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Terms of Reference for conducting a comparative analysis of diagnostic tools for National Evaluation Systems in Africa

CLEAR-AA

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1.0 Introduction

CLEAR-AA, DEval and WFP are collaborating to strengthen evaluation capacity development across the African Continent. At a kick-off workshop[1] at the Evidence 2023 Conference in September 2023 in Entebbe, Uganda, the three partners agreed on the need for a deeper understanding of the landscape of diagnostic tools and processes, towards improving interventions focused on the strengthening or establishment of national M&E[2] systems, and more specifically to help focus their work in Evaluation Capacity Development [ECD], particularly across the African continent.

There is a general consensus that conducting analyses or „diagnostics“ of M&E systems (particularly national systems) is a fundamental part of establishing or strengthening national M&E systems. These have been termed, for example „Readiness Assessments “(Kusek & Rist, 2004; Gorgens & Kusek, 2009), and various systems and tools have been designed for purposes of analysing various components of performance monitoring and/or evaluation systems. For example, the Inter-American Development Bank (IADB) designed the *prodev* system, which analyses five conceptual pillars in the performance management cycle (Pérez-Yarahuán and Claudia Maldonado, 2015: 19). Another example from Latin America was the full-scale diagnostic of Colombia‘s National System for Evaluation of Management and Results (Sistema Nacional de Evaluación de Gestión y Resultados, Sinergia) that led to important reforms (González-Peña, 2015: 151).

More recently, the INCE (National Evaluation Capacities Index Initiative) has become a central starting point for ECD work in Latin America and the Caribbean for a wide range of actors, both multilateral and governmental (for more details see www.inceval.org). It provides a platform for exchange across country borders and often brings together need and supply. In Latin America and the Caribbean, the regular INCE meetings and discussion events help to reduce overlaps between ECD activities of different actors and leverage on synergies.

In Africa, there has been extensive use of the Monitoring and Evaluation Systems Analysis (MESA) tool, which forms part of the Global Evaluation Initiative’s integrated systems-based approach to supporting developing countries on their journey to strengthen monitoring, evaluation and evidence use[3]**.** „The MESA is a diagnostic tool that guides country stakeholders (e.g., government entities, evaluation professionals, civil society) in gathering, structuring, and analyzing information on the

[1] The workshop was an inaugural meeting of participants of the Evidence 2023 Conference, including special invited guests, to establish a network to strengthen evaluation capacity development across the African continent, with a focus on a Pan-African approach and ethos.

[2] The term “M&E” is used here, as this is the configuration of most national systems across the African continent. Both “Monitoring” and “Evaluation” are seen as complimentary systems and functions, and institutions are generally configured to incorporate both.

[3] https://www.globalevaluationinitiative.org/mesa

current capacity of their country's M&E ecosystem[4]. It helps identify what is working well and what needs to be improved, informing capacity-development strategies meant to strengthen the economic, political, and social context that enables M&E to flourish."[5]

Whilst it is probably true that there could be similarities (and potentially overlaps) of some components, characteristics and measurement areas of these tools and analytical frameworks such as those mentioned above and others that have been designed and used by governments themselves in self-diagnostics, there may also be opportunities to strengthen these by identifying synergies, gaps, strengths and weaknesses amongst them. There is also the potential for harmonisation, and to provide a more extensive and varied selection of „diagnostic" and analytical tools for governments and development partners to choose from and use, in the journey of strengthening national evaluation systems, particularly through ECD. **The rationale for undertaking this study is, therefore, to increase our knowledge and understanding of diagnostics and their use in Africa, towards strengthening ECD and ultimately NES.**

2.0 Purpose of this comparative analysis

The purpose of this assignment is to:

i. Conduct a literature review of the existence and utilisation of analytical and „diagnostic" tools, systems, frameworks, and processes for assessing national M&E systems in Africa. The literature review MUST include MESA.

ii. Review existing information available on INCE as an analytical and diagnostic tool for assessing national M&E system and as used in Latin America and establish any elements of it that are notable in the analytical and diagnostic tools, systems, frameworks and processes for assessing national M&E systems identified in Africa.

iii. Conduct a comparative analysis of the identified analytical and „diagnostic" tools, systems, frameworks, and processes that have been, are or may be used in assessing national M&E systems in Africa. This comparative analysis should also include INCE and MESA): the type of information obtained, the frequency of implementation, resources required, commonalities, overlaps, gaps, strengths, and weaknesses in each.

iv. Reflect on the implementation scenarios (as well as value and utilisation) of each of the identified and compared analytical and 'diagnostic', tools, systems, frameworks, and processes for assessing national M&E systems in Africa, including INCE and MESA .

v. Based on the deductions from the undertakings above (i-iv), assess the possible value of introducing INCE for Africa, with a particular focus on what adaptations and additions to INCE are likely to be needed to successfully support (national and regional) networks to strengthen national evaluation capacity on the African continent.

[4] Ibid.
[5] Ibid.

3.0 Methods

This assignment will involve:

i. A literature review of „diagnostics“ used in national M&E systems (including Results-Based Management, Performance Management and related systems.) This will entail both the methodology of the diagnostics and a sample of actual reports / data.
ii. The systematic identification, selection and desk-top review of „diagnostic“ tools, systems, frameworks and processes that may be used in assessing national M&E systems (particularly in Africa, two of which MUST be the MESA and the INCE.
iii. In-depth interviews with a minimum of 8 and a maximum of 12 key informants from selected countries[6] and institutions on the African continent, who have knowledge of and/or experience in conducting, commissioning, or participating in a diagnostic or analysis of national M&E systems.

The consultant will also be expected to attend Steering Committee meetings, where progress on deliverables will be discussed, as well as present the draft and final report at relevant strategic meetings/platforms (within reason).

4.0 Duration of this assignment

2 months (8.11.2023-8.1.2024)

5.0 Deliverables and Timeframes

Activity	Deliverable	Level of Effort	Timeframe for deliverable
Planning	Inception report (including data collection, analysis and report-writing approach and plan)	1 day	Within 3 days upon signing of contract.
Literature Review	Literature Review	7 days	As would be agreed, upon approval of inception report
Document review, synthesis and planning	Potential universe of „diagnostic“ tools, systems, frameworks and processes, and sample selected for this assignment (together with rationale for selection)	5 days	As would be agreed, upon approval of inception report

[6] The countries and possible interview partners will be provided by the contractor(s)

Activity	Deliverable	Level of Effort	Timeframe for deliverable
	Framework for Comparative Analysis of „diagnostic“ tools, systems, frameworks and processes		
Data collection and Analysis	Empirical data collection tool (interview schedule)	1 day	As would be agreed, upon approval of inception report
	Data Collection	4 days	-
	Data analysis	5 days	-
	Presentation of preliminary findings	0,5 days	**15.12.2023**
Report-Writing and Presentation	Draft Report	5 days	
	Slide Deck (presenting report and findings)	0.5	As would be agreed, upon approval of inception report
	Final Report	2 days	**08.1.2024**
Total of working (contract) days		31 days	

6.0 Requirements

- Young and Emerging Evaluator (Young; -35 years or under by 31 December 2023 and Emerging; -less than 5 years' experience in M&E) based in Africa.

- Postgraduate degree in social sciences, humanities, or other relevant qualifications.

7.0 Competencies

Research and writing skills (you will be required to submit a short writing sample as outlined under section ' Submission of proposals' below.

8.0 Submission of proposals

Candidates interested may send in their proposals no later than 31.10.2023 at 17:00 (CET Time), by email addressed to Ronald Kitanda (Ronald.kitanda@deval.org) and Nuria Doménech (nuria.domenech@deval.org), writing "Africa NES Diagnostic Tools" on the subject line.

Proposals are required to include the following documents:

- Updated resume / CV, no longer than 5 pages

- Written test:
  "The importance of diagnostic/assessment tools in Evaluation Capacity Development towards the strengthening of National Evaluation Systems" (in English; maximum 1 page, font size 11)
- Price sheet, duly completed and signed (Annex 1)
- **The proposals must be sent inside an encrypted file (for example, in .ZIP format).** The **password** of the encrypted mail must **be sent separately** between the deadline for receipt of offers and up to a maximum of one natural day after this date, **as indicated below:**
-

Process steps in proposal submission	Deadline
Deadline for **questions**	**27.10.23**
End of the deadline for **submitting encrypted bids** (offer deadline)	**31.10.23, 17:00 CET**
Dates for **sending key** to access offers	**01.11.2023, 23:30 CET**

9.0 Criteria for the evaluation of proposals

The offers will be evaluated according to the criteria as spelt out in the Evaluation Matrix (Annex 2)

Incomplete offers or those that arrive after the deadline will not be considered. Offers that do not comply with the date range for receipt of the encryption key will not be considered neither. All proposals must meet the minimum requirements as spelt out in these ToRs to be considered in the evaluation, otherwise they will be discarded.

10 Some helpful References (The literature review is not limited to these references)

Global Evaluation Initiative (GEI). (2022). *MESA: Diagnostic Tool for a Monitoring and Evaluation Systems Analysis.* A publication of the GEI. https://www.globalevaluationinitiative.org/mesa

González-Peña, J.D. (2015). IV Sinergia: Twenty years of leadership in the monitoring and evaluation processes of Colombia's public administration in Pérez-Yarahuán, G & Maldonado, C. *National Monitoring and Evaluation Systems: Experiences from Latin America*. A publication of CLEAR LAC-CIDE

Gorgens, & Zall Kusek, J. (2009). Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit. World Bank. http://hdl.handle.net/10986/2702 License: CC BY 3.0 IGO.

Kusek, J.Z. & Rist, R.C. (2004). *Ten steps to a Results-Based Monitoring and Evaluation System*. A World Bank publication.

Pérez-Yarahuán, G & Maldonado, C. (2015). Introduction: Reasons for documenting the advances, challenges, and difficulties facing Latin America's monitoring and evaluation systems in Pérez-Yarahuán, G & Maldonado, C. *National Monitoring and Evaluation Systems: Experiences from Latin America*. A publication of CLEAR LAC-CIDE