Vice President


msegone@unicef.org



International Organisation for Cooperation in Evaluation

CREATING AND DEVELOPING EVALUATION ORGANIZATIONS

Lessons learned from
Africa, Asia, Americas, Australasia and Europe

unicef 

desco

A book analyzing and summarizing lessons learned from 14 evaluation organizations worldwide. Available on IOCE website.

Why a book analyzing the lessons learned from other evaluation organizations?

- ✓ Need to learn from different experiences existing in the international evaluation community and share best practices**
- ✓ The aim of the IOCE book was to help establish and/or strengthen successful evaluation organizations through the wide dissemination of case studies from all over the world.**

• Overview of the 14 case studies

Organization Name	Year Started	Membership Size	Geographical Reach	Country/Region Status
African Evaluation Association (AfrEA)	1999	not available	regional	developing
American Evaluation Association (AEA)	1986	3,000	national	Developed
Australasian Evaluation Society (AES)	1986	700	regional	Developed
Brazilian Evaluation Network	2003	approx. 250	national	Developing
Canadian Evaluation Society (CES)	1980	2,000	national	Developed
European Evaluation Society (EES)	1994	400	regional	Developed
International Development Evaluation Association (IDEAS)	2003	approx. 200	global	N/A
International Program Evaluation Network (IPEN)	2000	approx. 360	regional	Developing
Israeli Association for Program Evaluation (IAPE)	1998	120	national	Developed
Italian Evaluation Association (AIV)	1997	250	national	Developed
Kenya Evaluation Association (KEA)	1997	40	national	Developing
Malaysian Evaluation Society (MES)	1999	15	national	Developing
Monitoring and Evaluation Network of Niger (ReNSE)	1999	200	national	Developing
Spanish Evaluation Society (SES)	2001	approx. 96	national	Developed

Summarizing the lessons learned from these case studies based on 10 critical issues relevant to establishing an evaluation association:

1. Reasons for establishment
2. Natural leaders
3. Ownership of Vision and Mission
4. Effective maintenance and growth
5. Membership
6. Services offered
7. Finances
8. Human resources
9. Strategic Partnership
10. Structure

•* Adapted from Kriel, 2006

1. Reasons for establishment

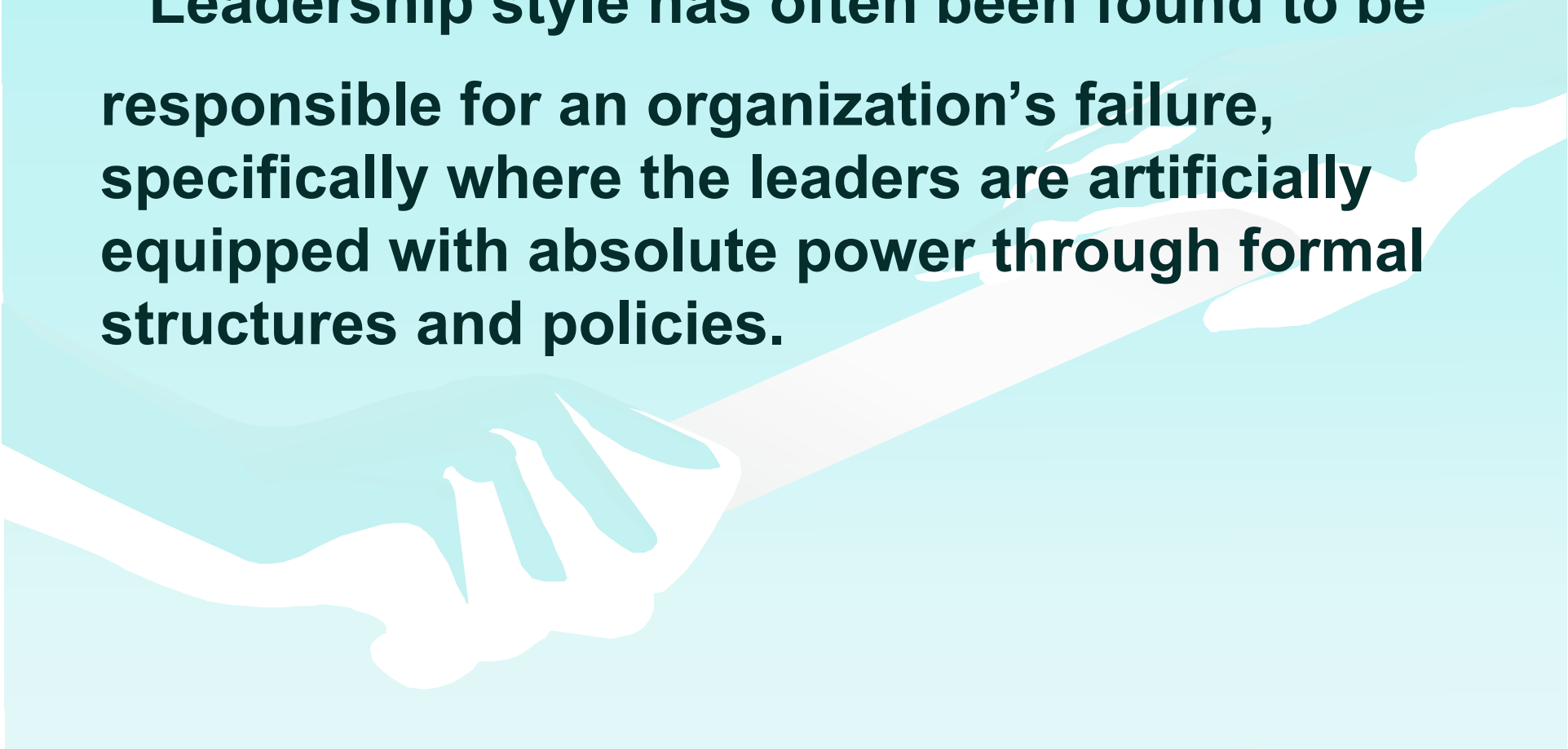
- *To organize and provide structure for an existing but fragmented community of evaluation stakeholders? or*
- *To raise awareness and demand for evaluation, and build a community of evaluation stakeholders? or*
- *A Mix of the two above?*

2. Natural leaders (page 1 of 2)

- **Most successful associations and networks are fruits of personal and professional commitment by dedicated, passionate and dynamic natural leaders.**
- **An organization's vulnerability is associated with leaders who do not have a sustained commitment to the vision of the organization and do not invest enough time and resources in their leadership role.**

2. Natural leaders (page 2 of 2)

- **Leadership style has often been found to be responsible for an organization's failure, specifically where the leaders are artificially equipped with absolute power through formal structures and policies.**



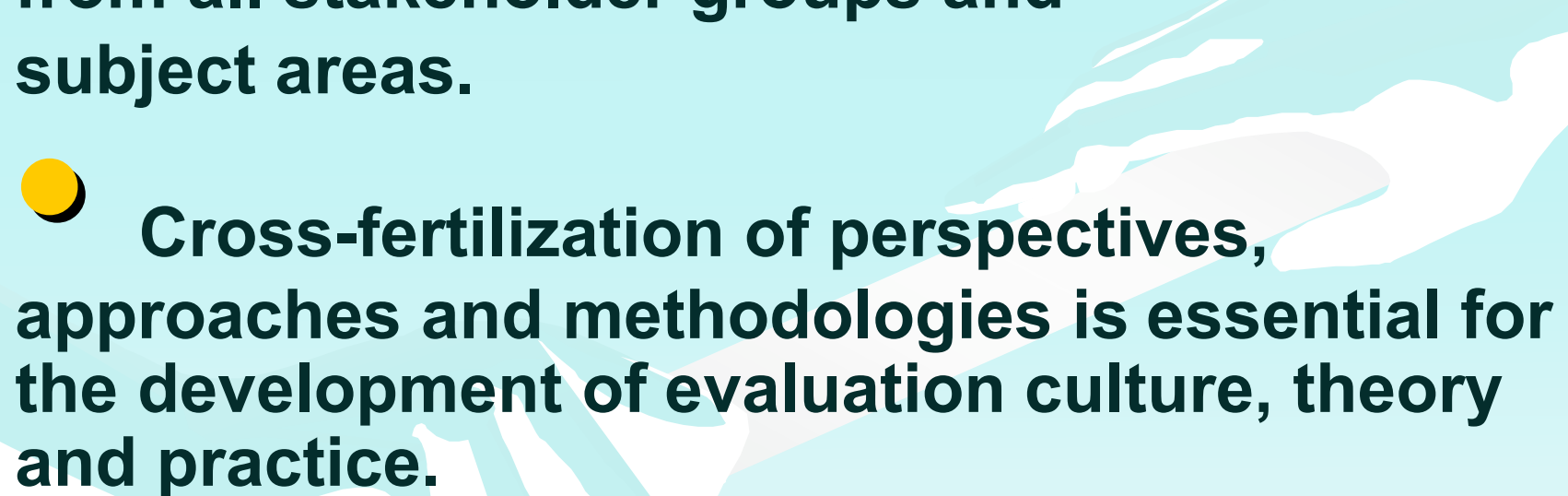
3. Ownership of Vision and Mission

- **Well-defined vision and mission shared by existing members and attractive to potential members are decisive prerequisites for success**
- **Its development should include different stakeholders with different interests and perspectives, such as: Public Administration, Academia, Civil Society (NGOs), independent consultants and Development agencies**

4. Effective maintenance and growth

- **A slow and steady pace during the establishment phase is recommended**
- **Establishing and maintaining an evaluation association or network requires time and patience**
- **Step-by-step success is always better than fast failure**

5. Membership

- **The most successful organizations are as inclusive as possible and welcome members from all stakeholder groups and subject areas.**
 - **Cross-fertilization of perspectives, approaches and methodologies is essential for the development of evaluation culture, theory and practice.**
- 
- A stylized illustration of two hands shaking, rendered in white and light blue, positioned in the lower right quadrant of the slide. The background is a solid light blue color.

6. Services offered

- **Services offered should serve the needs of Members.**
- **On the one hand it is very important to conceptualize services based on sound knowledge of the real needs and professional activities of all evaluation stakeholders .**
- **On the other hand it is equally important to be realistic in terms of the services that can be offered considering the available infrastructural, financial and human resources of the organization**

Examples of services offered by evaluation organizations

1. annual conference or formal meeting
2. seminars or informal meetings
3. training workshops
4. website
5. resource library
6. newsletter or e-news broadcast
7. e-conference
8. networking communication facility (e.g. e-forums / listserv)
9. thematic or regional groups
10. evaluators database or directory
11. employment opportunity posting or job bank
12. internet hosting (e.g. web space, email server)
13. evaluation consulting services
14. scholarships or travel grants
15. competitions & awards
16. evaluation guidelines or standards or ethical codes
17. qualified editorial activity (e.g. refereed journal)
18. internal M&E system or member needs assessment

No voluntary membership organization should offer consulting services, to avoid conflict of interest with its members

7. Finances (page 1 of 3)

- **Evaluation organizations should be managed in a manner that requires a minimum of financial resources. Some organizations mention the “zero-budget” approach.**
- **The more established organizations depend mainly on income generated through profitable annual conferences. When well planned and managed, a single event can generate enough funds to sustain an organization throughout the year.**
- **Developing organizations find the issue of fundraising to be a real challenge. Many rely heavily on membership fees and/or financial support from Partner Institutions.**

7. Finances (page 2 of 3)

- **There are two opposing points of view among developing organizations on the issue of external funding. Some attribute much of their success to the financial support of external partners, while others warn quite vehemently against accepting any donor funding .**
- **However, a significant number of organizations found their experiences with Institutional Partners to be predominantly positive and report that the financial and in-kind support received played a pivotal role in their success.**

7. Finances (page 3 of 3)

The main recommendations in terms of financial issues are that organizations should:

- 1. Try to operate with the zero-budget approach wherever possible;**
- 2. Make the most of enthusiastic volunteers;**
- 3. Exploit strategic partnerships but guard against external prescriptions which may not be compatible with the vision or mission of the organization;**
- 4. Avoid financing the core administrative functions of the organization primarily through annual membership fees;**
- 5. Solicit funding for specific services and activities from those who will benefit directly from these services, both inside and outside the organization.**

8. Human resources (page 1 of 2)

- **All of the organizations agree that “people are everything”. Nevertheless, the vast majority agree on the key challenge in terms of human resources: the inherently fragile and unreliable nature of volunteers. Two main solutions:**
- **Encourage and reward a culture of volunteerism wherever possible. Some organizations nurture excellence in volunteerism by giving official recognition to exceptional volunteer work (e.g. awards given at annual events).**

8. Human resources (page 2/2)

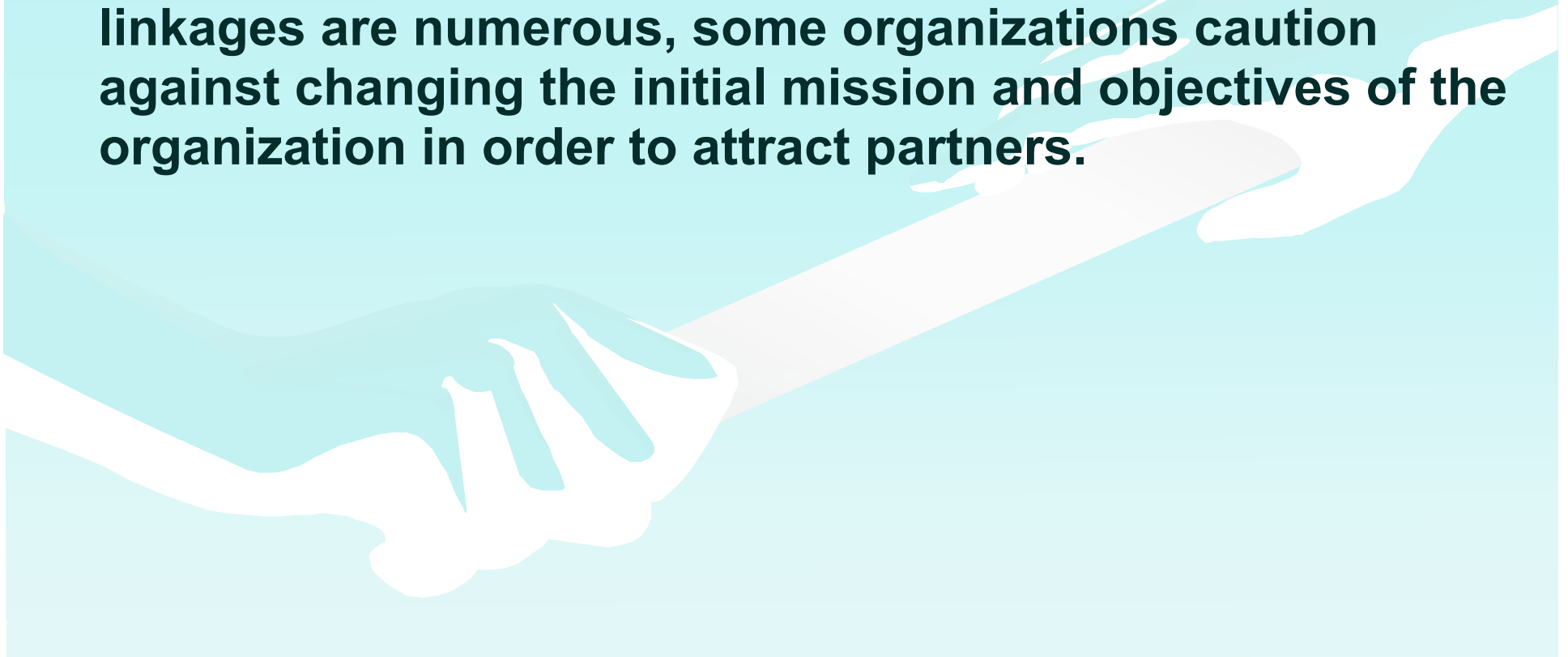
- **Guard against overloading willing volunteers over the long-term, a situation which may result in ‘volunteer burn-out’.**
- **A suggested solution is to supplement the work done by volunteers with paid support personnel. This may be support through strategic partners, whereby a Partner Institution acts as the part-time secretariat for the evaluation organization.**

9. Strategic Partnerships (page 1 of 2)

- **Many organizations stress the importance of building solid partnerships with significant local and international institutions in order to develop a prominent, stable profile.**
- **Nevertheless, the potential influence that an evaluation organization can have on national policy can be affected by the level of internal representation from government and other influential institutions.**

9. Strategic Partnerships (page 2 of 2)

- **Organizations should be clear about their intentions, expectations and the roles they can play before entering into partnerships. Even though the rewards of strong linkages are numerous, some organizations caution against changing the initial mission and objectives of the organization in order to attract partners.**



10. Structure

- **The majority of the case study organizations were initiated as informal networks and only embarked in the discussion on formalization once this became necessary.**
- **Any decision to formalize requires adequate consideration of all the pros and cons and their relevance to the existing situation and needs of the organization. Organizations that rush into premature formalization often become caught up in bureaucratic systems and procedures, neglecting the essential networking functions and services of an evaluation association.**

An historical opportunity ...

**International
support for
national
leadership
and
ownership**

**National
awareness of
country-led
Evaluation
Capacity
Development**

**119 +
evaluation
organizations all
over the world**

Recommended websites for linking internationally

www.IOCE.net

www.MyMandE.org

Let's join forces and take
advantage of these
opportunities!



For discussion

- What are the advantages for **[our organization]** to strengthen its ties to networks beyond **[our country]**?
- What should be our relationship with regional networks?
- What should be our relationship with IOCE?
- What about other networks?