GEI Global Evaluation Initiative

GEI Working Group on Training and Professional Development

4th meeting September 22, 2022

Agenda

Opening

Lightning Talks from GEI partners

Updates from Task Teams

Discussion on strategic priorities for collaboration on training and professional development activities

Tour de table and next steps

GEI
Global
Evaluation
Initiative

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Lightning Talks

- IsDB
- GEMS
- CERP

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

Independent Evaluation Department

Working Group on Training and Professional Development - Lightning Talk Presentation, 22 September 2022

Outline

01 Introduction to IsDB

02 Introduction to IEvD

03 Stakeholder Engagement

04 Launch of Arabic OECD Criteria

05 Collaboration with GEI in MENA Region

06 Arabic Glossary of Key Evaluation Terms

THE ISLAMIC DEVELOPMENT BANK GROUP

1975

Institution has evolved from a single entity to a group of six institutions

1975

Islamic Development Bank Institute (IsDBI)

1994

Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)

1999

Islamic Corporation for the Development of the Private Sector (ICD)

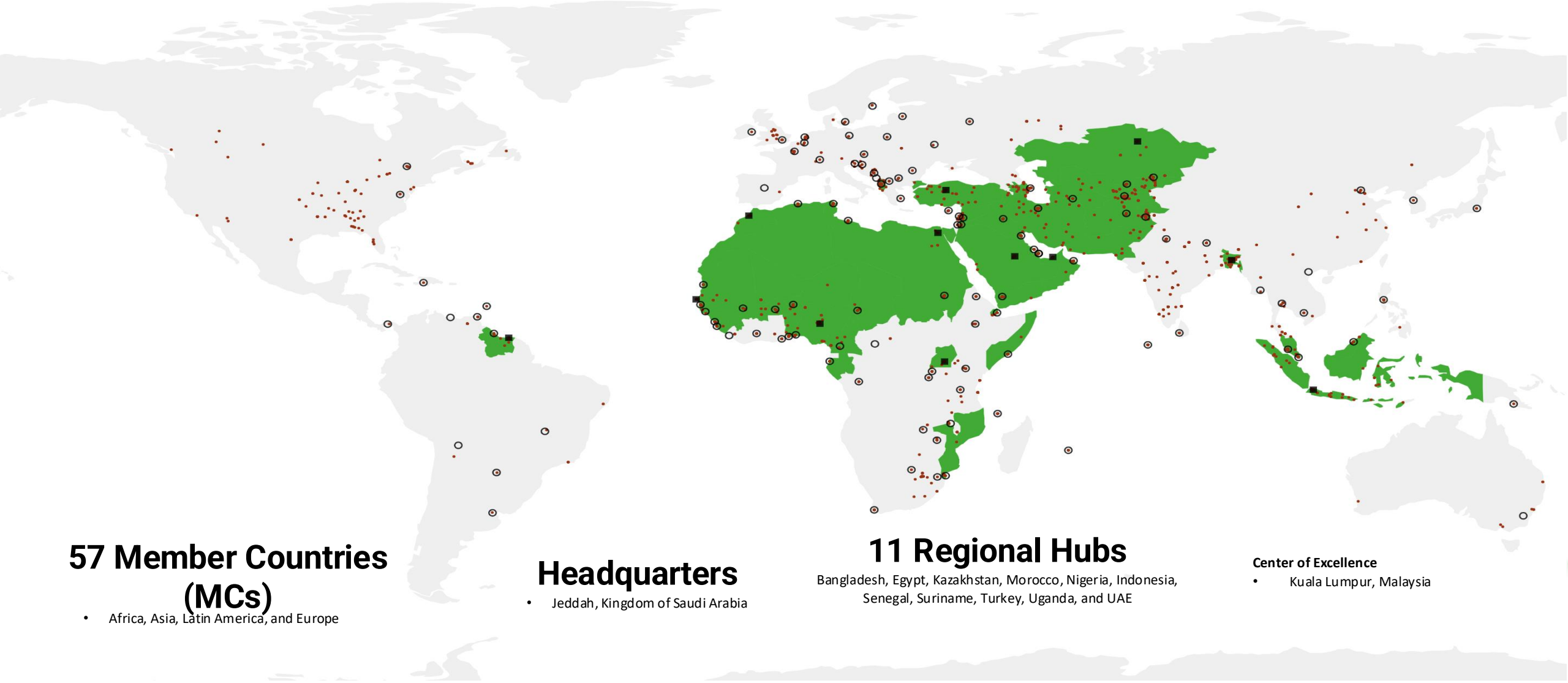
2008

International Islamic Trade Finance Corporation (ITFC)

2005

Islamic Solidarity Fund for Development (ISFD)

Our Global Footprint



57 Member Countries (MCs)

- Africa, Asia, Latin America, and Europe

Headquarters

- Jeddah, Kingdom of Saudi Arabia

11 Regional Hubs

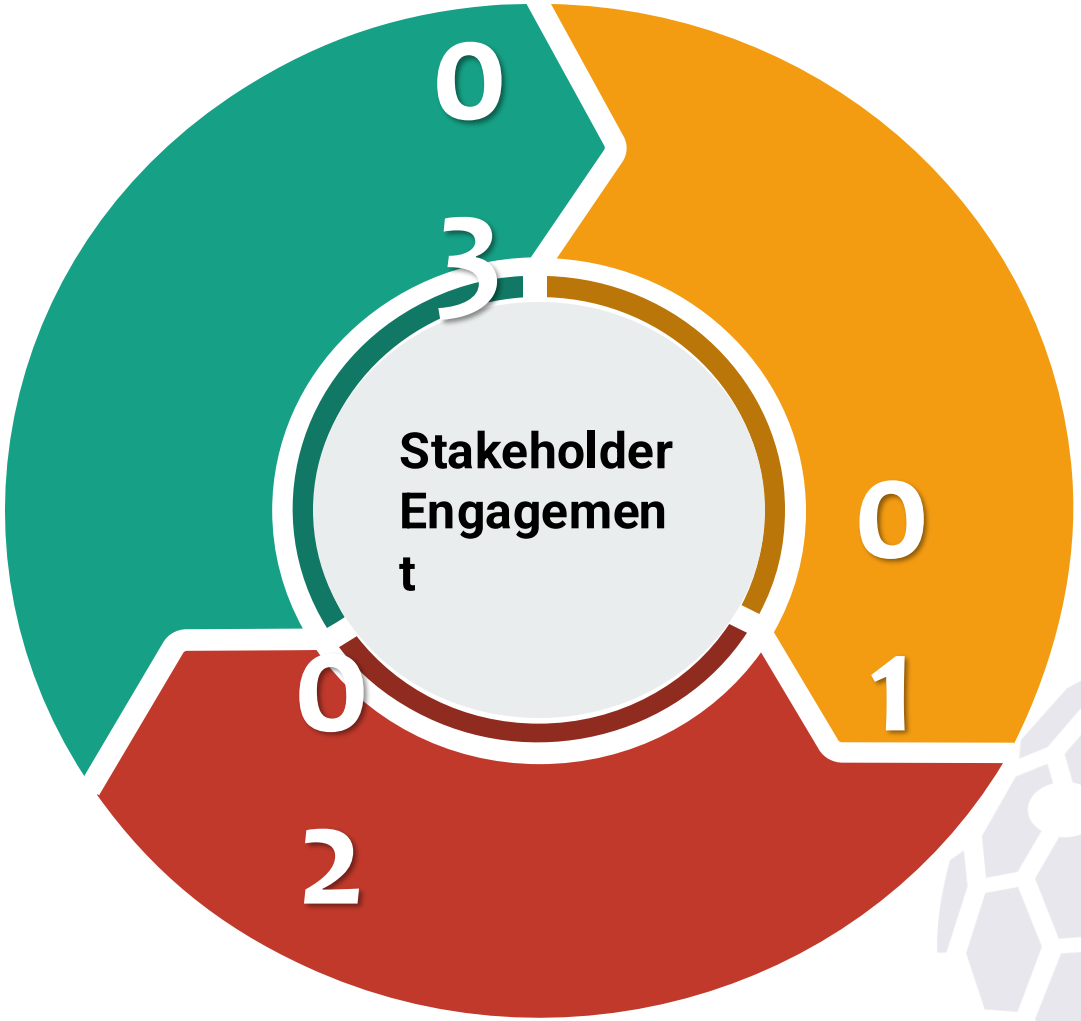
Bangladesh, Egypt, Kazakhstan, Morocco, Nigeria, Indonesia, Senegal, Suriname, Turkey, Uganda, and UAE

Center of Excellence

- Kuala Lumpur, Malaysia

Stakeholder Engagement Lessons

Transparency and accountability characteristics of the ECD programs increase the confidence of the beneficiaries, leading to their significant contribution to the projects.



Strong commitment and ownership of the Government is a key success factor in the evaluation capacity development of beneficiaries in Member Countries.

Active participation of project beneficiaries in the design and implementation of projects/programs ensures sustainability.

IDEV
Independent Development Evaluation
African Development Bank

OECD
BETTER POLICIES FOR BETTER LIVES

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

UNITED ARAB EMIRATES
MINISTRY OF FOREIGN AFFAIRS
& INTERNATIONAL COOPERATION

الإمارات العربية المتحدة
وزارة الخارجية
والتعاون الدولي

Have the pleasure of inviting you to

a Launch Event of the Arabic Translation of

"Better Criteria for Better Evaluation"

مقاييس أفضل من أجل تقييم أفضل

A presentation of the Arabic translation of the criteria – produced through collaborative efforts of the OECD DAC Network on Development Evaluation, IDEV, IsDB Operations Evaluation Department and the UAE MFAIC – and discussion of the importance of evaluation in the current context, from the point of view of honourable experts and key actors in the field.

Register for Zoom event

ستُقدّم خدمات الترجمة الفورية باللغتين العربية والانجليزية.

Simultaneous interpretation for English and Arabic will be provided.

@OECD_EVALNET | #EvalCriteria | oe.cd/criteria

Monday 28 June 2021

16:30 – 17:15 GMT+3 (15:30 – 16:15 CEST)

Joint Evaluation Mission with Saudi Fund for Development

IsDB
البنك الإسلامي للتنمية
Islamic Development Bank

GLOSSARY OF KEY TERMS IN EVALUATION AND RESULTS BASED MANAGEMENT

GLOSSAIRE DES PRINCIPAUX TERMES RELATIFS À L'ÉVALUATION ET LA GESTION AXÉE SUR LES RÉSULTATS

معجم المصطلحات الأساسية في التقييم والإدارة القائمة على النتائج

SDGs 8 17

OED's Evaluation Capacity Building initiatives in Member Countries

In addition to its function as financier, IsDB is a knowledge bank, and its Operations Evaluation Department has contributed to helping Member Countries strengthen their monitoring and evaluation systems and capacities at all levels to allow them to generate and use evaluative evidence for more effective policies

PURPOSE

► Significant economic progress has been made by many Member Countries (MCs) over the past decades, enabling them to move towards achieving the Sustainable Development Goals (SDGs). However, the mechanisms for monitoring and evaluation of those interventions have not developed at the same pace, leaving the governments lagging in measuring the results.

► Through its Operations Evaluation Department (OED), IsDB has leveraged its expertise and experience in Monitoring and Evaluation (M&E) to help MCs improve their M&E systems and results measurement capacities.

► Evaluation Capacity Development initiatives have been undertaken that aim to develop:

- A culture of evidence-based decision making in the MCs
- M&E systems within MCs
- The evaluation capacity of public institutions as well evaluation professionals.

Through the capacity development of public officials from the Member Countries in results measurement, OED helps implement Awareness, Competency, Delivery and Reinforcement

► These activities are aligned with the Awareness, Linkages, Competency, Delivery and Reinforcement components of the P5P, demonstrable within the Bank's activities in Bahrain, Kazakhstan, Morocco and Senegal.

METHOD

► The OED works diligently to identify the need for capacity development in the areas of monitoring, evaluation and impact assessment in the MCs. In addition to the supply-driven approach, OED responds in several cases to the demands of MCs.

► In concert with partners such as the World Bank, capacity development programmes, including tailored workshops, case studies, simulations, and M&E systems development support are designed to suit the specific needs of the MCs.

► Efforts to impart capacity development initiatives often combined classroom training with practical evaluation experience. In the case of the Court of Audit, Morocco, participants had the opportunity to act as external members of the OED evaluation team

.

► In some cases, OED collaborated with government agencies to transform them into centres of excellence for capacity development in M&E, preparing the agency officials in turn to train other officials to shift the country's decision- and policy-making systems into evidence-based activities.

► The court of Audits in Morocco and the Astana International Financial Centre in Kazakhstan are now equipped with the capacity to train other agencies, resulting in a cascading effect of capacity development initiatives.

► IsDB has joined the Global Evaluation Initiative, a broad and inclusive group of national governments, international and regional organisations, private sector organisations, academic institutions and civil society groups that have formed a global partnership aiming at closing the M&E gap and strengthening capacities at all levels in order to generate and use evaluative evidence for more effective policies in the MCs.

ACHIEVEMENTS

► Through capacity development programmes in Bahrain, Kazakhstan, Morocco and Senegal, OED trained a total 130 mid- and senior-level officials from nine MCs.

► OED's interventions have been designed based on a deep understanding of underlying issues and are thus tailored to the local contexts of the specific countries.

► **Training in Monitoring and Evaluation for government officials of the Kingdom of Bahrain**
Responding to the desire of the government of the Kingdom of Bahrain for improving results, OED delivered an intensive workshop to familiarise government officials with the Theory of Change and enhance their capacity to deliver, monitor and evaluate project outcomes. 27 senior officials from the Ministry of Finance and the executing agencies of line ministries participated in the workshop.

► **Evaluation Capacity Building Workshop for senior government officials of Kazakhstan**
With support from Astana International Financial Center of the Ministry of Finance, OED delivered an evaluation capacity building workshop for 30 participants from different sectors and ministries, including Astana officials. The workshop was aimed at equipping participants with technical skills in evaluation and their practical applications in development projects. Participants gained deeper understanding of evaluation methods and techniques and their application to project management.

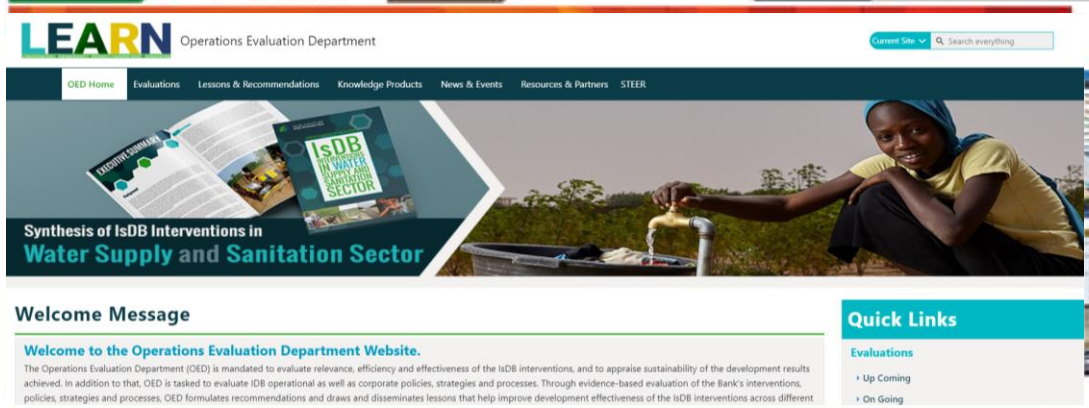
► **Evaluation Capacity Development Programme for Moroccan Court of Audit**
The Moroccan Court of Audit has recently been mandated to evaluate public sector projects and policies for the government of Morocco. The initiative supported the Moroccan Court of Audit in preparing 28 magistrates to become experts in the evaluation of government projects, strategies and policies through classroom training and hands-on experience provided by OED. The programme succeeded in strengthening the institutional evaluation capacity of the Court of Audit through development of an evaluation manual, related tools and procedures and guidance on four pilot evaluations conducted by the Court of Audit. Systems have been put in place to support evidence-based decision-making, organisational learning and accountability.

► **Impact Evaluation Workshop for officials of MCs in Senegal**
Given the expertise of the Impact Evaluation Department (IED) of the

شكرا على حسن استماعكم

Thank You • Merci beaucoup

Some OED Dissemination Products



Looking back, moving forward!

Geo-Enabling initiative for Monitoring & Supervision

Building Capacity among Clients and Local Stakeholders

to harness simple Technology for Real-Time Monitoring and Evaluation, Remote Supervision & Third-Party Monitoring, Beneficiary Engagement, Risk Management, & Portfolio Mapping

Fragility, Conflict and Violence (FCV) Group

Supported by the Korea Trust Fund for Economic and Peacebuilding Transitions and the WBG Partnership Fund for the Sustainable Development Goals

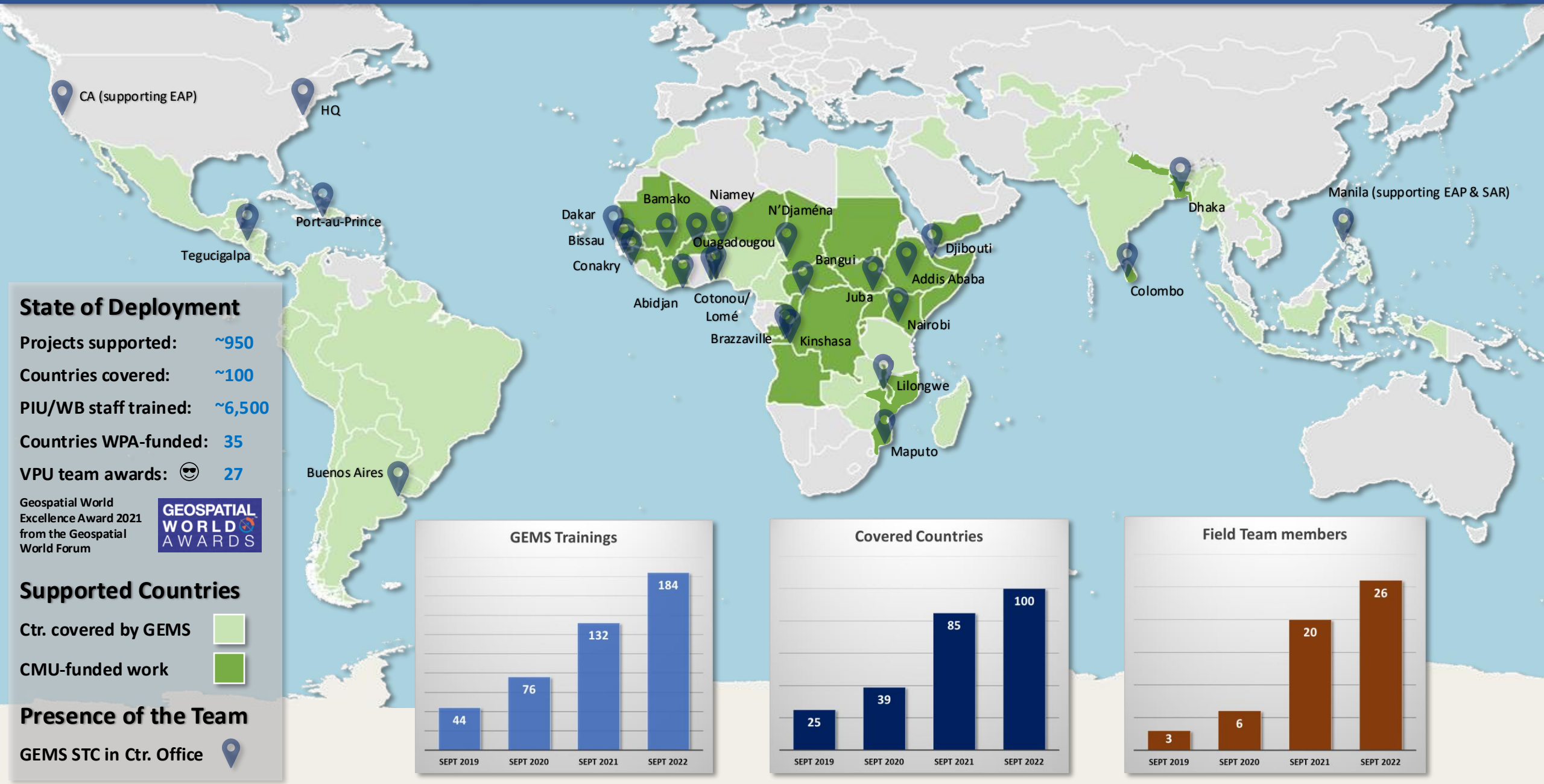
KOREA TRUST FUND
for Economic and Peace-Building Transitions

WORLD BANK GROUP
Fragility, Conflict & Violence

WORLD BANK GROUP
SDG PARTNERSHIP FUND

For more information and additional resources, see the GEMS website at: www.worldbank.org/gems

GEMS Deployment and the Team have vastly expanded, supporting ~900 Projects in 100 Countries



State of Deployment

Projects supported:	~950
Countries covered:	~100
PIU/WB staff trained:	~6,500
Countries WPA-funded:	35
VPU team awards: 😎	27

Geospatial World Excellence Award 2021 from the Geospatial World Forum

GEOSPATIAL WORLD AWARDS

Supported Countries

Ctr. covered by GEMS

CMU-funded work

Presence of the Team

GEMS STC in Ctr. Office

The ‘Pocket Science’: The GEMS Method

GEMS systematically builds client capacity in the creation of customized digital data collection and monitoring systems, to contribute to effective planning, real-time M&E and remote supervision of operations, and close data gaps along the project cycle

Focuses on local capacity-building and client ownership for customized use of digital technology and related skills

Utilizes cost-free open-source tools
and hand-held devices (smartphones/tablets)

Enables systematic collection of granular, geo-tagged
data to create interactive dashboards and maps

Contributes to projects monitoring and a variety of customized data needs, incl. for analytical products

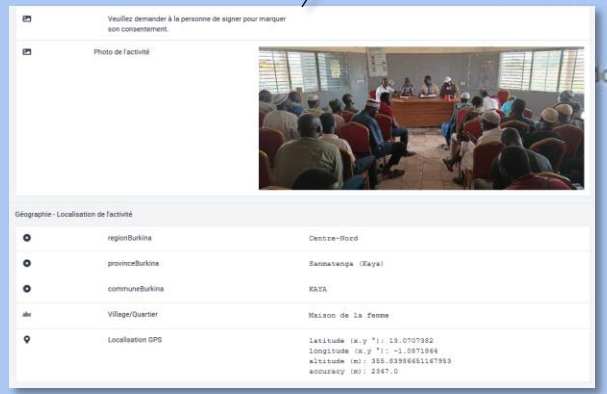
Pillar I – Customized operational Use: Possible Uses of GEMS for Clients, Task Teams & CMUs

Project Teams & Clients		WB Country Teams / Partners
Project Planning & Baseline Data Collection		Spatial Planning & Portfolio Programming
Project Progress Monitoring & Remote Supervision		Portfolio Mapping & Coordination with Partners
Stakeholder Engagement and Adaptive E&S Risk Management		Environmental and Social Safeguards / E&S Monitoring
Real-time Tracking of Service Delivery		Real-time Tracking of Missions and Security Issues
Tracking of Project Outputs and Outcomes		Portfolio-wide Results Monitoring
Project Impact Evaluation		Verifying TPM Activities “Monitor-the-Monitors”
Citizen Engagement & Grievance Mechanisms		Communications & Outreach

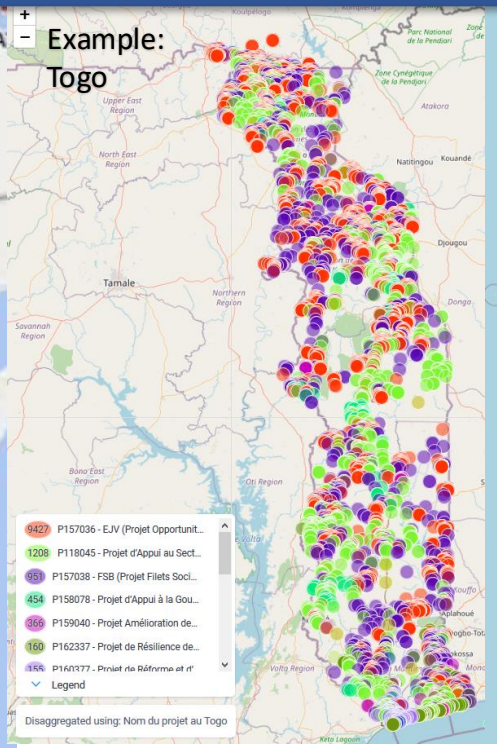
Operational Cycle

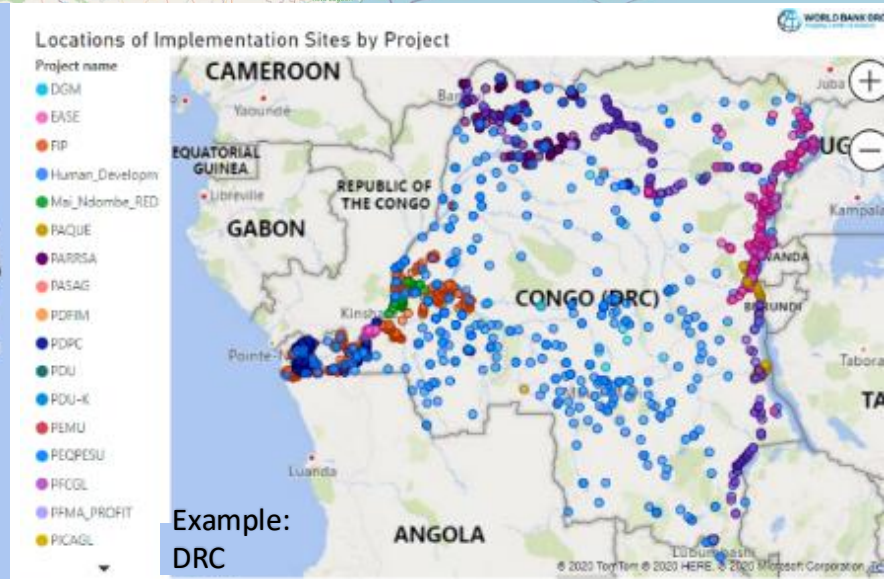
Icons provided by Freepik from www.flaticon.com

Pillar II – Portfolio Mapping: Creation of Spatial Databases on Sub-Projects at Activity Level



>125,000 sub-projects in Africa mapped via GEMS, with indicators and field photos





Pillar III – GEMS+ / ICT4FCV: Expanding Work Streams beyond the Standard M&E Focus

- **Systematic rollout with the ESF**
  - Adaptive Risk Management
  - Borrower ownership
  - ESS Screening, scoping, assessment, monitoring, reporting across the board

- **Integrated Data Dashboards**
  - Risk Monitoring (Somalia)
  - FCV & Ops Tracking (Yemen)
  - Project & Portfolio Management over time (various)
  - RRA data platforms (HoA)

- **Various data-driven ops needs**
  - Enhancing TPM data flows (monitor-the-monitors)
  - GBV Service Provider Mapping (Sahel, Nigeria, Mozambique)
  - Government use cases beyond WBG portfolio (BDI, EAP, etc.)

- **Support to Partners (Public Good & donor coordination)**
  - AfDB
  - AFD
  - KfW/GIZ
  - ADB
  - IDB

Audience Based Training Strategy

Amna Aaqil

CERP, Pakistan

22/09/22

Market Segmentation

Hybrid Building Capacity to Use Research Evidence

Entry- Senior level Civil Servants

A collaboration with EPoD at Harvard

7 online Modules combined with In-class session:

1. Systematic Approaches to Policy Decisions
2. Descriptive Evidence
3. Impact Evaluations
4. Cost-Benefit Analyses
5. Aggregating Evidence
6. Commissioning Evidence
7. Using Data Systems

In-Person Evidence Based Program Design

Mid – Senior level Policy Actors

(Govt., NGOs, Multilateral donors, Academia)

Rigorous 4-day session

Online M&E Bootcamp

Entry - Mid level Monitoring and Evaluation Professionals

- Bridging the gap between the academic learning and practical world requirements.

3 courses (3 days each)

1. Monitoring & Evaluation
2. Qualitative and Quantitative Research Methodologies
3. Project Management

In-Person Customized Institutional Trainings

Officials of Ministries/Departments

- Demand based offerings
- In-dept 'Needs Assessment' activity conducted

Project Plan Per Training

- Market Gap Analysis
- Scope, Vision & Mission
- Budgeting & Financial Plan
- Pricing Strategy
- 8-10 Week Gantt Chart

- Strategic Marketing Plan

- Contact Database Project
- Networking & Face-to-Face / Virtual Meetings

- Lectures & Simulations
- Case Study Development
- Collaboration: Internal & External Faculty

Each training in the portfolio is viewed as a unique product offering that requires a thorough project plan from strategy to execution.

Outreach Strategy

In-Person Evidence Based Program Design

- Strategic targeted outreach plan
- 40 participants per training

Hybrid BCURE

- Long term MoU signed with the institutions
- To date trained ~5000+ Civil Servants

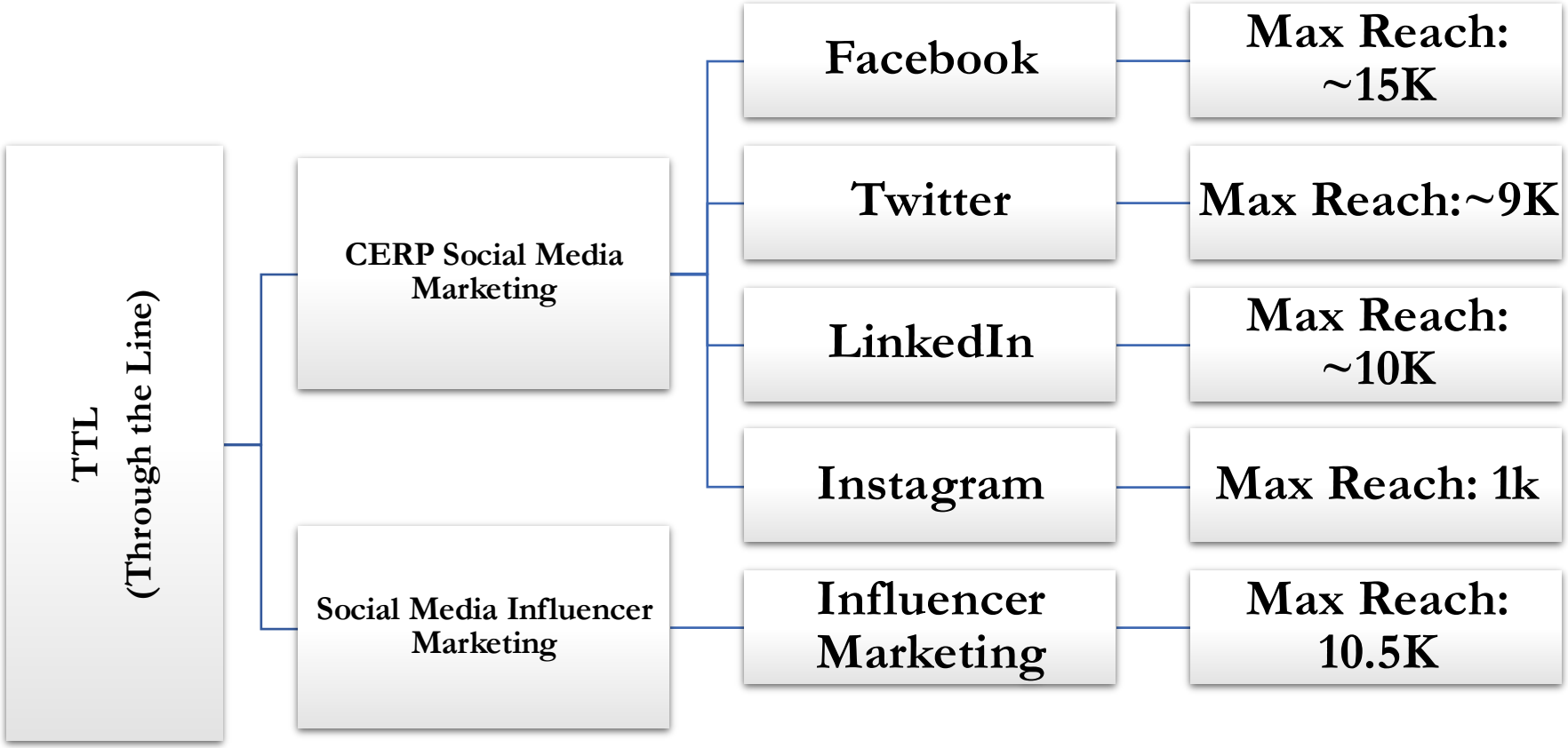
In-Person Customized Institutional Trainings

- Investment in relationship building activities
- MoUs signed with Ministries

Online M&E Bootcamp

- Only Social Media Platforms
- Paid marketing
- Cost: $1 per participant
- ~50 participants per training
- Total = 150

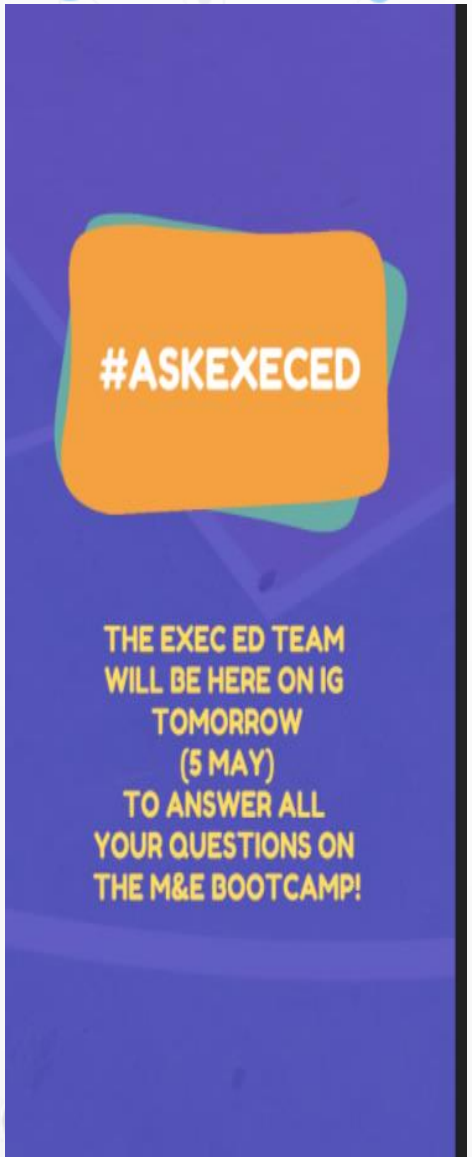
Marketing & Outreach: Mediums

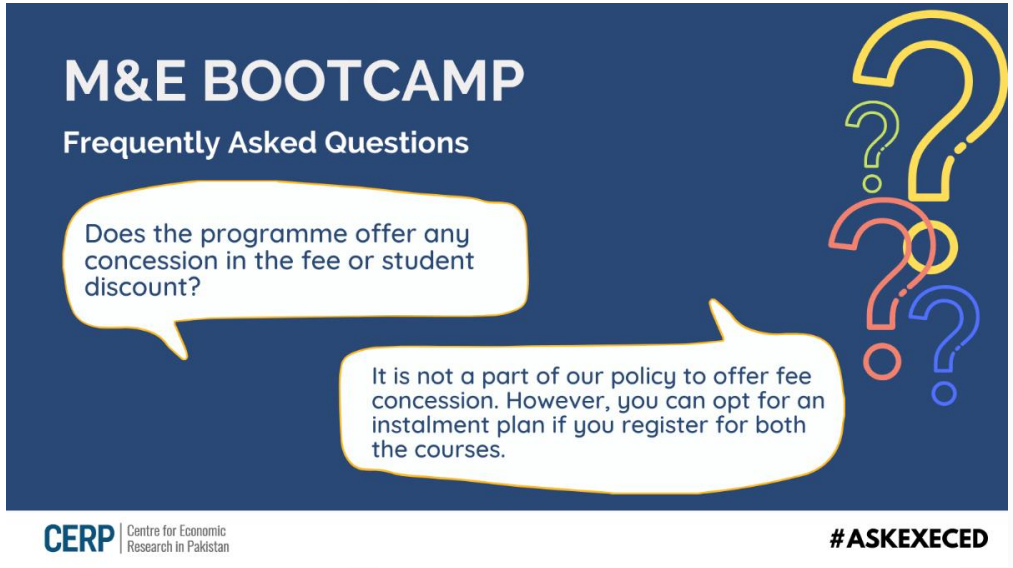


We consciously deviated from the traditional marketing strategies to switch to an ONLINE marketing medium entirely.

Social Media Marketing Campaign

Social Media Marketing: Ask Me (Exec Ed) Anything





THANK YOU

Task Team Updates

Hands-on Learning Initiative

Institutionalization of M&E

Global Training of Trainers Initiative

Academic Training in Evaluation

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GEI Hands on Learning Programme for Young and Emerging Evaluators (YEE)

Objective of the program

- ✓ Six months-long hands-on training program for young professionals interested in evaluation career
- ✓ Interns to gain work experience and benefit from broader learning opportunities and professional networks across the GEI Network

Pilot phase

- ✓ Pilot program launched in July, 2022
- ✓ Host institutions are the CLEAR Centers

- ✓ Interns placed in:
  - Clear AA
  - Clear LAB (Mozambique and Brazil)
  - Clear FA
  - Clear SA

What are the expectations of interns?

- ✓ Gain practical M&E experience
- ✓ Benefit from senior evaluators' mentorship
- ✓ Expand their professional network
- ✓ Enhance their evaluation planning and management skills

Challenges

- ✓ Finding candidates: pool of candidates, dissemination of information
- ✓ Hiring is challanging especially when interns are not from host country
- ✓ Findings best ways of exposing interns to broader GEI network

Next Steps

- ✓ Lessons learned from the pilot
- ✓ Operations' manual including procedure, recommendations and lessons learned currently being drafted
- ✓ Fund raising to expand the program next year

(Training in support of)

Institutionalization of M&E

- Original approach
  - What is needed to institutionalize M&E?
  - What kind of training is needed to support this process?
  - Mapping of what already exists
  - Identify what we are missing
  - Identify what can be done together to help fill the gaps
- Conceptual framework for institutionalization of M&E
  - Draft paper by (Ian Goldman)
  - Task Team discussed, agreed that further work on the concept needed
  - Paper revised (Ian Goldman and Wolfgang Meyer)

(Training in support of)

Institutionalization of M&E

- Next Steps
  - Sharing the paper with the IMES
  - IMES Task Team meeting (October)
  - Simple mapping within the network
  - Identify gaps / key elements that are needed
  - Identify an initial common product that can be best realized together

Training of Trainers Initiative

Global Evaluation Initiative

Working Group on Training and Professional Development

Task Team: Academic Training in Evaluation

Refresher – Main tasks/outputs for 2022

- Global mapping of academic programs in evaluation – putting different directories together and updating information
- Mapping connected to a data visualization dashboard (GEI website)
- Dashboard disseminated
- Call for global meeting on academic training in evaluation

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Snapshot of Global Directory

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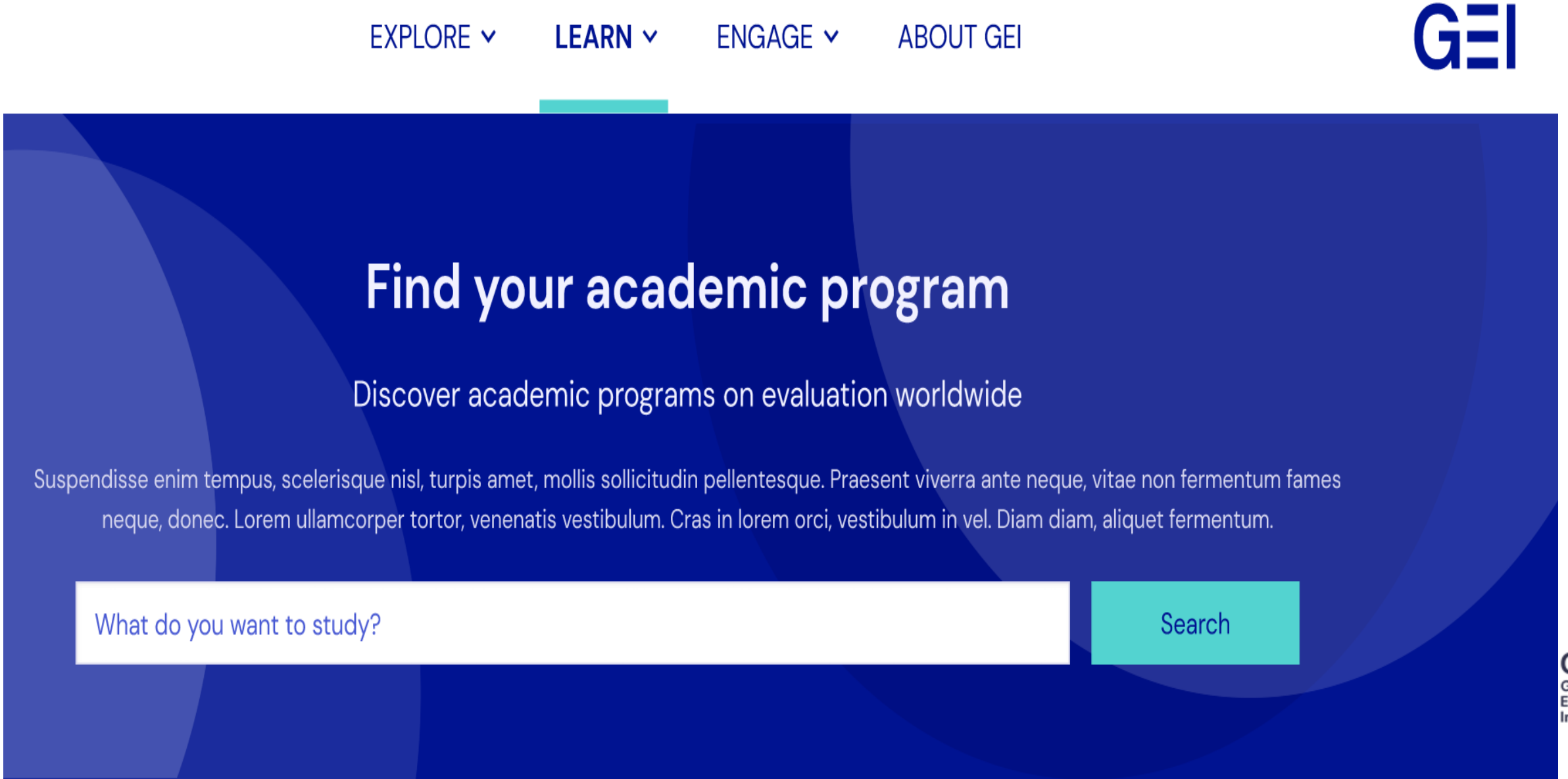
Visualization of Global Directory – 1 of 4



Visualization of Global Directory – 2 of 4

Browse courses by type of degree

Doctorates

Masters

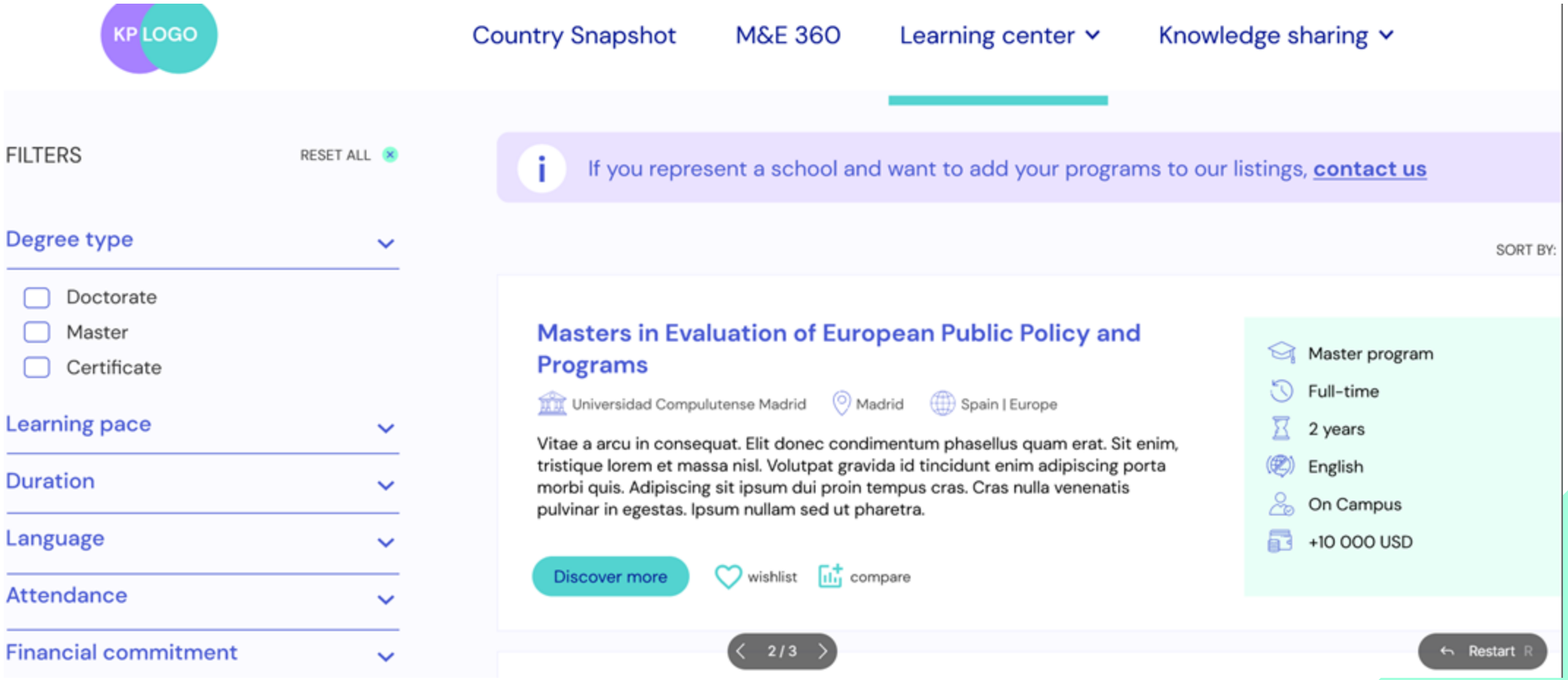
Diplomas & Certificates

GEI Global Evaluation Initiative

Visualization of Global Directory – 3 of 4

GEI
Global
Evaluation
Initiative

Visualization of Global Directory – 4 of 4



GEI Global Evaluation Initiative

Timeline

Launch of the directory	December 2022 - January 2023
Finalization web-scraping and validation	September - December 2022
Interviews and validation	September - December 2022
Communication campaign	October 2022 onwards (starting with demo sites at conferences)
Finalization design and approvals	September - December 2022
Publication on methodology and product	December 2022 - March 2023
Discussion on global meeting on academic training in evaluation	ongoing

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GEI Strategy on Training & Professional Development

Objectives

Hierarchy of objectives	
GEI - final objective	To improve the supply of and demand for evidence in policies and programs in developing countries
GEI training and professional development work - final objective	To enhance the individual skills and capacities of evaluators, M&E specialists and other evaluation stakeholders in developing countries
Intermediary objective 1	To enhance access of M&E stakeholders from developing countries to M&E trainings and professional development activities
Intermediary objective 2	To enhance the quality of M&E training and professional development activities in developing countries
Intermediary objective 3	To foster knowledge sharing, partnerships, and synergies among key providers of M&E trainings and professional development activities
Lines of action	Next slides
Working better together	Next slides

Lines of action

- To support, design, deliver:
  - Trainings at global, regional, national and institutional levels targeting different audiences
  - Professional development activities (e.g. internships, supporting evaluation design/implementation)
  - Institutional development activities (e.g. trainer of trainer courses, curriculum development support)
  - Learning materials (public goods)

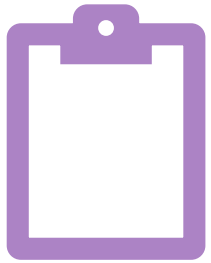
Working better together

- Sharing knowledge and expertise on training and professional development
- Coordinating activities across regions, countries, institutions, and stakeholder audiences
- Collaborating on joint training and professional development activities
- Developing and adopting, where possible, common quality standards, approaches, and curricula
- Developing sustainable partnerships among GEI partners and with external academic (and other) institutions in the field, especially in developing countries

Discussion:
What do you consider to be the most important strategic issues to work on together as a network?

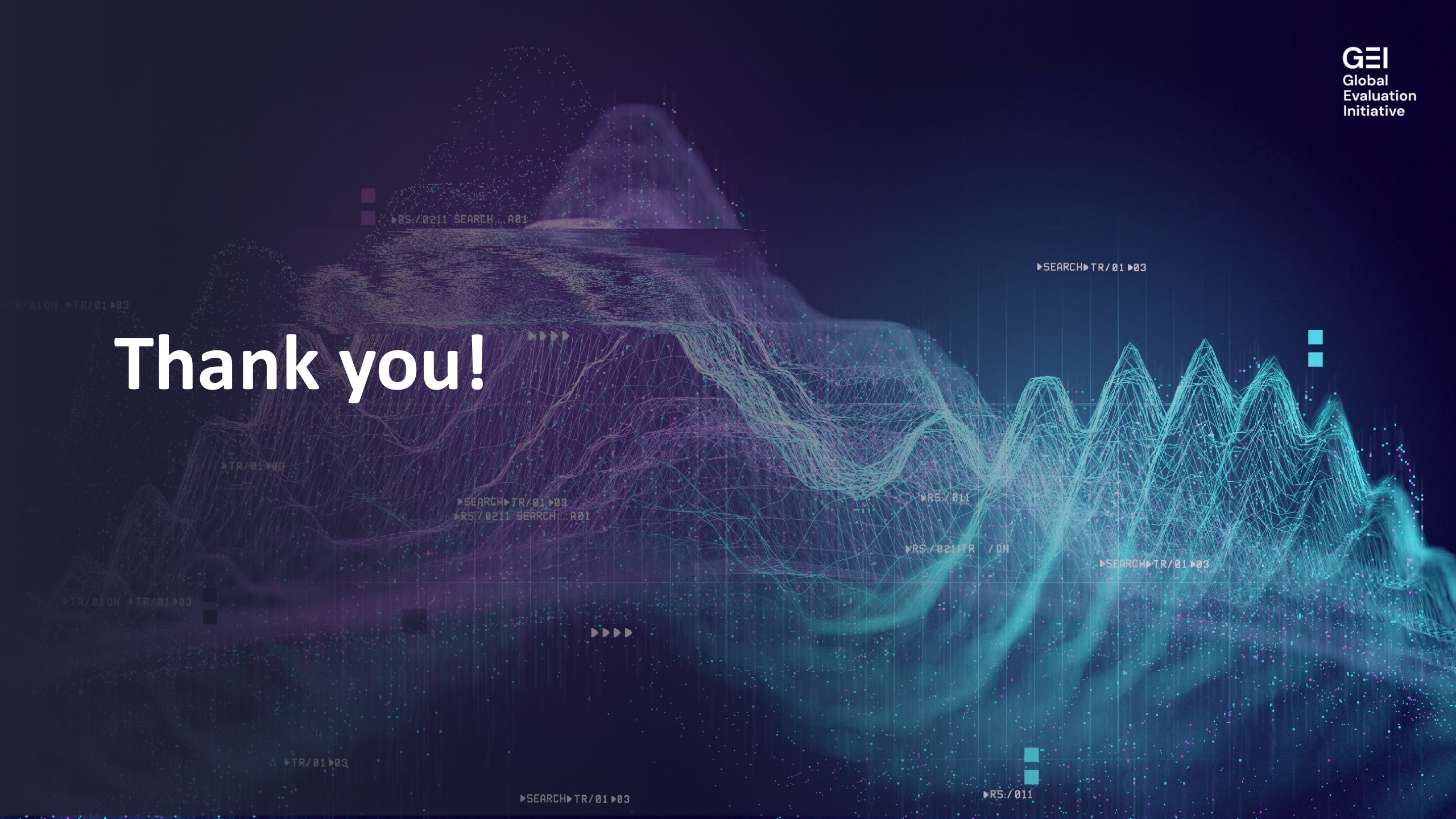
Tour de table and next steps

Next meeting in December **2022**



Please fill out the post-meeting survey

Please remember to share with us any information you would like to highlight in future WGTPD sessions!


Thank you!
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