

## WEBINAR CLEAR FA #11

Rendre résilients les systèmes nationaux d'évaluation face à l'instabilité politico-administrative

Making national M&E systems resilient amid political and administrative instability.



**Tuesday, 14 May 2024**  
2:00pm – 3:30pm (GMT+2)

Only **online**

Scan to **Join us**



# Introduction, Welcome



**by Patricia Cocca**

ACTIVITIES	DURATION
Introduction	5 minutes
Presentation of the conceptual framework for the use of evidence	10 minutes
Panelists' contributions (7 min per speaker)	35 minutes
Q&A	30 minutes
Summary and conclusion	10 minutes

**GEI AND KNOWLEDGE SHARING**

**WEBINAIRE CLEAR FA #11**



# CHALLENGES OF BUILDING RESILIENT M&E SYSTEM AMID POLITICAL AND ADMINISTRATIVE INSTABILITY

Défis liés à la mise en place d'un système de suivi et d'évaluation résistant dans  
un contexte d'instabilité politique et administrative



by Edoé Djimitri AGBODJAN



**Individuals**



**Higher Education & Research Institutions**




**Civil Society & Media**



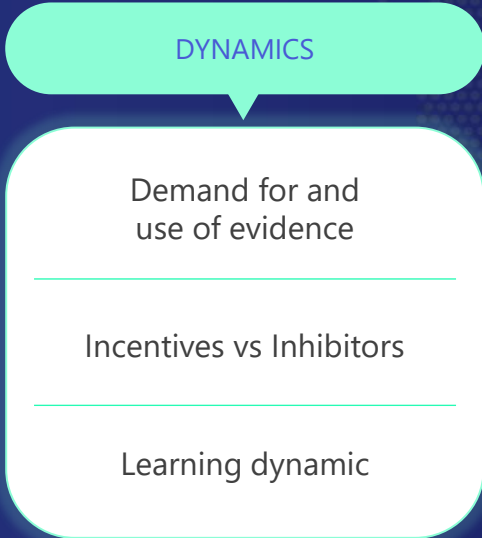
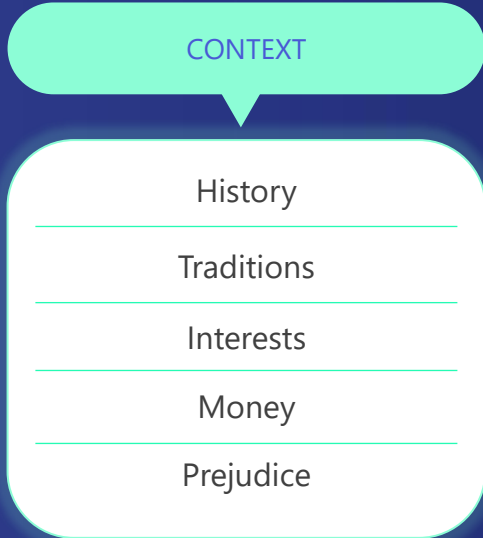
**Development partners: agencies, philanthropy**



**VOPEs**



**Private sector: investors, vendors**





# M&E System Building Blocks

## Objectives

1. Measure government performance
2. Improve the design and implementation of public policies
3. Assist in the decision on budget allocation
4. Promote accountability and transparency

## Demand

1. Who are the potential users?
  - High-level officials
  - Policy analysts
  - Program managers
  - Civil society
  - Universities

## Supply

1. M&E Tools
2. Quality of M&A information
3. Who runs:
  - Independent body
  - External consultant
  - Hybrid execution
  - Sectoral Departments

## Training and Manuals

1. Training (for which audiences and at which levels)
2. Who offers the training on an ongoing basis
3. How to support the institutionalization of the M&E System and disseminate M&E culture

## Key Alliances

1. Key government authorities
2. M&E champions
3. Legislative branch
  - Promote adoption of recommendations
  - Influence policies
  - Engagement and governance
4. Civil Society
5. Universities

# LES MANIFESTATIONS DE L'INSTABILITÉ POLITIQUE ET ADMINISTRATIVE

## CHANGEMENT LÉGAL

- Remaniement ministériel  
(Ministerial Reshuffle)
- Nominations (Appointments of New Staff)
- Réformes
- Alternances démocratiques  
(Democratic Alternance)
- Guerre de leadership (Leadership Competition)

## BOULEVERSEMENTS POLITIQUES IMPRÉVUS

- Coups d'état militaires (Coup d'Etat)
- Conflits violents (Violent Conflict)
- Blocage du fonctionnement « normal » des institutions  
(Blockage of the Normal Functioning of Institutions)
- Autres crises gouvernementales  
(Other Government Crises)
- Tensions sociales (Social Tension)



# Manifestations of political and administrative instability

## LEGAL CHANGES

- Ministerial Reshuffle
- Appointments of New Staff
- Réforms
- Democratic Alternance
- Leadership Competition

## UNFORESEEN POLITICAL UPHEAVALS

- Coup d'Etat
- Violent Conflict
- Blockage of the Normal Functioning of Institutions
- Other Government Crises
- Social Tension

# EFFETS DE L'INSTABILITÉ SUR LE DÉVELOPPEMENT D'UN SNE (SEE NEXT SLIDE FOR ENGLISH)

## L'ENVIRONNEMENT

- Changement des priorités
- Désarticulation et discontinuité: la main gauche ne sait pas ce que fait la main gauche, et il n'y a pas de continuité dans les actions

## SUR LE PLAN ORGANISATIONNEL

- Non application des textes, des engagements et des outils
- Perte de ressources: « on réinvente la roue »
- Difficulté de trouver un répondant, un point focal
- Dilution des compétences par l'effet des réaffectations/réassignations de charges
- Difficulté d'avoir une masse ou concentration critique de champions, agents de changement et experts

## SUR LE PLAN INDIVIDUEL

- Sentiments négatifs défavorables au changement : Frustration, peur
- Perte de motivation

# IMPACT OF INSTABILITY ON NES DEVELOPMENT

## ENABLING ENVIRONNEMENT

- Shifting priorities
- Disarticulation and discontinuity: “the left hand doesn't know what the right one is doing, and there's no continuity in actions.”

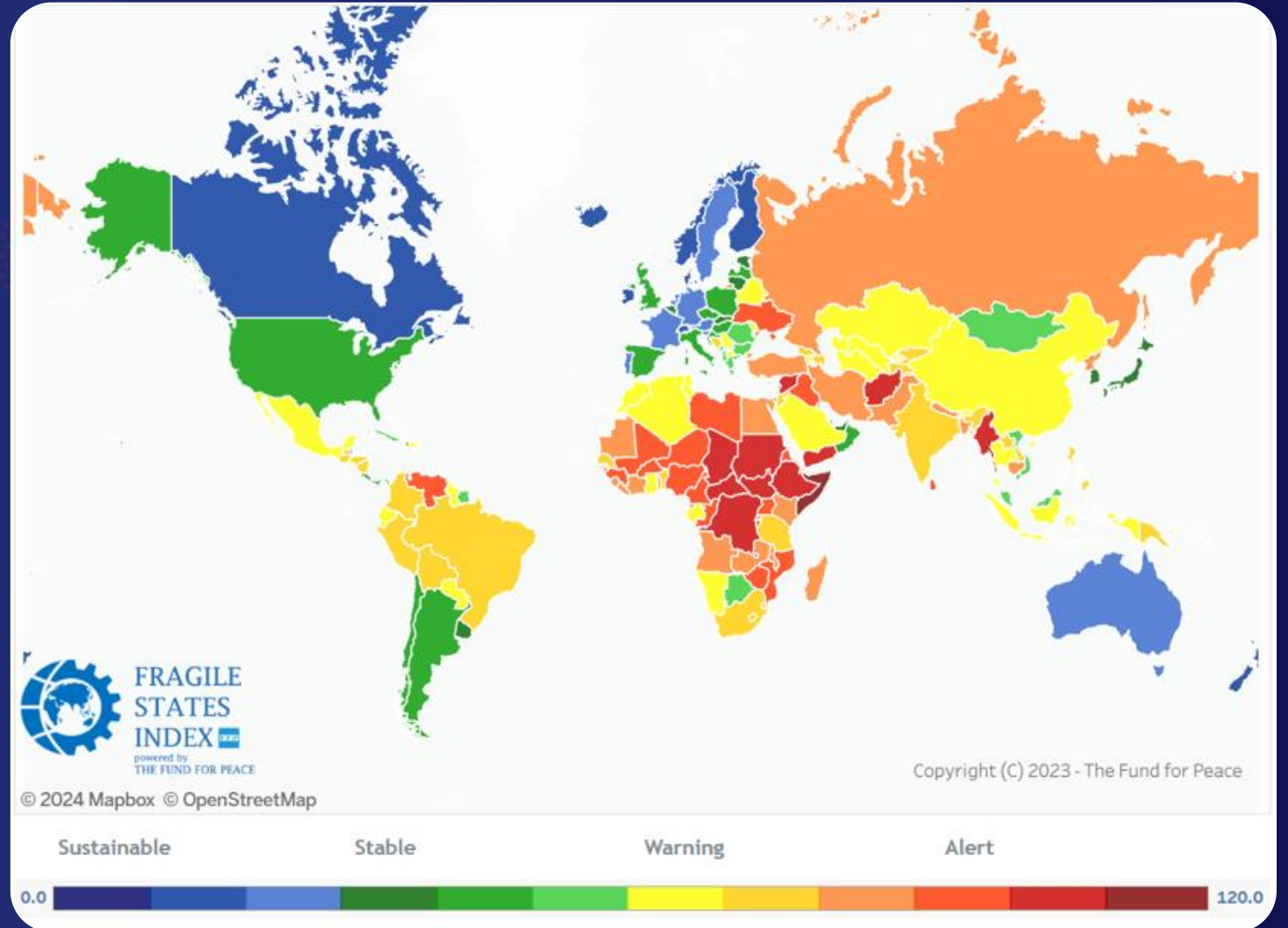
## ORGANIZATIONAL LEVEL

- Non-application of texts, commitments and tools
- Loss of resources by trying to "reinvent the wheel"
- Difficulty in finding a legitimate respondent, a focal point
- Dilution of skills due to reallocation/reassignment of responsibilities
- Difficulty in achieving a critical mass or concentration of champions, change agents and experts

## INDIVIDUAL LEVEL

- Negative feelings, detrimental to change frustration, fear
- Loss of motivation

# A HIGH RISK OF POLITICAL AND ADMINISTRATIVE INSTABILITY IN A MULTI-CRISIS WORLD





## UN RISQUE ÉLEVÉ D'INSTABILITÉ POLITICO-ADMINISTRATIVE DANS UN MONDE EN POLYCRISE

“Even as the "Great Powers" are moving into a time of increased competition, the FSI presents a warning that we must not forget to look at the world through the lens of fragility, both in international affairs and at home. Fragility matters, including elements of fragility within the Great Powers themselves.”

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Nate Haken, Vice President of Research and Innovation, Fragile States Index | The Fund for Peace

QUELLES ASTUCES POUR  
DES SNE RÉSILIANTS?

TIPS FOR RESILIENT NES?

# Lauren Kelly Lead Evaluation Officer, Infrastructure and Sustainable Development, IEGFS



Lauren Kelly oversees the thematic evaluations for the Sustainable Development and Infrastructure Global Practices of the World Bank.

Over 20 years of international evaluation experience

has led multiple influential evaluations and managed several Board level engagements that have deepened development impact and contributed to evidence based decision and policy making within the World Bank Group.

She is currently leading IEG's evaluations of the *World Bank's Engagement in Situations of Conflict* and the *Natural Resource Degradation and Human Vulnerability Nexus*.

**Background:** conflict management, natural resources, land use, and conflict, pastoral and farmer relations in Africa.



# Lauren Kelly, Evaluatrice principale , Infrastructure et Development Durable, IEG



Lauren Kelly supervise les évaluations thématiques pour les pratiques mondiales de développement durable et d'infrastructure de la Banque mondiale.

Plus de 20 ans d'expérience en matière d'évaluation

Elle a dirigé de nombreuses évaluations influentes et géré plusieurs initiatives au niveau du conseil d'administration qui ont renforcé l'impact sur le développement et contribué à la prise de décision et à l'élaboration de politiques fondées sur des données probantes au sein du groupe de la Banque mondiale.

Elle dirige actuellement les évaluations de l'IEG sur l'engagement de la Banque mondiale dans les situations de conflit et sur les liens entre la dégradation des ressources naturelles et la vulnérabilité humaine.

**Domaines de spécialisation:** gestion des conflits, ressources naturelles, utilisation des terres et les conflits, relations entre les éleveurs et les agriculteurs en Afrique.



## Amna Aaqil – Director, Center for Learning on Evaluation and Results for Pakistan and Central Asia (CLEAR-PCA)



As an innovative problem solver, she is dedicated to improving lives by finding solutions to complex challenges.

She leads a program under the Global Evaluation Initiative (GEI) to build Monitoring and Evaluation (M&E) capacities in Pakistan and Central Asia.

She oversees Marketing and Partnership initiatives at CERP and previously led the Executive Education vertical.

With experience collaborating with stakeholders such as EPOD at Harvard, WHO, UNDP, and various governmental and corporate organizations, she has developed a diverse skill set.

She also managed an entrepreneurial venture and worked in supply chain management at Unilever, and as a sales consultant and trainer at Interwood.

## Amna Aaqil – Director, Center for Learning on Evaluation and Results for Pakistan and Central Asia (CLEAR-PCA)



Leader engagé en faveur de l'amélioration des conditions de vie en trouvant des solutions à des défis complexes.

Elle supervise les initiatives de marketing et de partenariat au CERP et a précédemment dirigé la formation verticale des cadres.

Son expérience de collaboration avec des parties prenantes telles que l'EPoD à Harvard, l'OMS, le PNUD et diverses organisations gouvernementales et d'entreprises lui a permis de développer un ensemble de compétences diversifiées.

Elle a également géré une entreprise et travaillé dans la gestion de la chaîne d'approvisionnement chez Unilever, ainsi qu'en tant que consultante commerciale et formatrice chez Interwood.



## Abdoulaye Gounou – Director General, Evaluation and the Observatory of Social Change, Benin



He is a senior M&E professional who has held key positions such as **Director General of Public Policy Evaluation in the Prime Minister's Office and Head of Public Policy Evaluation and Government Action Analysis at the Presidency of Benin.**

Currently, **he is the Director General of Public Policy Evaluation and the Observatory of Social Change at the Ministry of Development and Government Action Coordination.**

**+15 years of experience**, he has led public policy evaluations, capacity development events, and collaborative projects like Twende Mbele and the WACIE program.

**He has also advised several Benin government ministers on strategy, economic reforms, and private sector development.**

He holds advanced degrees in Business Administration and Project Management from Senghor University, Egypt, and a master's in Law from the National University of Benin.

## Dr. Daniel Mikayoulou – President of the Congolese Evaluation Association (Congo Brazzaville);



Daniel Mikayoulou is the **President of the Congolese Evaluation Association**.

As a researcher and teacher, he is a **specialist in Results-Based Management (RBM) and an expert in strategic planning and monitoring and evaluation**.

He **has conducted numerous evaluation projects in various countries in Africa and beyond, in collaboration with the United Nations**.

He holds a Ph.D. in Economics from the University of Paris X Nanterre and a specialized postgraduate diploma in Management Control and Finance from the Higher Institute of Management at the University of Paris 12 - Créteil.



# PANELISTS' COMMENTS

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# STRATÉGIE DE MISE EN PLACE AU BÉNIN POUR RENDRE LE SYSTÈME NATIONAL DE S&E PLUS RÉILIENT FACE AUX DÉFIS DE L'INSTABILITÉ POLITIQUE ET ADMINISTRATIVE : INSTITUTIONNALISATION DE LA FONCTION ÉVALUATION

Implementation strategy in Benin to make the national M&E system more resilient in the face of the challenges of political and administrative instability: institutionalisation of the evaluation function



Par

**ABDOULAYE GOUNOU**

Directeur Général de l'Evaluation et de l'Observatoire du Changement Social  
(DGEOCS/MDC/Bénin)

## STRATÉGIE DE MISE EN PLACE AU BÉNIN POUR RENDRE LE SYSTÈME NATIONAL DE S&E PLUS RÉSILIENT FACE AUX DÉFIS DE L'INSTABILITÉ POLITIQUE ET ADMINISTRATIVE : INSTITUTIONNALISATION DE LA FONCTION ÉVALUATION

- ❑ **Mise en Place d'instruments légal, institutionnel et réglementaire: Loi sur l'évaluation, CIEP et Décrets et Arrêtés qui organisent la fonction.**

Implementation of legal, institutional and regulatory instruments: Law on evaluation, CIEP and Decrees and Orders organising the function.

- ❑ **Amélioration du dispositif de conduite des évaluations de Politiques Publiques: Niveau Stratégique (CNE), niveau Tactique: PNE et Guides et Normes nationales et Niveau Opérationnel (Elaboration des outils et méthodes).**

Improving the system for conducting public policy evaluations: Strategic level (NEC), Tactical level: NEC and national Guides and Standards and Operational level (Development of tools and methods).

- ❑ **Renforcement des capacités nationales en évaluation: Formation des membres du CIEP, JBE, SAMEA, NEC, AfrEA Développement de curricula en évaluation et partenariats**

Strengthening national evaluation capacities: Training members of the CIEP, JBE, SAMEA, NEC, AfrEA Development of evaluation curricula and partnerships



# Ce qui fonctionne bien et ce qui doit être amélioré

## Éléments de succès

- Disponibilité de la PNE
- Utilisation des guides: normes et standards
- Adoption du cadre législatif et réglementaire de la fonction d'évaluation

## Marge de progression

- Allocation budgétaire subséquente
- Utilisation des données d'évaluation pour les prises de décisions
- Systématisation de la pratique évaluative
- Développement d'une culture évaluative
- Elaboration de la stratégie de communication sur l'évaluation

# Arrangements institutionnels à mettre en place pour rendre le système de S&E plus résilient: Expérience du Bénin

- ❑ Création d'un organe national d'orientation: **CNE**
- ❑ Création d'un organe national de coordination du système: **DGEOCS**
- ❑ Mise en place des points focaux de S&E dans les Ministères
- ❑ Mise en place des points focaux de S&E dans les départements: **CSPAT**
- ❑ Mise en place des points focaux en S&E dans les collectivités locales: **CSE**
- ❑ Mise en place des partenariats stratégiques (**Pnud, 3ie, TM, Unicef Clear FA**) et de formation: **ENA/UAC, ASE et CESPo/UAC**

# PANELISTS' COMMENTS



## Dr. Daniel Mikayoulou – President of the Congolese Evaluation Association (Congo Brazzaville);



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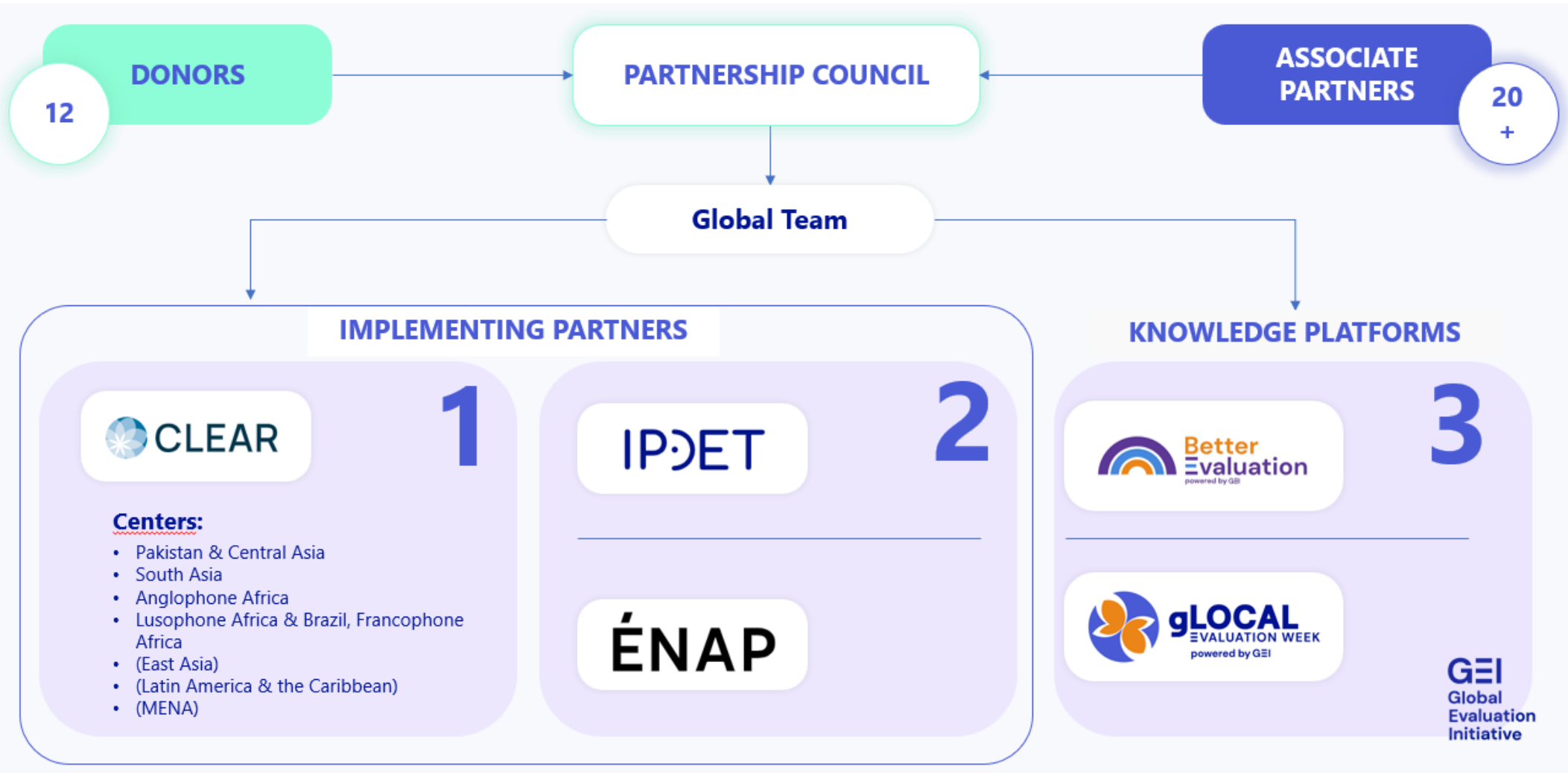




# GEI | Global Evaluation Initiative



# GEI institutional setup



# Fundamental Values of GEI

## ✓ Country Ownership

- CLEAR Centers engage and work with various partners, stakeholders
- Climate change/footprint is a focus to make sure that M&E system support locally-driven solutions for environmental issues.

## ✓ Inclusion

- GEI Network is working on agenda such as gender and youth to support more inclusive M&E systems

## ✓ Collaboration

- Essential for building robust M&E systems, sharing resources, expertise, and best practices, and avoiding duplication of efforts.
- GEI's knowledge platforms such as BetterEvaluation and gLOCAL foster collaboration, shed light on local solutions.

## ✓ Cultural responsiveness

- MESA: A customizable diagnostic tool to allow the development of context- and culturally-specific methods and the local ownership of the process .





# Supporting M&E in FCV Settings

- 1. Adaptability and Flexibility:** M&E systems must be adaptable to the rapidly changing contexts characterized by insecurity, political instability, and shifting power dynamics.
- 2. Local Ownership and Participation:** To ensure relevance, sustainability, and accountability, effective M&E systems require active participation and ownership from local stakeholders.
- 3. Simplified and Practical Approaches:** In FCV settings administrative systems are often fragile and overburdened. M&E frameworks should prioritize simplicity, practicality, and user-friendliness to facilitate implementation.
- 4. Integration with Action and Decision-making:** M&E efforts should be closely integrated with action-oriented programming and decision-making processes otherwise it might risk irrelevance.





# Supporting M&E in FCV Settings

5. **Technology and Innovation:** Leveraging technology and innovative tools, such as mobile data collection, remote sensing, GIS mapping, and real-time monitoring platforms, can enhance the accuracy, and timeliness of data collection, particularly in challenging environments.
6. **Engagement with Political Contexts:** Understanding and navigating the complex political dynamics and power structures in FCV countries are crucial for effective M&E, including building relationships with political principals, negotiating access to information, and ensuring the neutrality and independence of evaluation processes.
7. **Capacity Building and Knowledge Sharing:** Strengthening capacity at both the individual and institutional levels is essential for building local expertise, fostering learning, and sustaining M&E efforts in the long term.

