

Evaluation Capacity Building in the Public Sector: Sustained Organisational Change or Technical Skills Development?

Dwiagus Stepantoro

M&E Facilitator
Performance and Quality Unit
AusAID Indonesia Program (Jakarta)

Whose M&E Performance?

The ECB Program discussed here is concerned with AusAID monitoring and evaluation systems.

Building Government of Indonesia monitoring and evaluation performance is considered important, but is a program intervention and is not addressed here.

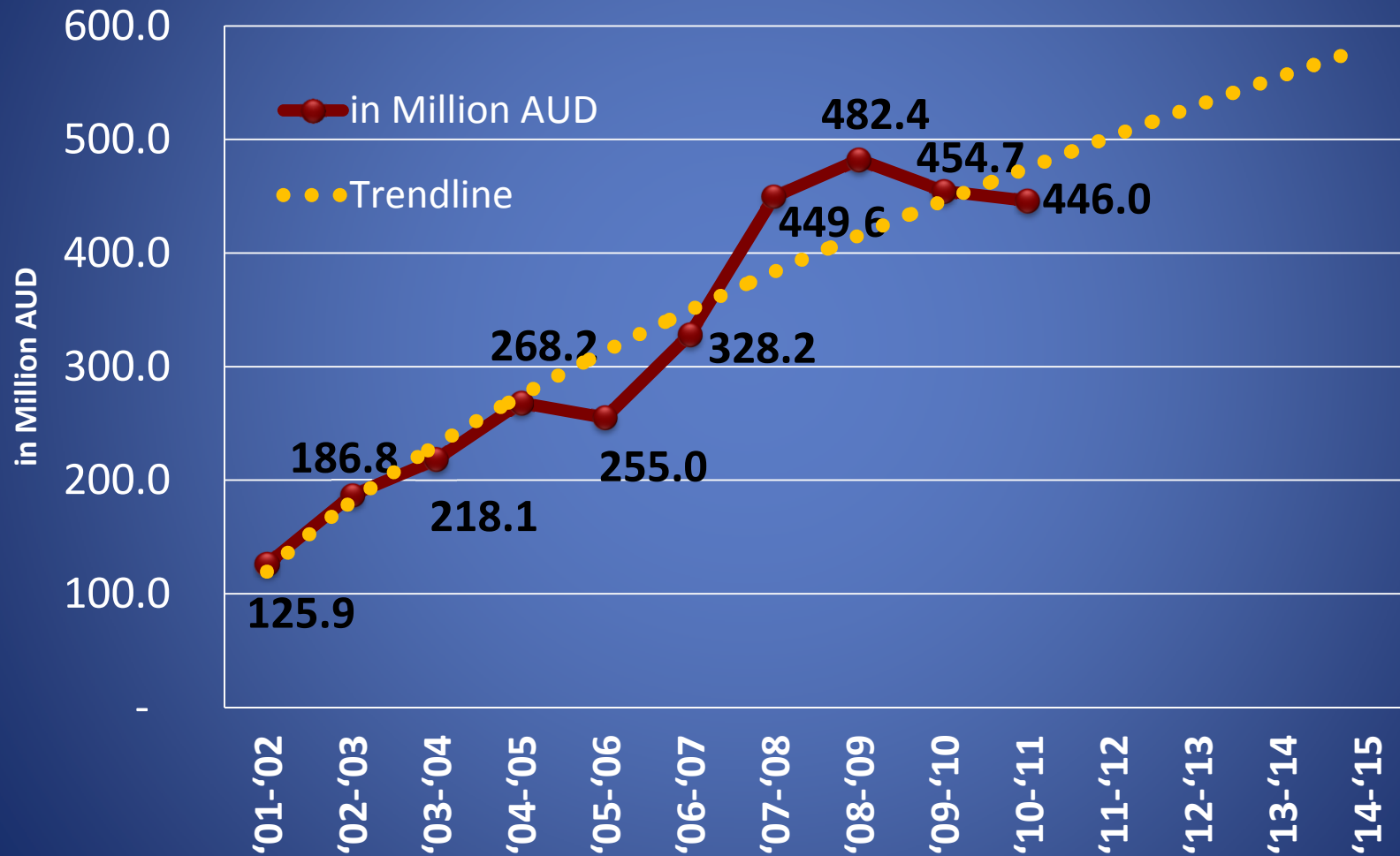
The Context

- Global pressure for results based management
- Alignment with New Public Management
- Global and domestic pressure for ensuring effective aid
- Australian aid budget is growing

AusAID Program in Indonesia

- AusAID is the largest bilateral donor
- Currently spending AU\$400m per year
- Currently about 75 initiatives

Australian Development Assistance in Indonesia



Staff Number and Type for Indonesia Program

| | |
|---|-----|
| Senior Management Minister/Head , Minister Counsellors Chief of Operations, Counsellors | 12 |
| Senior Advisors at Policy Analysis Unit | 4 |
| Unit Managers | 23 |
| Program Managers Senior Program Managers, Program Managers, Program Officers | 91 |
| Non-Program Staff | 36 |
| Canberra-based Staff | 14 |
| Total | 180 |

History of this ECB Program

- It was not a strategic decision, it grew organically from program staff
- A two year informal diagnostic and intervention stage
- Staff were demanding assistance and responding quickly
- Staff needed to demonstrate effective purchasing and overseeing of M&E products delivered by contracted practitioners (to commission)
- Staff had previously only experienced short, one-off courses that taught how to do M&E which was not their job requirement.

What is the ECB Program Contributing to?

Better Accountability



More Effective Aid



More Efficient Delivery



Four Theoretical Foundations of the ECB Program

1. What behaviours are we are trying to change:

- Capacity + enabling environment + organisational culture = PERFORMANCE (e.g. IDRC Framework, 2002)

2. How people learn and apply that learning:

- Adult learning theory (e.g. Knowles, Dewey, Rogers, Mezirow)
- Behaviour change theory (e.g. Skinner, Ajzen, Bandura)

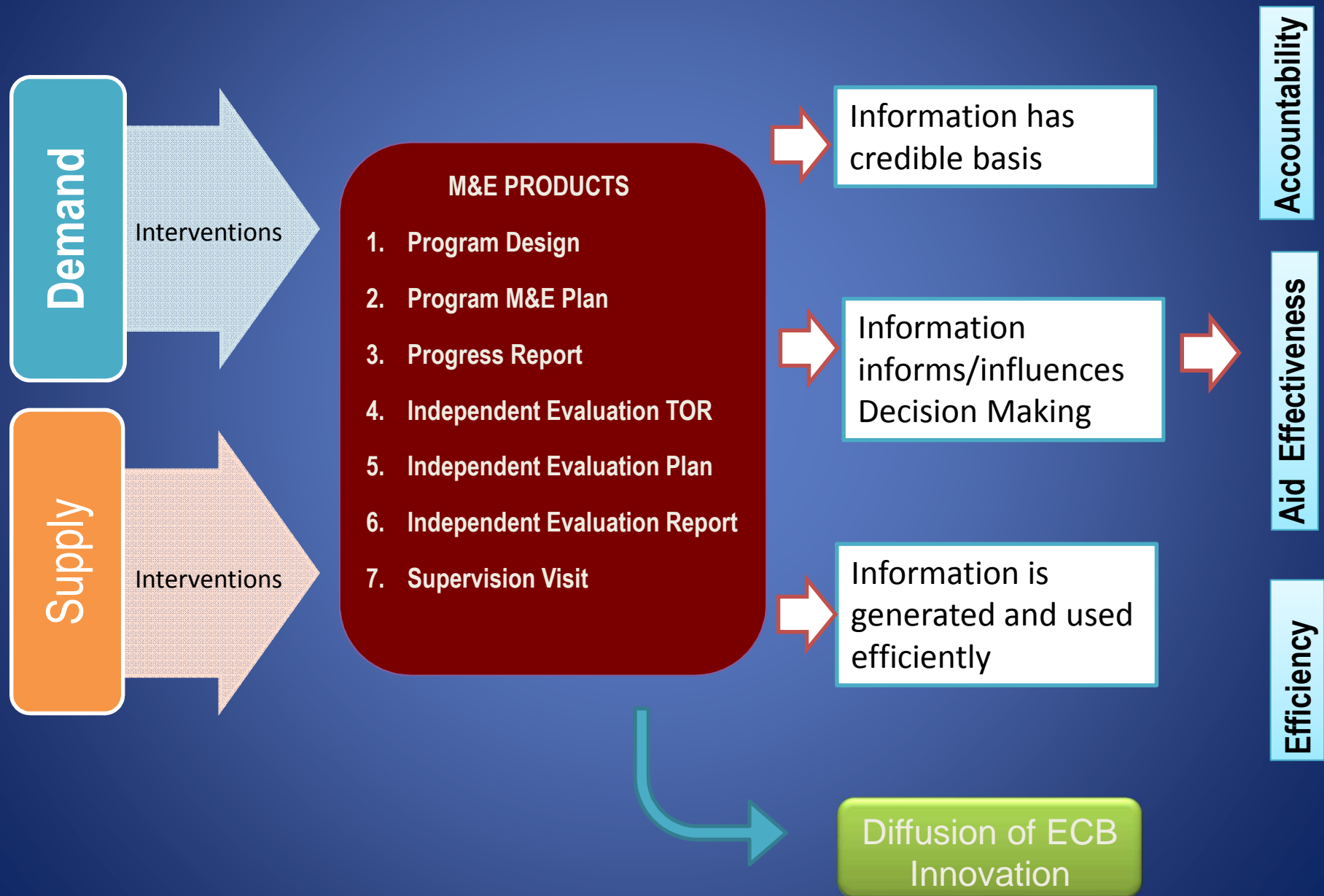
3. How we bring about and sustain change:

- Organisational Change Theory (e.g. Armenakis et al, 1999)

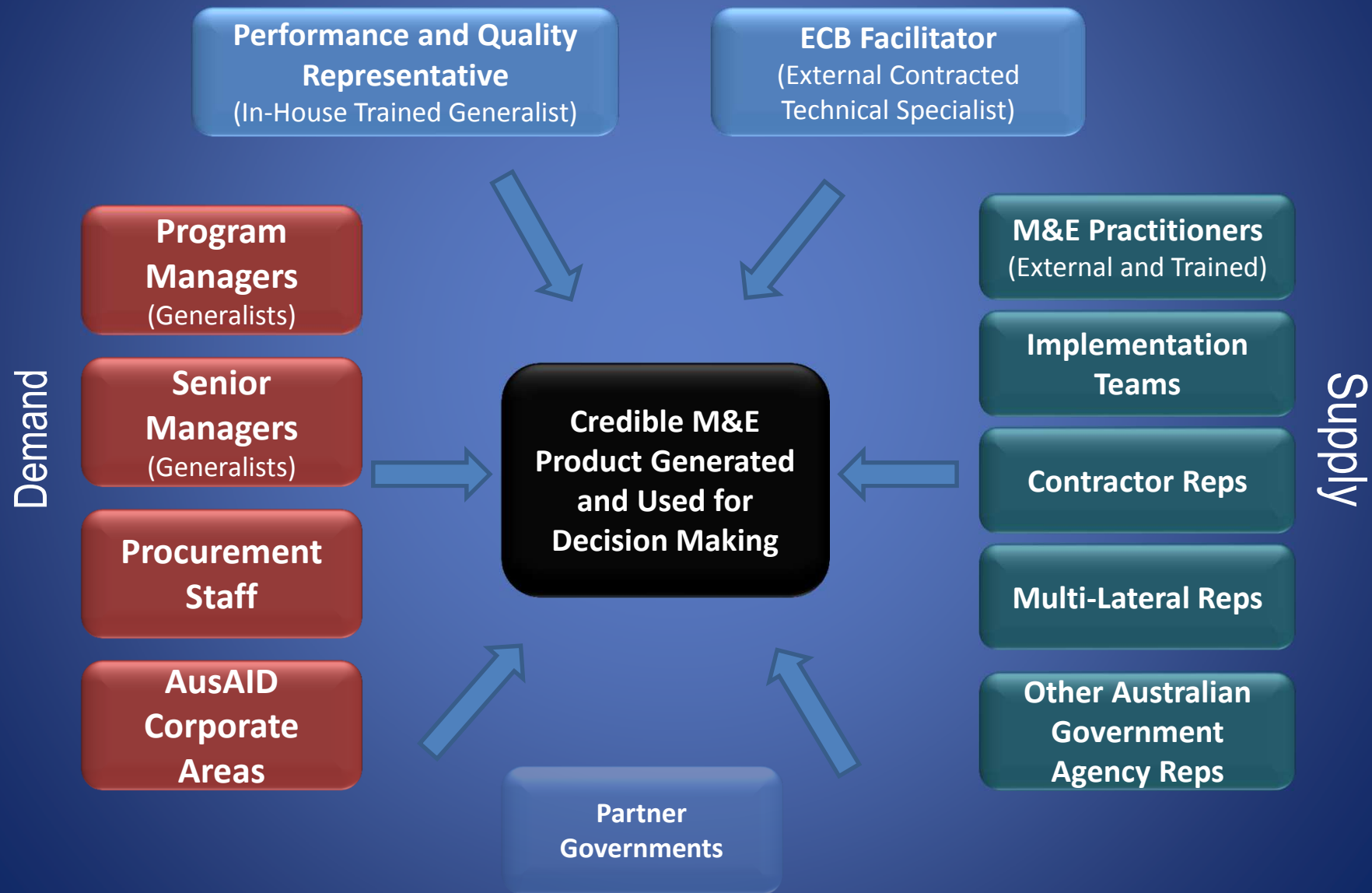
4. How we spread the change to other areas:

- Diffusion of Innovation Theory (e.g. Rogers, 2005)

Overview of the ECB Program



Stakeholders Required to Adopt New Behaviours



A Holistic Approach to ECB

Demand Side

- Incentives and sanctions
- Intellectual space
- History of change management
- Vision and values

Organisational
Culture / Motivation

Capacity

**AusAID
PERFORMANCE**

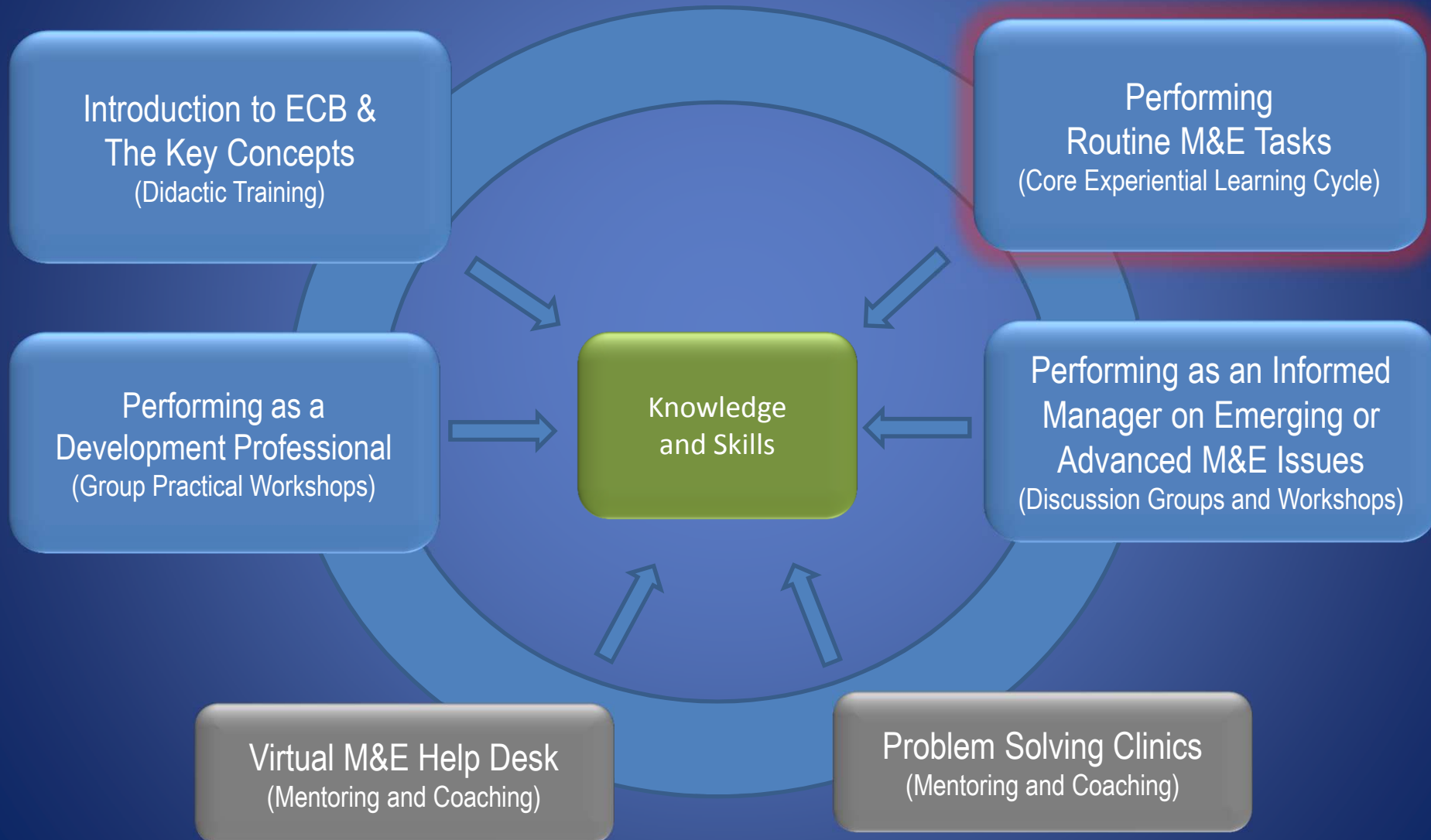
Enabling
Environment

- Policy framework
- Corporate harmonisation and policy engagement

- Strategic leadership
- **Knowledge and skills**
- Organisational structure (P&Q, ECB Facilitators)
- Processes, procedures and tools
- Program management
- Adequate resources
- M&E

Key Learning Opportunities

The Syllabus



“Just in Time” Experiential Learning and Quality Assurance Cycle



Summary





Evaluation Capacity Building in the Public Sector: Addressing the Supply Side for Improved M&E Products

Sofia Ericsson

Evaluation Manager
Performance and Quality Unit
AusAID Indonesia Program (Canberra)

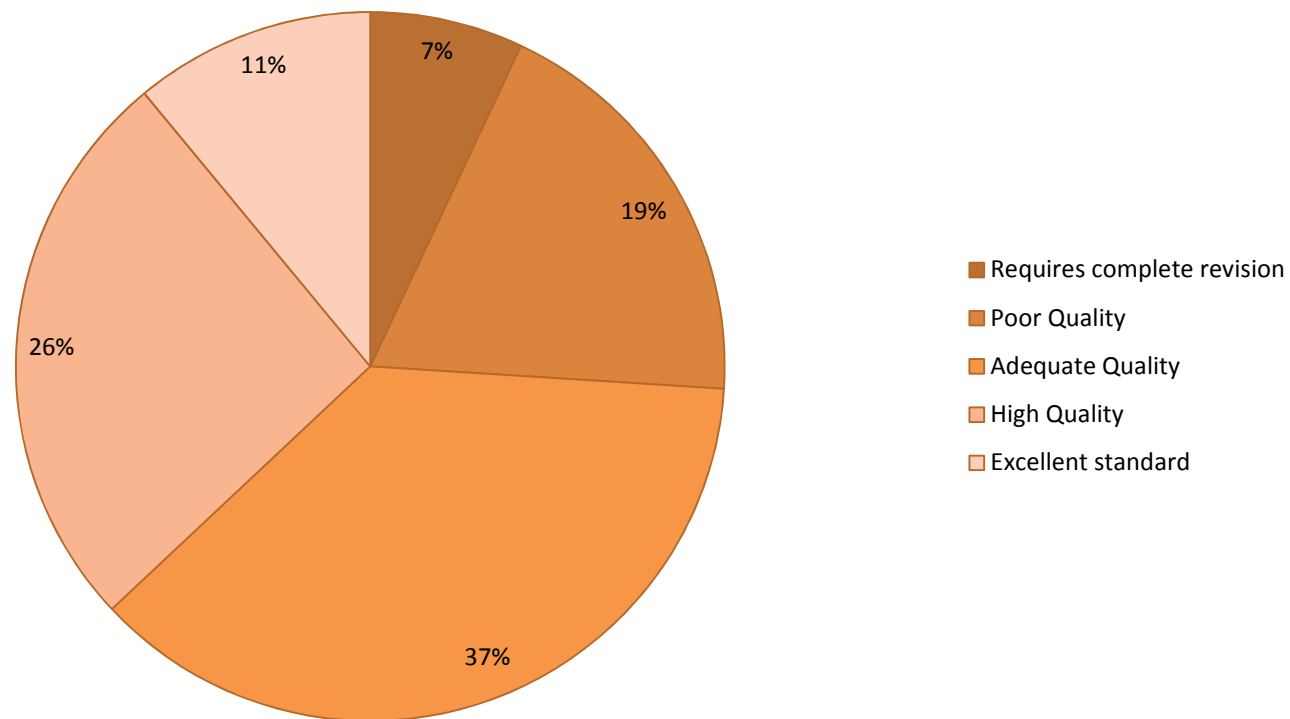
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Susan, 29/08/12

At the beginning...

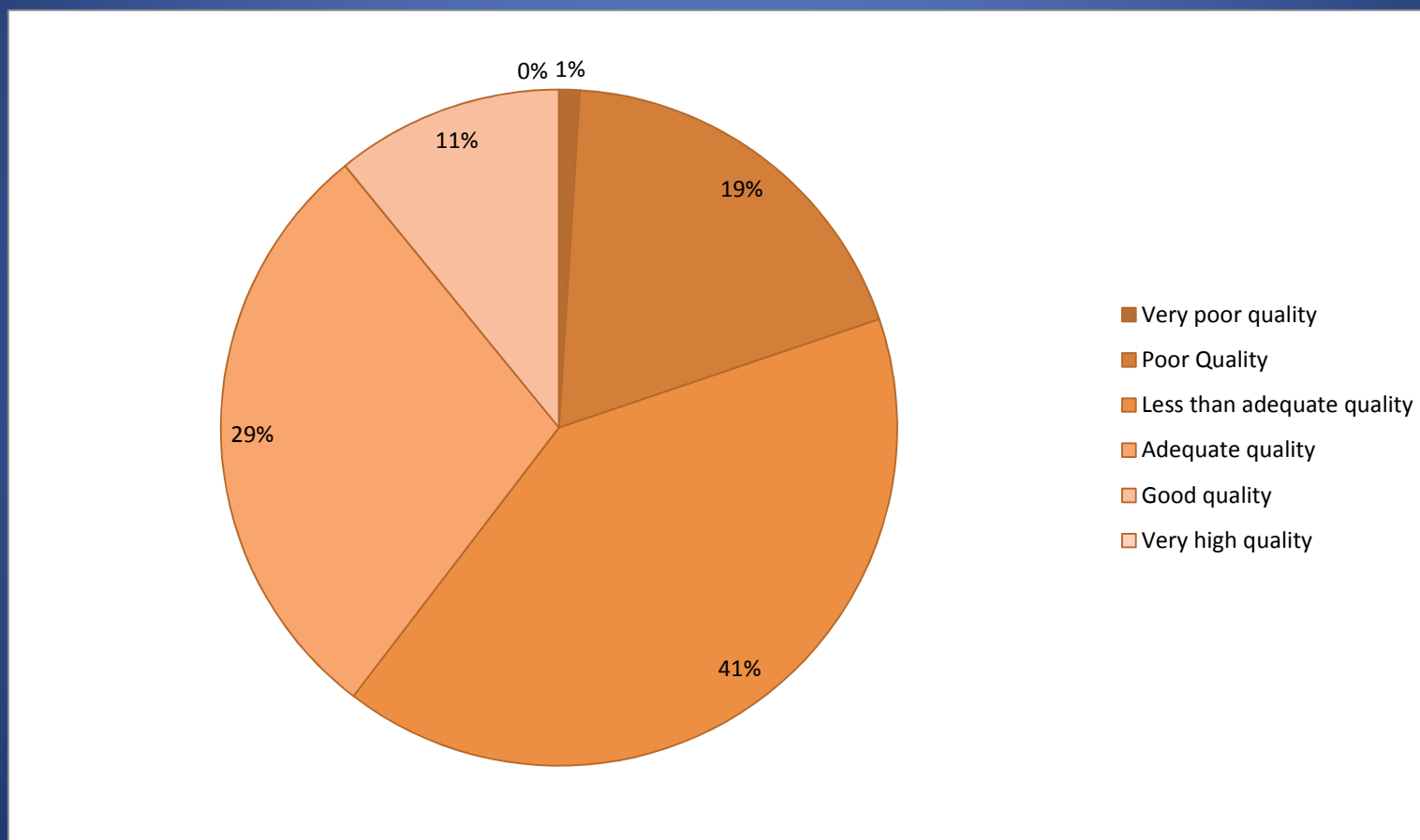
Quality of Evaluation Reports - 'Technical Review' Ratings



Source: Bazeley, P (2011) Study of Independent Completion Reports and Other Evaluation Documents Commissioned in Support of the Independent Review of Aid Effectiveness.

At the beginning continued...

Ratings Awarded in Evaluation Reports to the Quality of Activities' Monitoring and Evaluation



Source: Bazeley, P (2011) Study of Independent Completion Reports and Other Evaluation Documents Commissioned in Support of the Independent Review of Aid Effectiveness.

How we engage with the supply side in the ECB

- M&E standards provide the basis for articulating and assessing quality of M&E products
- Supply Side Workshops
- Supply Side Communities of Practice
- M&E Helpdesk for advanced problem solving
- Extending networks to identify M&E practitioners
- Strengthening the Request For Tender process

What is an evaluator anyway?

- Methodologist
- Builder of a credible team
- Technical expert
- Facilitator
- Capacity builder
- Analytical
- Strategic thinker
- Critical Friend
- Evaluation manager
- Trust builder
- Project implementer
- Project manager
- Broker
- Leader
- Written Communicator
- Verbal Communicator

Two Approaches to Gain Clarity in Identifying M&E Practitioners

- Clearly defined what is considered credible information for different types of information uses
- Developed a typology of M&E Practitioners that can be hired to perform different M&E tasks

Types of M&E Specialists Required

- Reviewer with a technical/sectoral focus
- Reviewer with an M&E focus
- Designer with M&E focus
- Program level M&E systems: design, conduct or oversee the implementation of the system
- Evaluator employing robust evaluation designs

Areas we need to focus our attention on

- Identify more practitioners with methodological expertise for some tasks
 - M&E systems for programs
 - Important independent evaluations of programs
 - Strategic evaluations
- Widening networks



Evaluation Capacity Building in the Public Sector: Sustaining Momentum in a Changing World

Susan Dawson

Coordinating ECB Facilitator

Indonesia, Vanuatu and East Timor Trial Programs

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Readiness for Change Can Take Years

- Recognise there is a problem
- Recognise the depth and scope of the problem
- Make a long-term commitment to invest(5 to 10 years)
- Willing to invest in multiple interventions beyond simple training
- Willingness to invest in sufficient stakeholder engagement
- Acceptance that innovation does not guarantee immediate success

The Challenge

The
Promises



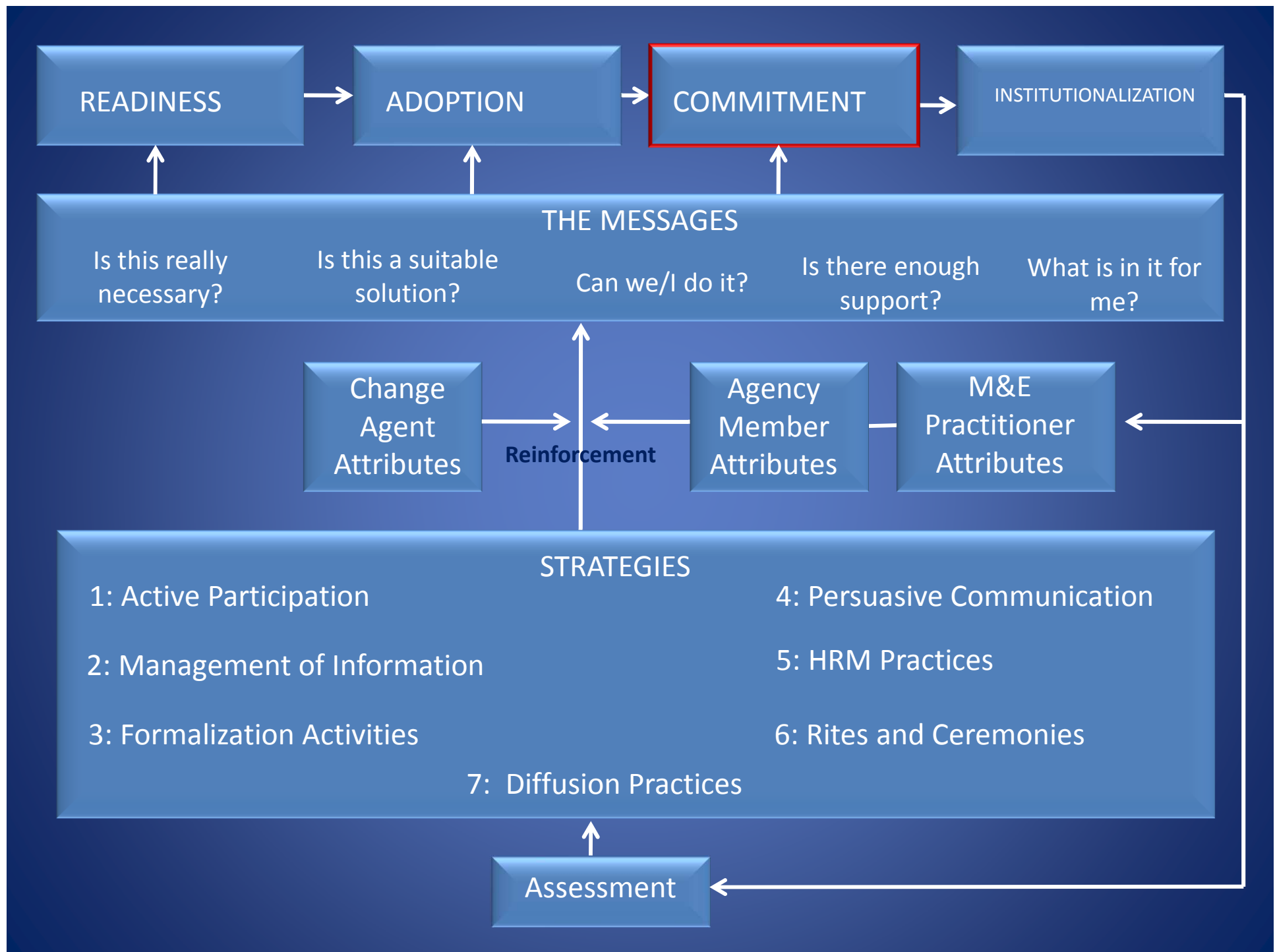
Realistic
Expectations

A Comprehensive Model for Organisational Change

Armenakis A., Harris S., Feild H., (1999)

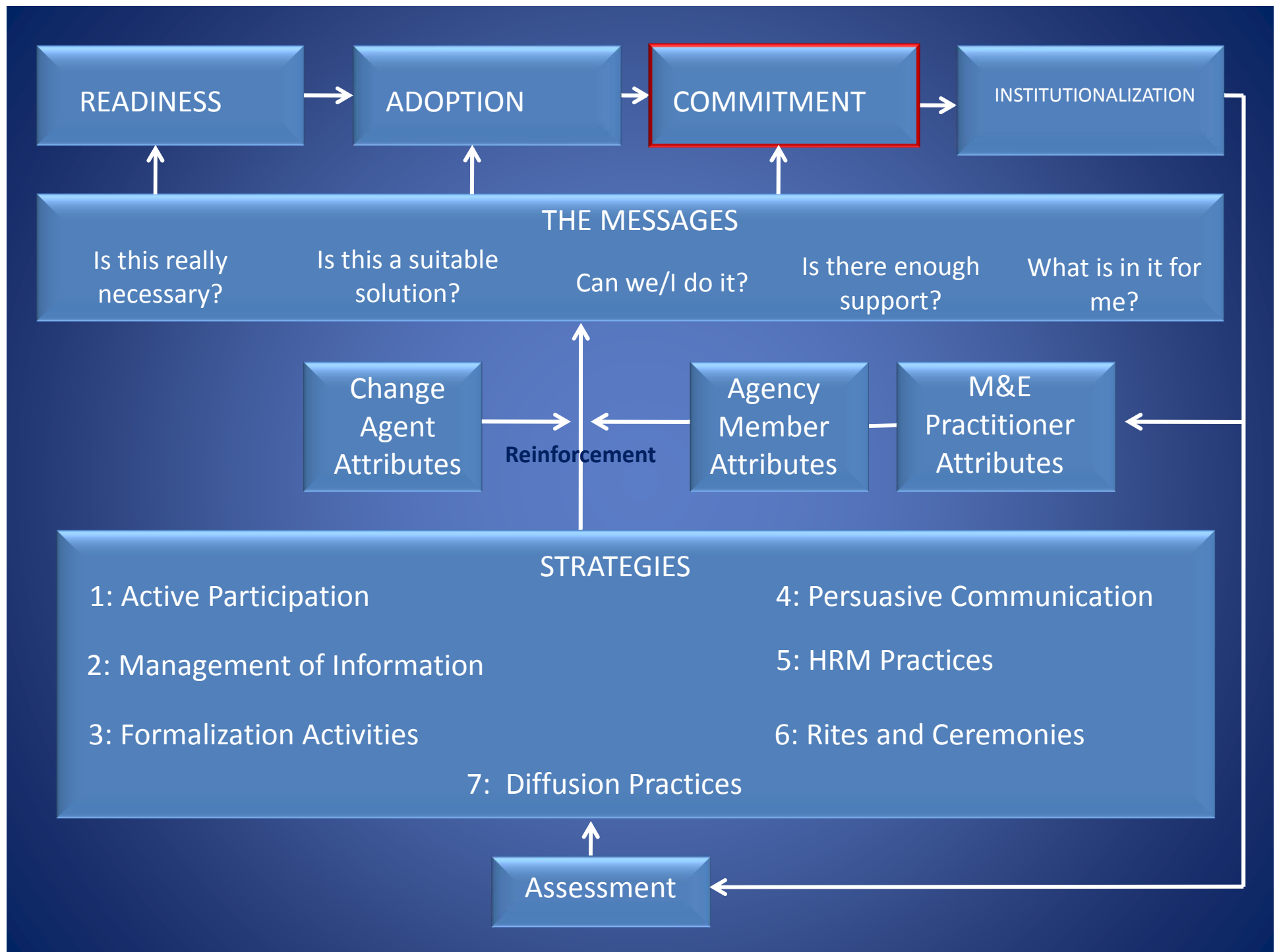
Making Change Permanent: A Model for Institutionalising Change Interventions.

Research in Organisational Change and Development Vol 12 pp 97-128



Three Levels of Commitment

- Compliance Commitment
 - Rewards, approval or sanctions
- Identification Commitment
 - Desire to conform with a group or establish relationships
- Internalization Commitment
 - Belief that the actions for change are good, valuable and a good decision





Great ECB Program design!
You are resourced for five years.
You're off and running.....



Program Participants are Competing for a Place in
Facilitated Group Learning Sessions



Participants are Grateful to Get Their Work Tasks Completed in
Small Group Application Sessions



Senior Managers Engage in
ECB Discussion Groups



M&E Help Desk Clinics are Booked Out



There is High Demand for the
Virtual M&E Help Desk



Performance and Quality Unit Members are Experiencing Job Satisfaction



Contracted ECB Facilitators Start Doing High Fives



The Program is Developed Further by
Enthusiastic Communities of Practice



Senior Managers are Pleased with their Vision and
Readiness to Take a Risk

So we're done, right?

Effectively Prepare Everyone for Delayed Outcomes

Are we there yet?

Are we there yet?

Are we there yet?

...no

...no

...alright, let's get an ice cream



The image features a dense, blue and white speckled pattern, resembling static or noise. In the center, there is a white square containing the text "WHITE NOISE" in a bold, black, serif font.

**WHITE
NOISE**

Address the Increasing Global Desire for
Instant Gratification and Quick Fixes



Resist pressure to provide learning materials
without requiring attendance

Insist on this....



Not this...





Provide adequate intellectual space to perform



Know what contact with the ECB Program should be voluntary
and what should be compulsory

You're a bit late, I've already been through the foundation concepts!



Deal with Organisational Cultural Factors that Affect ECB Outcomes



Hey Mike, did you just hear an ECB facilitator?

Yea, I think I did, is that him over there?



Yes, the evaluation is important,
but I have other pressing
priorities for you right now

Help Senior Managers Avoid Giving Mixed Messages



Continuous Learning Means
Unique and Stimulating Sessions Continuously



Provide Solutions to Problems Promptly



Integrate new staff purposefully and promptly



Start ECB Succession Planning Early



Manage Roll Out of the ECB Program with Great Care

Prepare Your ECB Team for The Journey

