



Custodian of Good Governance

REPORT ON THE PARTICIPATION OF DR IA NAIDOO

AT THE INTERNATIONAL PROGRAMME FOR

DEVELOPMENT EVALUATION TRAINING (IPDET)

CARLETON UNIVERSITY, OTTAWA, CANADA ON 27 JUNE – 01 JULY 2011

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WEBSITE:

www.ipdet.org

**REPORT ON THE INTERNATIONAL PROGRAMME FOR DEVELOPMENT
EVALUATION TRAINING HELD IN OTTAWA, CANADA, BETWEEN 27 JUNE – 1
JULY 2011**

1. BACKGROUND AND DISCUSSION

This report presents the experience of Dr Indran Naidoo, Deputy Director-General: Monitoring and Evaluation, at the 2011 International Programme for Development Evaluation (IPDET) held at Carleton University, Ottawa, Canada. He was contracted to participate in the fourth week of the month long programme. A full programme is attached to this report as **Tag A1**.

The IPDET is the most high-profile and recognised M&E training programme in the world, and has now been in operation for 11 years. It offers participants an accredited qualification in M&E, and uses action-learning to draw on the rich experience of participants. Most of the participants are sponsored by their governments. There are various other international sponsors who offer scholarships for participation on a competitive basis, and these include the Canadian International Development Agency, the Department for International Development, the Norwegian Agency for Development Cooperation, the International Development Research Centre, the Swedish International Development Cooperation Agency and the Commonwealth Secretariat. The core collaboration is between the World Bank and the Faculty of Public Affairs at Carleton University.

Dr Naidoo has been participating in the IPDET programme since 2008, and reports on his participation have been approved by the PSC on each of the events. The resources generated from the participation have been substantial, and has included text books, electronic media and M&E strategic documents which have informed the work of the organisation. Apart from the sharing of PSC experiences around M&E with the international participants, which has taken the form of informal and formal discussions and presentations, the IPDET has provided a good platform for PSC work to be tested with international expertise and feedback over the years has incorporated into the programme of the PSC.

Dr Naidoo participated over the week in the following manner:

- ✓ As part of the international faculty for the programme, by interacting across programmes and presentations made by counterparts. This has included sitting-in on various sessions, serving as a resource person to the organisational team, and providing insights on the margins of the event with international participants.
- ✓ Providing a lecture during the IPDET Guest Speaker series
- ✓ Providing a special input on M&E in South Africa, as it relates to the Ten Steps for Building M&E class facilitated by Dr Ray Rist
- ✓ Co-teaching a 2 day course with Rob van Den Berg.

It should be noted that the instructors are student reviewed. Both Dr Naidoo and Mr van Den Berg received good (80%) plus ratings for this year`s session. All results are posted on the ipdet website: www.ipdet.org

2. REPORT ON PARTICIPATION AT IPDET

2.1 Guest Speaker Address

The IPDET Guest Speaker series is a highlight over the four week programme, and is an opportunity during lunch or dinner each day for IPDET faculty to talk about their institutions and/or work. It includes expert inputs from academia and agencies (government and non-government) and is aimed at enriching the experience of IPDET participants by providing narratives of M&E practice. The lunch time series is managed by the Dean of the Faculty of Public Affairs, Carleton University and the co-directors of the IPDET programme. It includes invitees from beyond the IPDET programme, such as NGOs, other faculty and students participating in the summer classes, and the members of the public.

Dr Naidoo delivered the 30 minute lecture on the current state of M&E in South Africa, and focused on how the Outcomes Approach of the Presidency has succeeded in raising the profile of M&E, through its civic imperatives. He demonstrated how the Constitutional imperative for M&E has resulted in entrenching a values/result framework, and spoke to the different products of the PSC and impact thereof (**Tag A2**).



South African participants at IPDET

The following questions were raised by attendees.

- ✓ How has the PSC managed to resist political influence?
- ✓ What was the necessity for a Presidency M&E, when there is already a Constitutional M&E body? Is this not a conflict? Which will eventually gain prominence?
- ✓ What is the capacity for performing M&E in South Africa. Are there accredited courses?
- ✓ Is there a need for evaluators to be accredited in South Africa?
- ✓ What codes of practice do South African evaluators subscribe to?
- ✓ When will the Presidency M&E begin to generate results?
- ✓ How can one be sure that results are indeed credible?
- ✓ How has the PSC managed to support the South African Monitoring and Evaluation Association (SAMEA)?
- ✓ Where does the PSC gets its budget?

The participants also made several comments on the presentation. In general, they were impressed with the work of the PSC, and expressed the view that other countries should have similar structures. A set of PSC documents was made available at the guest lecture.

2.2 Participating in the Ray Rist class (Ten Step to Building an M&E System)

Dr Naidoo was asked to complement the 2-day class elective seminar conducted by Dr Ray Rist on Ten-steps to Building an M&E System, which has 65 participants. He addressed the 10 steps by specifying how South Africa had addressed each of the steps or pre-requisites for effective M&E. The presentation is attached at **Tag A3**.

Several questions were asked, the key being:

- ✓ How has the PSC managed to get political buy-in for its programmes?
- ✓ Where is the budget of the PSC secured, and who makes decisions on its allocation?
- ✓ Who designs the evaluation programme?
- ✓ How effective is parliament?
- ✓ What does the PSC do when its recommendations are not acted upon?
- ✓ How has the PSC ensured that its work is not censored?

The question-answer session was lively and animated, with many participants engaging with each other. It became apparent that the issue of independence, and being able to operate independently is not a given in several countries, which is frustrating for evaluators.

2.3 Instructor for the workshop “The use of evaluations in public and international politics”

See full course description in IPDET Brochure - page 2 and - **Tag A4**

This course will present various measures and experiences in good governance and provide participants insight into its negotiation, implementation, and communication. The course will draw on case studies from the International Monetary Fund, New Partnership for African Development, Global Environmental Facility (GEF), Food and Agricultural Organization, and Public Service Commission of South Africa. The focus of evaluation, depending on the context, will range from transparency to accountability to learning, or a combination of the three, with different emphases within each area. In all these endeavours, the course will ask how and whether the public good is served. The second part of the course will investigate the area of learning by focusing on decision-making trajectories; it will present case studies to show where the practice has worked well and not so well. It will also show how an interactive process permits efforts to improve on evaluation use. The emphasis will be on how to plan evaluations better--- taking into account context----- and to develop a critical, reflective mode in managing evaluations for better effect and

impact. The course will be interactive, involve role playing and group work, and draw on participant experiences.

The purpose of this workshop was to provide participants with an overview, using case studies, of the relationship between evaluation and decision-making, in particular those relating to policy. Through the two case studies, one relating to the Global Environmental Fund, which funds research relating to environmental impact and monitors compliance of countries to environmental protocols, and the PSC, which is M&E of governments, participants were offered insight into how results are used in practice.

The 2-day course began with a conceptual overview by the presenters, followed by group work and presentations. The instructors provided all of the materials electronically in advance, and participants worked on the exercises on their laptops, drawing on the extensive resources provided as supporting material.

The workshop focused on the following key issues which influence the effectiveness of M&E:

- ✓ Political and organisational context
- ✓ M&E strategies in terms of addressing client needs
- ✓ Credibility of M&E products (methodological concerns)
- ✓ Dissemination strategies



There were 27 participants, drawn from 22 countries in the class, ranging from junior to experienced evaluators and evaluation managers. All were not first-language English speakers, and this posed a challenge in some of the discussions. The diverse grouping represents the extent to which IPDET has extended its sphere to become a truly international programme drawing participants from across the globe. The diverse group represented at another level the extent to which M&E has expanded.



After an introductory overview, participants were asked to share the mandates of their institutions and explain the decision-making trajectories. A key issue for consideration was causality, and the question posed was whether the M&E results of organisations are the primary source of information used by decision-

makers. It was suggested that in a decision-making environment, one can speak of influence rather than direct impact, and that evaluators needed to recognise that decision-makers use multiple sources of information before arriving at a decision. Many of these sources may not be rational or research based. The following reports from the PSC were used for the workshop.

- ✓ 7th Consolidated M&E report
- ✓ Report on the department of Agriculture, Western Cape

This presentation allowed the class to respond in a lively manner to the concepts taught and provide their insights as well. In essence they pointed out the following, as it related to the PSC case studies. (the group was broken up to deal with the GEF or PSC case study, and facilitated by instructors accordingly).

- ✓ The system was impressive in that it managed to concretise values and principles in indicators and measures, which over the longer term would promote a common discourse on what these values and principles mean for public administration.

The co-instructor remarked on the extent to which the consolidated reports of the PSC had become clearer over the years, and more readable.

- ✓ The fact that there was a systematic review of departments meant that there was pressure to comply, and this in itself is a positive lever for promoting good governance.

The participants felt that the sampling was limited, and departments that were not in a cycle may lower their performance. It was felt that even if the system was not applied formally, there should be a modality to ensure that all departments were reviewed annually. Examples were cited of where departments tended to only improve their performance in “performance assessment year”.

- ✓ The group was impressed by the process of M&E for the departmental M&E reports, and found it encouraging that through the process the PSC “got its foot

into the corridors of power”.

The method for disseminating results was commended.

- ✓ The Consolidated report provided a good basis for comparisons, and the individual report was very departmental specific, amassing a huge amount of data and presenting this in a coherent manner.

The participants wished to know whether there were any incentives for good performance. They stated that the PSC tended to focus more on accountability and had a punitive bias.

There needs to be consistency on the indicators. This was brought up in terms of how representivity was measured, as evidenced from the Western Cape Department of Agriculture report.

The time-lines for acting on recommendations should be front-loaded onto the reports, together with a statement as to who needed to be responsible for monitoring the uptake of recommendations.

These comments will be taken into the new system development.

3. WAY FORWARD

3.1 Purchasing of books for the PSC

As per agreement in terms of participation in this programme, the latest M&E books and guides were purchased from the funds generated, and have been forwarded for housing in the PSC library, for general use.

3.2 Taking forward observations made at IPDET and incorporating into the work of the PSC

There were several pertinent comments and questions asked, and these should be considered as the PSC moves forward in its work. It is proposed that briefing sessions be held, so that staff get an idea of the broader debates and issues relating to M&E. The more specific comments that have been made on the consolidated and individual M&E reports will be used with the Branch: M&E.

4. CONCLUSION

Dr. Naidoo would like to thank the PSC for affording him the opportunity to share the work of the PSC at IPDET, and can once again report that its work is acknowledged as being of high quality, making the PSC a leader internationally in the field of M&E.

The IPDET community is highly influential, and will benefit from receiving further presentations of this nature. It would be important for staff to be offered exposure to such events, and ways should be found to expose PSC officials to such high quality training. It is encouraging to note that plans are advanced to replicate a programme similar to IPDET on the continent, and the PSC needs to be a part of these discussions.