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Developing a visibility strategy for the

Tanzania Evaluation Association

SCOPING STUDY
REPORT



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ABOUT CLEAR-AA

The Centre for Learning on Evaluation and Results (CLEAR-AA) is one of six regional centres housed in academic institutions across the globe. As part of a global network, our work is informed by international best practice, but we draw extensively on local expertise. We have a thoughtful and deliberative research and learning agenda, which enables us to constantly reflect on how to successfully strengthen monitoring and evaluation systems. Our work has helped us build strong relationships with governments, civil societies, and practitioners in the field, including professional associations. The Centre for Learning on Evaluation and Results (CLEAR-AA) builds the capacity of people and institutions to plan, measure, and report on the project – a process referred to as Monitoring and Evaluation (M&E). We work to improve the way M&E is done.

Find out more about CLEAR-AA **here**

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ABOUT TANEA

The Tanzania Evaluation Association (TanEA) was established in 2006 and registered as national chapter of the African Evaluation Association (AfrEA) in 2009, bringing together monitoring and evaluation professionals from the public, private and civil society sectors, academia, and development practitioners, to promote and strengthen evaluation practices in Tanzania through capacity building, advocacy, professional development and networking . TanEA's specific objectives are to encourage the development and publication of high quality evaluation practice, to advocate the Government of Tanzania to create and maintain a regulatory framework for monitoring and evaluation, to advance capacity development of the monitoring and evaluation profession, to facilitate networking and information sharing on evaluation and act as a reference point for evaluation resources and practice in Tanzania.

Find out more about TanEA **here**

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ACRONYMS

AfrEA	African Evaluation Association
ALAT	Association of Local Authorities of Tanzania
APNODE	African Parliamentarians Network on Development Evaluation
CLEAR-AA	Center for Learning on Evaluation and Results – Anglophone Africa
GMEF	Ghana Monitoring and Evaluation Forum
IDEAS	International Development Evaluation Association
LAAC	Local Authority Accounts Committee
IOCE	International Organization for Cooperation on Evaluation's
M&E	Monitoring and Evaluation
NEP	National Evaluation Policy
PO-PSMG	President's Office, Public Service Management and Good Governance
SAMEA	South African Monitoring and Evaluation Association
SDG	Sustainable Development Goals
TanEA	Tanzania Evaluation Association
UNICEF	United Nations International Children's Fund
URT	United Republic of Tanzania
VOPE	Voluntary Organizations for Professional Evaluations
YEE	Young and Emerging Evaluators

CHAPTER 1
Introduction

1.1 INTRODUCTION TO THE STUDY

The government of Tanzania, through the President's Office, Public Service Management and Good Governance (PO-PSMGG), entered into a two-year partnership with the Centre for Learning on Evaluation and Results-Anglophone Africa (CLEAR-AA). Through the partnership, government aims to embark on a set of activities to strengthen the government's monitoring and evaluation system to benefit the wider M&E ecosystem of the United Republic of Tanzania (URT). In a stakeholders' workshop held in Dodoma in October 2019, country partners recommended that the country's association with the Tanzania Evaluation Association (TanEA) be strengthened (PO-PSMGG, 2019).

As part of the broader Tanzania country programme, initial consultations were held with TanEA leadership and URT government representatives to understand the challenges facing TanEA. During the consultations, TanEA's lack of visibility was identified as a core problem facing the association and limiting its impact. Participants suggested that the work of the association is unknown to the different government ministries, departments, agencies (MDAs), local government authorities, and parastatals responsible for monitoring performance and conducting evaluations of public development interventions. The association was also perceived as having limited partnerships with other like-minded organisations within the URT's national M&E ecosystem. Consequently, for most of the government and development partners in Tanzania, the value of the association is not evident. This undermines the potential of the association (and, by extension, monitoring and evaluation evidence) to influence development policies and decisions. It further makes it challenging for the association to grow membership and sustainably generate revenue.

TanEA is partnering with CLEAR-AA, and PO-PSMGG, within the broader country programme, to develop a strategy to improve the association's visibility with various prominent stakeholders. In accordance with with the strategic annual plans adopted at TanEA's AGM, the strategy will identify areas on which TanEA can focus to strengthen monitoring and evaluation within Tanzania.

To inform the development of the strategy, a scoping study was carried out. The scoping study was undertaken to estimate the extent to which TanEA's work is known by different stakeholders in the Tanzanian monitoring and evaluation ecosystem and the contributory factors to the current situation. It also investigated potential strategic interventions or partnerships that TanEA could pursue to demonstrate the value of monitoring and evaluation in development and thereby effectively showcase the association's sector leadership.

This report presents findings from the scoping study. The report is divided into six sections. The first section introduces TanEA and the project, situating both within the broader country support programme led by PO-PSMGG. The second section presents literature on evaluation associations and their respective roles. Section three explains the process followed in the scoping study and identifies some of its limitations. Section four presents findings from the scoping study. Section five provides an analysis of the findings and describes the implications for the proposed project to strengthen TanEA. The report concludes with section six which reflects on the study and makes suggestions for optimising interventions aimed at strengthening TanEA.

1.2 THE TANZANIA EVALUATION ASSOCIATION

TanEA was established in 2006 and was registered in 2009. Over the past 14 years, the association has grown significantly, and currently has a functioning board and secretariat and its membership has grown to 70 registered members. The association has also held several evaluation activities with partners and achieved some recognition as an organisation by government (TanEA, 2015:4; TanEA, 2019:4). The long-term vision of TanEA is that of "a Tanzania where evaluation culture is embraced and supports social and economic development". Whereas the mission focuses solely on evaluation, the vision incorporates both monitoring and evaluation stating that "TanEA is a professional M&E association that exists to promote and strengthen monitoring and evaluation practices in Tanzania through capacity strengthening, advocacy, professional development and networking".

The 2017–2021 strategic plan states the objectives of TanEA as follows:

- Encourage the development and publication of high-quality evaluation results;
- Hold national debates related to monitoring and evaluation;
- Advocate that the Government of Tanzania creates and maintains an evidence-based evaluation culture;
- Advance the development of capacity for the M&E profession; and
- Facilitate networking and information sharing on evaluation and act as a centre of excellence for evaluation resources and practice in Tanzania.

According to the 2017–2021 strategic plan, the association aims to promote and strengthen evaluation practices in Tanzania through capacity strengthening, advocacy, professional development, and networking, in pursuit of the outcomes below. The strategic plan further outlines four outcomes of TanEA's theory of change over the four-year period as follows:

- **Outcome 1:** Guided by evaluation policy, the government of Tanzania and parliament strengthen the M&E systems.
- **Outcome 2:** The government and civil society improve the quality of M&E products and make evidence-based decisions.
- **Outcome 3:** TanEA is regarded as an authoritative, effective and professionally inclusive institution in fulfilment of its vision and mission
- **Outcome 4:** Individual evaluators and evaluation commissioners improve on the quality of evaluation reports.

1.3 SHORT NOTE ON KEY CONCEPTS

In this report, concepts such as monitoring, evaluation, M&E, M&E system, and M&E ecosystems are used extensively. Although the symbiotic relationship between monitoring and evaluation is recognised, there are instances in this report where monitoring and evaluation are referred to as separate and distinct activities, sectors or professions. In other instances, the catch-all M&E term is used. Where M&E is used it often refers to systems. This is because most countries in Africa, including Tanzania, regard M&E systems as broad systems that include both evaluation and monitoring. This is despite earlier work having established that, in practice, these systems are largely related to monitoring (CLEAR-AA, 2018). The term M&E system refers to a self-contained system where different parts work together and have a recognised coordinator. In this report this refers mainly to the public sector M&E system. The concept of M&E ecosystem refers to the wider (sometimes) undefined and unrecognised conglomeration of organisations, institutions and individuals who generate or use various versions of monitoring and evaluation evidence.

CHAPTER 2
Contextualising VOPEs

Evaluation is a nascent research discipline, though it is a well-established human practice (Hogen, 2007). Using the education sector as an example, Hogen (2007) argues that while evaluation as a professional practice dates back to the early 1900s, programme evaluation only emerged as a recognised profession in the 1970s. At that time universities started offering courses on programme evaluation. There were also professionals who regarded themselves as practicing programme evaluators. In the 1980s, academic journals such as the American Journal of Evaluation and the Journal of Performance Evaluation were established. This period of professionalisation was followed by the rapid expansion of the evaluation profession across the globe.

In the past 15 years, evaluation societies or associations, often referred to as Voluntary Organizations for Professional Evaluations (VOPEs), have grown in number (Kriel, 2007). The International Organization for Cooperation on Evaluation's (IOCE) database boasts 120 national VOPEs. Globally, 32 000 individuals are registered with evaluation associations (Picciotto, 2019:93). It is likely that many individuals who conduct evaluations or are involved in evaluative activities, may not identify themselves as evaluators or be registered with national VOPEs. Considering that many evaluators may belong to more than one association, the number of 'registered' professionals is probably much lower than for other professions (Picciotto, 2019). Although national VOPE formation has proliferated rapidly, their membership numbers have not grown accordingly.

Evaluation associations have grown in response to growing recognition of the evaluation practice and the greater number of practitioners working in the field.

In addition to the national associations, the M&E sector has also seen the emergence of regional bodies such as the African Evaluation Association (AfrEA) and the European Evaluation Society (EES) which represent groups of national VOPEs. According to the International Organization for Cooperation on Evaluation (IOCE), 19 VOPEs are categorised as regional. Global bodies such as the International Development Evaluation Association (IDEAS) and the international umbrella body for associations, the IOCE, have also become widely established in the global M&E ecosystem (Kriel, 2007).

Evaluation associations have grown in response to growing recognition of the evaluation practice and the greater number of practitioners working in the field. Some of the VOPEs were established to raise awareness of the importance of either monitoring, or evaluation, or both, in development initiatives (Kriel, 2007). The establishment of a functioning evaluation association is indicative of the degree of professionalisation or where conditions in a country prompt the move towards the professionalisation of evaluation (CLEAR-AA, 2018). It is also indicative of the extent of institutionalisation of evaluation in countries.

In Africa, evaluation is historically associated with the demand to assess effectiveness, efficiency, and the impact of aid and other international development interventions. Monitoring and evaluation has long been associated with accounting for development aid and answerability. However, as more countries emerge from conflict or military rule into democratic governance, M&E has been increasingly institutionalised within the public service. This has changed the discourse about M&E from compliance and accountability (specifically international accountability) to learning. International organisations such as UNICEF have increasingly emphasised that for evaluation to be sustainable, countries need to have the necessary local capacity to conduct evaluations and develop methods that respond to the local contexts (Amisi & Chirau, 2019; Segone, 2009). This focus on the capacity of local practitioners has also driven growth in evaluation associations within the continent. According to AfrEA, 29 associations in Africa are affiliated with the continental body[1]. These associations vary in size, form, and capacity.

2.1. WHAT ARE VOPES AND WHY ARE THEY IMPORTANT?

Evaluation associations exist in many forms and vary in size. The forms that associations take and their functionality are shaped by local context, access to resources, organisational capacity, and leadership. There are certain features and functions that define associations, but not all associations will carry out all the various functions. In addition, VOPEs are referred to by different names. Some incorporate themselves as evaluation societies, or forums, while others use the concept of associations. Some VOPEs focus exclusively on evaluations, while others incorporate both monitoring and evaluation, as is the case of the South African Monitoring and Evaluation Association (SAMEA) and the Ghana Monitoring and Evaluation Forum (GMEF). In this report, the terms VOPE and association will be used interchangeably. This is partly because the Tanzania VOPE refers itself as an association, but also because association is a more inclusive term that covers both organisations that focus solely on evaluations and as well as those that incorporate monitoring and evaluation professionals.

Evaluation associations are member-based organisations, meaning that they are established by members and serve their members and their profession. Evaluation associations are primarily established to promote evaluation (and monitoring, as is the case in most African countries) as a practice, discipline, and profession. For members, evaluation associations define the profession, its practices, norms, standards, and evaluation tools. VOPEs provide space for community of practice (CoP) offering a sense of belonging and professional identity to members who practice M&E. This is done by defining evaluation, developing standards and guidelines for practice, and formulating a competency framework for evaluations.

Evaluation associations are member-based organisations, meaning that they are established by members and serve their members and their profession.

1 AfrEA Website. https://afrea.org/about-membership/#

The function of evaluation associations is not, however, simply to serve their members, but they play a critical role in defining the practice of evaluation and raising awareness of its inherent value for development and the potential benefits for other stakeholders including governments, parliaments, CSOs and communities. The practice of tracking programme performance, measuring change, assessing the effect of interventions, and informing policy is critical. This is to ensure that responses to complex social problems, in the context of competing priorities and limited resources, is informed by sound evidence in order to reduce the risk of losses or harm. It is at this policy-practice juncture that evaluation associations are critical. Their work raises public awareness the of the importance of evaluation and serves to inform the public on why it is important that the actions of their governments, those who are implementing development programmes in communities and intervening in the economy, are informed by systematic evaluations.

... any profession that seeks credibility and legitimacy in policy debates needs to define itself by clearly articulating how it achieves accurate outcomes and by providing policy makers with the information necessary for the formulation of sound and effective policy decisions.

Lastly, any profession that seeks credibility and legitimacy in policy debates needs to define itself by clearly articulating how it achieves accurate outcomes and by providing policy makers with the information necessary for the formulation of sound and effective policy decisions. The evaluation profession is no different. Associations have a role to play in the process of defining and refining evaluation methods, criteria and ethics, in ensuring quality, and promoting the use of evaluations. To achieve these aims, associations work closely with governments, parliaments and institutions of higher education, capacity-building providers and other regulatory bodies. Ensuring quality of evaluation practice is an important function of associations, but this is subject to certain difficulties as, in certain situations and sectors, evaluation has yet to be recognised as a legitimate professional discipline (Kriel, 2007).

Most VOPEs are volunteer organisations and are registered as not-for-profit entities. They rely on members to volunteer their time to serve on boards and to carry out activities. As not-for-profit organisations, evaluation associations are public benefit organisations. Their main objective is to achieve developmental outcomes. This includes ensuring quality evaluations that provide policy and decision makers with sound evidence on which to base their decisions on complex social problems. It also includes ensuring that society has access to unbiased information on the performance of development interventions. Lastly, it also includes ensuring evaluation practice that is credible, ethical, rigorous and which is undertaken without prejudice or harm to those who are the subject of the evaluation. Associations should also promote evaluation as a means to achieve social justice, transformation, accountability, and learning.

Like other not-for-profit organisations, evaluation associations have limited sources of funding. Most VOPEs depend on donor funding, membership fees and revenue earned from capacity-building activities such as training and conferences.

Attempts to improve TanEA's visibility must take cognisance of the broader context of VOPEs' functions and objectives. Certain challenges that TanEA experiences are not unique but are inherent in the nature of the work that VOPEs do and the particular structure of the VOPE. Some of the limitations relate to the lack of recognition of monitoring and evaluation as a discipline and profession. Having established this broader context, the next section of the report presents explains the process followed in the scoping study.

CHAPTER 3
Methods

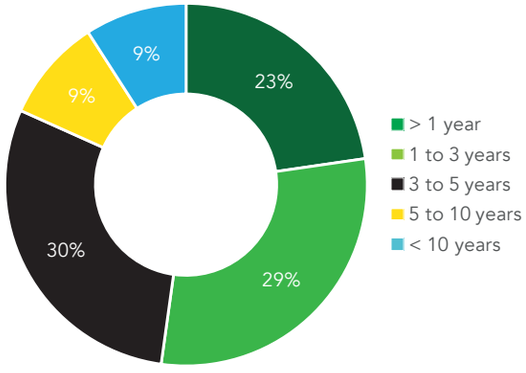
3.1. THE APPROACH TAKEN

The objective of this scoping study was to gather information to enable the development of a strategy. The study was not a comprehensive research project. The main data collection tool used in the scoping study was an online semi-structured questionnaire administered to TanEA members. The questionnaire had 18 closed-ended and 7 open-ended questions. The questionnaire focused on TanEA's visibility. It was not the intention of the questionnaire to collect data on all aspects of TanEA operations. The questionnaire was administered online by means of the Google Forms survey instrument on the 21 February 2020 and members were sent a reminder 2 March 2020. The questionnaire remained open until the drafting of this report. This was done to provide the longest possible response time, especially for those who may have received the questionnaire late.

The survey was complemented by document review. The documents reviewed included TanEA strategic plan, the 'Reinvigorating TanEA' report and the 2019 bi-annual report. In addition, a limited review of the literature was undertaken.

3.2. RESPONDENTS

Forty-four members of TanEA participated in the survey. The association has 70 active members,[2] which means 62% of members participated in the research. All respondents identified themselves as members of TanEA. The majority (95.5%) of respondents were active members with paid up membership fees. Of the respondents, 52% had been members of TanEA for fewer than three years. Considering that TanEA has been in existence for more than a decade, a greater number of responses from individuals who had been with the association for longer were expected. However, 48% had been members of the association for longer than 3 years which means responses were informed by members' experiences with the association over a number of years. Respondents had an even distribution of participants from different sectors.



95.5%
of respondents were active, paid-up members

FIGURE 1: Number of years respondents had been active members of TanEA

2 Number taken from 'Reinvigorating TanEA', 2015

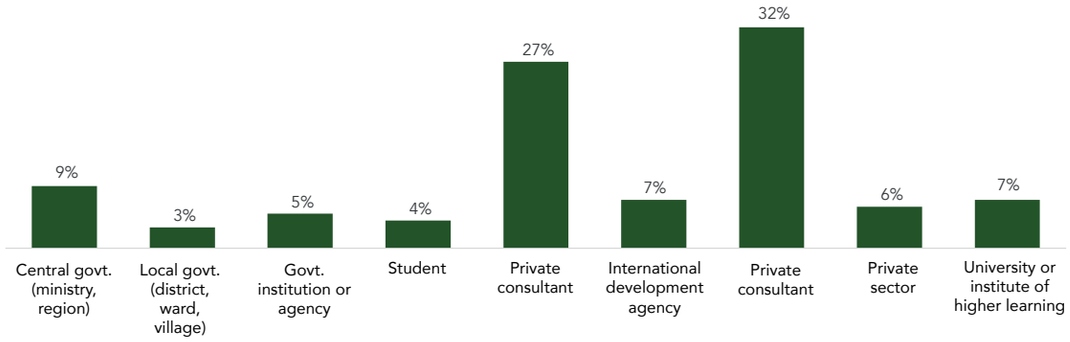


FIGURE 2: Respondents according to sector (%)

Most of the respondents were not currently on the board or part of the secretariat. They also had not previously been in either of the governing bodies. This indicates an active M&E community beyond the board and secretariat that has interest in a functional TanEA.

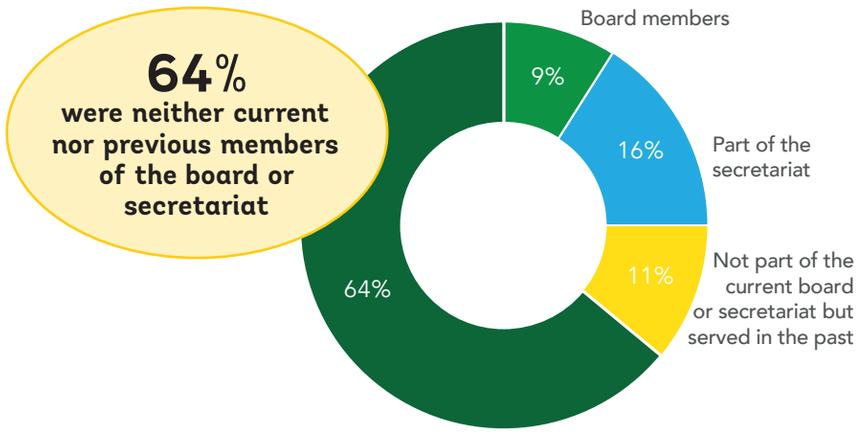


FIGURE 3: Respondents according to membership status (serving on the TanEA board or secretariat)

3.3. LIMITATIONS

As previously mentioned, this was a limited scoping study. Its design and approach were informed by the purpose it was to serve and was not intended to be a comprehensive research study. The questionnaire was complemented by a document review of reports from TanEA and a literature review. The literature review did not include all possible literature on VOPEs or membership-based organisations, but it was considered adequate for the purpose of the study. The questionnaire also represents the perceptions of respondents. The findings from the questionnaire were triangulated against other data sources. Therefore, for the purposes of this report which is to support the process of developing a strategy, the results are regarded as accurate. The results presented in the next section of this report are used as valuable supporting information to assist in formulating the association's strategy.

CHAPTER 4
Findings

4.1 STAKEHOLDER KNOWLEDGE OF TANEA

A starting point for the planning of any improvement on the visibility of the association is to understand how well it is currently known. A functional professional body must engage with key stakeholders in the wider M&E ecosystem. These stakeholders include government, development partners, and academic institutions, amongst others. Respondents were asked to rate the extent to which TanEA is visible to these stakeholders. Each of the stakeholder respondents were asked to rate TanEA's visibility on a Likert scale with a range of 0 to 10, with 0 being virtually unknown and 10 being well known. The findings are presented below.

4.1.1. Local and central government

Important stakeholders in the national M&E ecosystem are the central government and Local Government Authorities (LGAs). The government, at a central and local level, is a user of M&E evidence in policy-making. The government also constitutes the largest M&E infrastructure in the country. Most ministries are likely to have M&E units or other units such as research, policy or planning units which fulfil the M&E function. Therefore, respondents were asked to rate the extent to which TanEA is known by government institutions.

To the question of how well TanEA is known by the government (central/local) of Tanzania, only 34.1% of respondents believed that TanEA was well known by the government. They rated the government's knowledge of TanEA above five on the Likert scale. This means that the respondents viewed the government's knowledge of TanEA to be above average. However, 65.9% of respondents were of the view that the government does not know enough about TanEA.

An analysis of TanEA membership shows that despite the government being the largest institution in the country, it only constitutes 15% of TanEA membership (Reinvigorating TanEA, 2015). Considering that the government is a major stakeholder in the country's M&E system, these results indicate an area of significant potential which should be investigated. A functional association requires a strong partnership with and champions within the government. There are existing opportunities that TanEA can exploit to strengthen its partnership with the government. This will be expanded upon later.

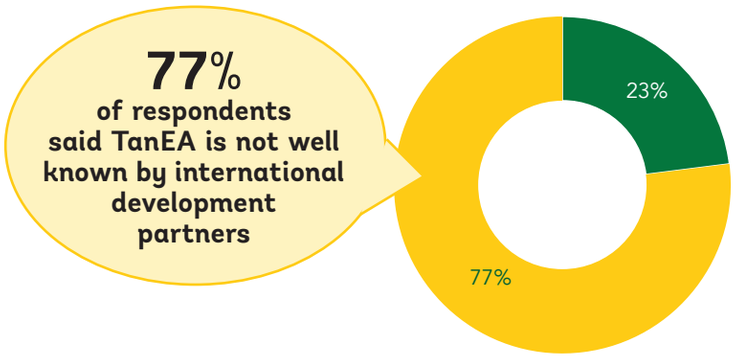


FIGURE 4: How well is TanEA known by development partners?

4.1.2. International development agencies

Other important stakeholders in the M&E landscape are international development partners. In response to the question of how well is TanEA known by development partners, respondents were of the view that the association is not well known by development partners. As can be seen in the figure below, 77% were of the view that TanEA is not well known by international development partners.

Organisations such as the World Bank, African Development Bank, USAID, and the United Nations provide substantial funding for evaluation activities on the continent. In recent years, UNICEF has championed the cause national evaluation capacity-building. These organisations have invested in the building of capacity of local partners to conduct and use evaluation evidence in Botswana, Lesotho, Madagascar, Namibia, Zambia, and Zimbabwe. UNICEF is already an established partner of TanEA. It is important to draw upon the lessons that the leadership of TanEA has learned in working with UNICEF, not only to consolidate and strengthen the partnership with UNICEF, but also as a guideline on how to attract other development partners.

4.1.3 Civil society organisations

Predictably, respondents were of the view that the association is not well known by the general public. The association's strategic plan and other documents clearly recognise that the association has not done enough to raise awareness about the importance of evaluation and that its work with the general public has been inadequate. Similar sentiments were also expressed on the question of exposure of TanEA in the Civil Society Organisation (CSO) or Non-Governmental Organisation (NGO) sectors. In the questionnaire, CSO was described as any organisation in the not-for-profit sector and no limitation was placed on the type of CSO. The question encompassed a broader sector than just CSOs in the M&E sector. Of the respondents, 75% were of the view that TanEA was not as well known in the not-for profit sector while only 25% thought TanEA was adequately known by CSOs. This is concerning because 50% of TanEA membership is categorised as CSO/NGO. This could indicate that members of TanEA who are in the sector are not championing the work of the association in ways that raise the profile of the association. It could also be indicative of a limited number of institutional/organisational members from this sector. What is clear is that the opportunities presented by having the majority of TanEA membership in the CSO/NGO sector have not been used strategically to grow the association in this sector.

4.1.4 Academia and students

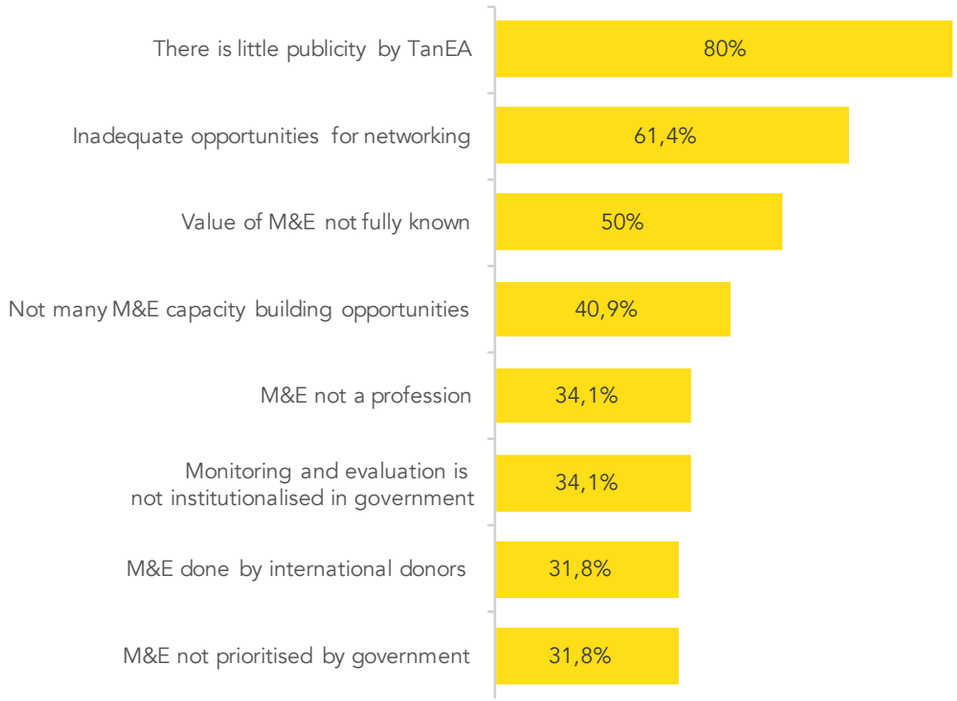
Similarly, it was also concerning that only 38.5% of the respondents thought that TanEA was well-known to academics and students. It is worth noting that academics and students are the category of stakeholders which respondents felt had the most knowledge of TanEA. This suggests that this category of stakeholders could potentially be used by the association to raise its awareness and visibility. Students and young professionals are also important both to the sustainability of the profession and to the association. Without adequate investment in young evaluators, the evaluation association is at risk having the existing pool of members succumb to volunteer fatigue from being asked too frequently to volunteer their time. This is a threat to potential future leadership (participation on the board and the secretariat) of the association. As the current membership grows older and members retire from the profession, there is a risk of significant capacity loss. In conclusion, the interest in academic evaluation courses is a good indication of the real and perceived market value of evaluation qualification and this, in itself, can be a form of passive 'advocacy/advertising'. Therefore, the value of students and young emerging evaluators should not be underestimated in the association.

As can be seen from the findings presented, respondents believe that TanEA is currently not well known by those who should be fully aware of the association. Partnership and collaboration opportunities have been missed. Taking advantage of these opportunities could strengthen national evaluation capacity and increase the likelihood of evaluation evidence influencing policy, management decisions, and programme design. It appears that evaluators, as evidence generators, are not effectively shaping public development discourse on the value of M&E in the country. The next section examines the factors that contribute to the perceived poor visibility of TanEA within the Tanzanian M&E ecosystem.

... the value of students and young emerging evaluators should not be underestimated ... .

4.2 CONTRIBUTION TO THE LEVEL OF VISIBILITY

The scoping study attempted to identify the factors responsible for stakeholders' limited knowledge of TanEA. The respondents identified three main reasons that contribute to TanEA not being well known in Tanzania. Firstly, 80% of respondents thought that TanEA had not adequately publicised or marketed its work and the practice of evaluation. Secondly, 61 % of respondents were of the view that the opportunities offered by TanEA for networking have not been an adequate incentive for members. Lastly, 40% stated that the value of M&E is not fully known or understood.



The three most cited contributory factors are interrelated. The difficulty in generating publicity for M&E related activities can likely be attributed to the inability to convincingly demonstrate the value of evaluation in policy and development. Work of member associations tends to focus on addressing issues of immediate concern to members. This inward focus can make it difficult for activities delivered by associations to be of interest to or to capture the attention of the public. In addition, networking opportunities are only regarded as effective when they respond to the needs of members, demonstrate how the profession is grappling with real development challenges, and provide evidence that the association is keeping up with global trends. Failure to fulfil these fundamental functions renders any workshop, meeting, or discussion forum ineffective, irrelevant and lacking in value for building a sense of community that spurs passive advertisement that is done by members through word of mouth sharing or encouraging others to join the association, etc.

The strategy will have to include activities that address the issues raised above. This will require the following:

- The holding of topical workshops, seminars, and events that clearly demonstrate the value of M&E and its ability to offer real solutions to development challenges facing the country;
- Formulation of interventions that can further TanEA's legitimacy as a sector leader;
- Identify prominent and influential stakeholders (individuals or organisations) who draw attention to the work of the association; and
- Devise a communication approach that links M&E practice with individual practical experience. This point will be elaborated upon in the next section.

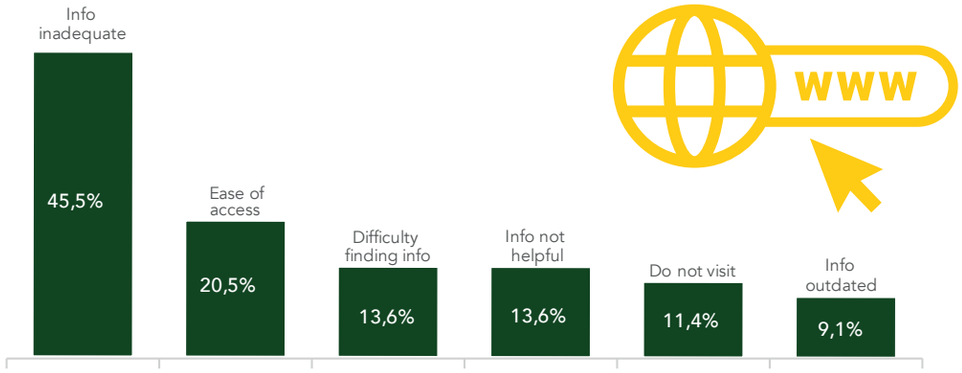
4.3 CURRENT TANEA COMMUNICATION PLATFORMS

Effective communication that reaches the intended target audience with a relevant message is important for any organisation and is influential in creating a brand and an identity. The survey asked respondents to rate TanEA's communication platforms and tools. The focus was on internet-based communication tools.

4.3.1 Website

A website is an important communication platform for any association. TanEA is a member-based organisation comprising practitioners throughout Tanzania in many different sectors, and, therefore, an up-to-date website with current relevant information is essential. The website is also important for potential partners as source of information about the association and its work. However, respondents were of the opinion that the TanEA website did not function effectively as the anchor communication tool. Of the respondents, 45% thought the information on the website was inadequate and only (20%) said that the information was adequate, and they were able to find what they were looking for.

It is important to note that TanEA has recently revamped the website. Opinions of the website that were elicited from the questionnaires might relate to the old website or to the website when was being reconfigured. What is clear, however, is that the main concern of respondents was the inadequacy of information on the website. Respondents are of the view that visitors who visit the website to learn more about the association and its work will not be able to do so. At the time the scoping study was done, some of the key association's documents were not on the website. An integral part of the proposed visibility strategy should be to identify ways in which to completely revamp the structure, content, and information available on the website. An important consideration is the ongoing maintenance of the website.



4.3.2 Social media

Social media dominates the way people and organisations share information. Like other evaluation associations, TanEA is subscribed to Twitter, LinkedIn, Instagram, and Facebook. TanEA has a Twitter account that was created in 2019 but is inactive. This account has never been used and it only has three followers. While other VOPEs on the continent do not have numerous followers (the Zimbabwean Evaluation Association has 349 followers; the Evaluation Society of Kenya has 441 followers and ZamEA has 36) and are slow to tweet their about work, TanEA's presence on Twitter is virtually non-existent. TanEA's footprint on other platforms is equally poor. Findings indicate that 45.5% of the respondents thought that the association does not share much information on social media platforms. This probably explains why 20% reported that they did not follow TanEA on any social media platforms. This is a missed opportunity to share debates around M&E practice, peer-to-peer learning, and knowledge sharing.

Findings presented in this section show numerous missed opportunities for TanEA to project its work and lead discussions on M&E in the country. The association has failed to communicate adequately on M&E and on its own endeavours. This could be attributed to the limited financial and human resources available to initiate and maintain communication activities. However, there are alternative low-cost and low-intensity approaches to communication that the association could explore.

4.4 WAYS TO IMPROVE TanEA VISIBILITY

The establishment and running of a voluntary professional body is onerous and demands significant time and resource input from volunteer professionals who run the association, and those who volunteer to implement activities. Most VOPEs have limited resources. TanEA is no exception. Although Tanzania has sustained an average growth of 6-7% over the past decade, at $900, the annual per capita income remains low compared to other African countries and is lower than that of its neighbour, Kenya. Twelve million people live below the poverty line and have precarious sources of income (World Bank, 2017: 8). Crises such as the COVID-19 pandemic, are likely to push these households and those just above the poverty line into further poverty. In this context, it is likely that there will be less resources being allocated for M&E activities. Employment opportunities for professionals will also be constrained as priorities shift to dealing with aftermath of COVID-19. This could further constrain revenue sources for TanEA. The VOPE will have to be creative in its advocacy for evaluation and clearly demonstrate its value to convince those considering investing in development to allocate resources for M&E. The association will also have to be inventive in how it organises itself and will need to raise funds but will also need to draw on existing resources in the country.

Respondents identified three key partnerships that could strengthen the association and increase its visibility. This included the office of the President, specifically PO-PSMGG, (75%), international development agencies (86.4%) and universities (70%). The Parliament of Tanzania was also identified by 65% of respondents as an important potential partner for the association. The association will need to identify areas of mutual interest with organisations with whom they intend to partner and ensure that any potential partnerships are sustainable.

Respondents suggested several activities that could strengthen partnerships with key stakeholders, demonstrate the value of evaluation, and enhance the profile of TanEA. Recurring themes included raising awareness, advocacy, co-delivery of activities, and inclusion of partners in TanEA activities.

4.4.1 Office of the President

With regard to the presidency, a number of respondents were of the view that TanEA should pursue the opportunity for a formative role in the development of the country's M&E strategy by working closely with the President's office, specifically, PO-PSMGG. The development of M&E policy was seen not as an end in itself, but as a potential catalyst to institutionalise evaluation within government and thereby provide a legitimate platform for evaluators and TanEA. The following are two quotes from respondents:

> **Strong advocacy is needed to stress the formulation of a national evaluation policy. This could be a vehicle for a working partnership and assimilation practice in the government.**



> **TanEA should use both formal and informal approaches to advocate for the partnership [with government]. In addition, TanEA may also use approaches that are likely to widen the awareness of the Office of the President regarding the advantages of partnering with TanEA. For instance, TanEA could prepare evidence of how other Offices the President (from other countries) have benefited from partnering with organizations similar to TanEA.**

Other suggestions made for strengthening the partnership with the President's office included:

- Regular evaluation roundtables with the President's office;
- Facilitate an initiative and support the President's office in strengthening its M&E systems and plans;
- Elicit the support of the office of the President to champion evaluation and foster a culture of collecting evidence for policy-making;
- Partner to organise M&E annual learning summit; and
- Partner with TanEA on strengthening the practice of evaluation of development programmes in local government authorities.

The government is an essential partner in the pursuit of recognition of evaluation or M&E as a profession. As is the case in other countries, Tanzania has established institutions to regulate higher education. The Ministries of Education, Science, Technology and Vocational Training together with the Tanzania Commission for Universities are important partners as they are regulators of what is offered by universities. They are indispensable in the debates about professionalisation of evaluation or, at least, the recognition of evaluation as a distinct profession and practice.

4.4.2 International development agencies

Regarding international development agencies, the recurring themes were similar to those relating to the office of the President. In addition, respondents were of the view that TanEA could collaborate with development agencies in the delivery of training. Respondents also pointed out that international development agencies partner with and fund organisations that have developed monitoring and evaluation systems. Partnerships with agencies can provide TanEA with potential members with established evaluation capacity in local implementing organisations. Lastly, as one respondent pointed out, TanEA can be a source of local evaluators that it accredits for international development agencies. The association has the potential to be a collective voice for local evaluators and an advocate for international development agencies to use local evaluators.



TanEA should identify itself as a unique institution that exists to support actors in development practice with evidence on what is working and what does not and promote innovations in monitoring and evaluation so that international development partners have faith in TanEA work.

TanEA has the human resource that many International Development Agencies need. TanEA can act as a human resource pool for conducting evaluations, quality assurance, and capacity building of the M&E professionals.

The following are some suggested activities:

- Collaborate in M&E-related assignments and capacity-building activities;
- Invite international development agencies to events organised by TanEA;
- Work jointly to influence government policies;
- Invite agencies to share their knowledge and experience on emerging M&E technologies;
- Parallel review of SDGs;
- Support TanEA by financing its strategic plan for strengthening evaluation in the country to become sustainable; and
- Support the initiative for the establishment of a National Evaluation Policy (NEP) and professionalisation of M&E in Tanzania

4.4.3 Parliament of Tanzania

Respondents strongly supported the need for TanEA to strengthen relationships with parliament. Several ideas were put forward for how TanEA can achieve this. Some of the respondents were of the view that as TanEA has already established some interaction with parliament, it is important to build on and sustain these established connections. In addition, other respondents stressed the importance of working with partners who already have relationships and possibly have the funding to work with parliaments, such as the African Parliamentarians Network on Development Evaluation (APNODE). This is an approach that TanEA has already taken. In 2019 TanEA, in collaboration with CLEAR-AA, conducted training on the importance of evaluation as an accountability tool for APNODE members in the Tanzania Chapter. TanEA also partnered with UNICEF to raise awareness on the need for parliament to demand that evaluation is done by the executive. A two-day workshop was conducted in Dodoma involving a representative of the parliamentary committees. TanEA's work with parliament does not seem to require significant adjustment or adaptation. It might require an element of strategic leadership and perhaps increased publicity. One point raised by respondents is the need to establish areas of mutual interest with the Tanzanian parliament for the partnership to be beneficial and sustainable. Here are two quotes that raised interesting points about a partnership with parliament.

> **First, TanEA should undertake a study to understand the incentives for the members of parliament and the parliament as a whole to partner with TanEA. This could be in the tone of how the partnership could benefit MPs individually and the parliament as a whole. The results of the study will enable TanEA to get a good approach for value proposition to the parliament.**



> **By ensuring that TanEA is fully and legally accepted by the Tanzanian Laws to be the Institution responsible tor M&E in the country. Also, M&E should be embedded in the Parliament Standing Committees as one of the Committees with responsibilities relating to M&E.**

In addition, the following points were raised:

- Sustain the existing rapport by sharing reports and experiences with the Local Authority Accounts Committee (LAAC), Association of Local Authorities of Tanzania (ALAT) and other committees which are closely affiliated with local government development projects;
- Invite members of parliament to become TanEA members;
- Work with APNODE to demand a National Evaluation Policy in Tanzania, routine evaluation of development programmes implemented in LGAs and Central Government, and evaluation in parliament itself; and
- Partner with APNODE to build capacity for M&E as an oversight function throughout all parliamentary committees.

Most respondents strongly supported working with parliament and the necessity for significant investment in sustaining this relationship. There was one respondent who suggested that working with politicians should be approached with caution. Although this issue was raised by only one respondent, this is a valid concern and one that TanEA should consider when working with parliament. There are other important issues that should also be considered when working with parliament. Firstly, members of parliament are not permanent employees of the legislature and changes in parliamentary representation are inevitable. Therefore, investments made in the building of relationships with individual members of parliament can be upended by changes in the political arena and members of parliament losing seats in parliament. Secondly, working with parliament requires that the specific outcomes expected of the engagement should be identified at the outset of the interaction. Consideration should also be given to the resources at the disposal of members of parliament. Having said that, working with parliament can offer unique opportunities to make the connection between evaluation evidence and solving real problems faced by local communities. Members of parliament represent local constituents and it is to them that they are ultimately accountable.

4.4.4 Academia and students

The last important group of stakeholders identified was academic institutions which offer great opportunities for VOPEs. They are invaluable partners in the process of developing M&E/evaluation as a discipline and developing the capacity or competencies for evaluation in the country. Here are two interesting quotes about working with universities.

> **Universities are largely in need of four things, 1) ideas for new research projects, 2) publications, 3) research funding, and 4) research subjects/fieldwork. TanEA should be able to contribute in any of the four things. Otherwise, it will be very difficult to convince the universities to partner with TanEA.**
>
> **... create awareness on the relevance and necessity of M&E in our national development for the students and the universities in general.**



In addition, respondents identified the following potential activities:

- Work with academia/universities to increase the supply of capacity to conduct evaluations;
- Establish contact with all graduates of M&E programmes (this could be through a subgroup);
- Initiate the design of M&E-related modules for the students taking M&E courses;
- TanEA should allocate internship students for career development; and
- Recruit students by means of a subsidised annual subscription fee.

Academic institutions can be complex partners for professional associations, for various reasons. Universities often function as disparate faculties and schools. Monitoring and evaluation as a discipline does not belong to any specific school and it is possible that within the same university M&E (or parts of M&E) is taught in different schools and courses, and offered at different levels (CLEAR-AA, 2018). Therefore, a university cannot be approached as a 'single unified' entity. Opportunities would have to be identified in the different schools. Also, academic institutions prefer to be independent in developing curricula and determining what is taught in their classes. Since M&E is not yet an established discipline, it can be difficult for a VOPE to establish its role and offering to universities which, in most cases, might have well-established systems and even advanced knowledge on the subject matter. This means that TanEA will have to position itself more as a partner and less of a 'regulator' of the sector in working with universities. However, gaining legitimacy with academic institutions and showcasing partnership with respected institutions can bolster the legitimacy of TanEA with other partners.

4.4.5 General comments from respondents

Participants were asked to mention any ideas or suggestions they have for TanEA. The following are some of the issues that were raised:

- Conduct annual M&E events like fairs and workshops with a view to including a wide range of monitoring and evaluation stakeholders from public, private, government, international organisations, local NGOs and CSOs, academia, and research entities;
- TanEA needs to be relevant and responsive to the issues raised by members that and affect practitioners in Tanzania;
- Organisational membership will strengthen M&E in Tanzania;
- TanEA should increase the efforts to influence the government on the establishment and use of a national M&E system;
- Transformation of leadership:
    - Involve practitioners in the private sector,
    - Include young M&E practitioners in leadership,
    - Have visionary leadership and leaders who are more proactive in pushing their agenda; and
- In addition to the visibility strategy, TanEA also needs a separate resource mobilisation strategy if this has not been incorporated as a component of the visibility strategy.

CHAPTER 5
Discussion

Members identified a number of interventions that could be implemented to foster a culture of evaluation, strengthen conversations about evaluation as a profession, and make the value of evaluating development interventions apparent. The emergence of TanEA as the partner of choice in development initiatives requires a combination of good communication and strengthening of TanEA's capacity to deliver. It also requires consideration of what is happening within the evaluation discipline itself. Argument and debate in terms of the contribution of a professional association in a country (and globally) cannot be divorced from discussions about the discipline itself and the significant benefits it offers. Having said that, themes emerging from the findings of this scoping study serve as a foundation for the building of a strategy to improve the visibility of TanEA. The themes are not mutually exclusive but are connected in that achievement in one area can be a catalyst for success of another. These matters will have to be validated and deliberated further with the members.

5.1 PROMOTING EVALUATION AND CULTURE OF EVIDENCE USE

TanEA has done extensive work to promote evaluation and evidence use in Tanzania. This includes participation in the 2015 International Year of Evaluation, where it jointly hosted workshops/seminars, amongst other types of involvement. However, respondents were of the opinion that this was an area to which the association should devote more effort. Some respondents suggested that championing the development of the M&E policy in Tanzania should receive attention. The potential benefits of advocating and supporting the process of developing the country's evaluation policy cannot be understated. TanEA can be instrumental in significantly influencing the development that will shape the country's M&E ecosystem. This requires that TanEA positions itself strategically in its engagement with partners during this process, particularly with government and its membership. TanEA should be amongst stakeholders consulted in the drafting of the policy/strategy and should possibly lead some of the consultations. To fulfil this role, the board of directors will need to negotiate with the government to permit the association to play a formative role in the process. This may require that the board of TanEA appoints an individual from TanEA to engage with the government and be the association's representative in the policy drafting process. Using its valuable knowledge of the sector, the association can also play a guiding and convening role during the consultations where all stakeholders participate and contribute. By doing so, TanEA can demonstrate its leadership and custodianship of the sector. In addition, TanEA could convene certain of the consultation workshops. The facilitation of consultations with members and partners on a government (national) policy would boost the legitimacy of the association as a representative of M&E practitioners in Tanzania.

5.2 STRENGTHENING COMMUNICATION

The communication of the association should not only showcase the work that TanEA is doing, but also what its partners are doing. The research shows that TanEA's communication has been inadequate. The website has recently undergone a much-needed revamp but still provides insufficient information and some of the tabs are inactive. This needs to be addressed without delay. A functional, up-to-date and user-friendly website is essential for communicating with members, potential members and partners. It is also a basis for social media communication. Currently TanEA has not exploited the potential benefits of the various social media platforms and has either been inactive or the communication has been negligible on its four social media platforms.

Effective communication requires a clear strategy or plan of action informed by a good understanding of the intended target audience, the message that needs to be communicated to the different target audiences, and the most effective means/tools for the communication. It also requires clarity on what will be achieved by communicating with the stakeholders. Bamberger (2007) suggests five categories of evaluation stakeholders that associations should consider. (1) Organisations who commission evaluations; (2) Evaluation practitioners who design and implement evaluation; (3) Evaluation users; (4) Communities or groups affected by development interventions; and (5) General public. Different messages should be tailored for each category of stakeholders according to the types of messages that are pertinent to their needs and the method of delivery of the messages, therefore, should be selected accordingly.

Members must consider and prioritise which stakeholders must constantly be kept up to date which communication platforms are the most effective in terms of effort and reach.

The table below presents some preliminary ideas based on Bamberger's categorisation and ideas suggested by respondents.

EVALUATION STAKEHOLDER	POTENTIAL NEEDS	MEANS
Organisations that commission evaluations	Access to evaluators in Tanzania Latest evaluation methods	Website Social media
Evaluation practitioners	Evaluation training International and regional developments in evaluation Professionalisation debates Opportunities to network Spaces to share their work Consultancy opportunities	Website Conferences Publications
Evaluation users	Evidence	Policy briefs Seminars/conferences/ workshops
Communities affected by interventions	How interventions are affecting their communities	Local events Media
General public	Development trends in their country What works and what does not work to address social and economic challenges?	Media (radio, TV and print) Social media

Effective communication is an essential ongoing activity for any VOPE and communication should be timely and frequent. Websites must be updated regularly with current information, social media accounts must be attended to, both for what other partners and stakeholders are sharing but also to share topical information. Therefore, effective communication requires dedicated resources, either full- or part-time. This can either be a voluntary or a paid service. It is important to note that this work can be demanding for a volunteer, particularly if that individual already has a full-time job or is consulting. A strategy to streamline and optimise the association's communication efforts should be discussed with members. Members must consider and prioritise which stakeholders must constantly be kept up to date which communication platforms are the most effective in terms of effort and reach.

5.3 CREATING SPACE FOR INFORMATION SHARING AND NETWORKING

Information sharing and the need for networking is a fundamental necessity for evaluators, both established and emerging (Kriel, 2007). Evaluators need a platform on which they can engage on professional developments, debate on emerging theories, and disseminate information on the latest methods and technologies. It is also important that the platform chosen should provide a conducive space to share and critique each other's work. This process of ideation, participatory

sense-making, and collective learning is essential for the profession to grow and mature. To stimulate collaborative evaluation, professionals need a forum that that encourages relationship-building and provides emerging evaluators with the opportunity to interact with established practitioners, to learn, grow and access opportunities to strengthen their professional development.

Evaluators need a platform on which they can engage on professional developments, debate on emerging theories, and disseminate information on the latest methods and technologies. It is also important that the platform chosen should provide a conducive space to share and critique each other's work.

A number of responses suggested that conferences, workshops, and seminars could provide ideal opportunities for sharing information, learning and networking. These have become a common method of information sharing for VOPEs. Annual monitoring and evaluation weeks, conferences and seminars have become regular features in evaluators' calendars. TanEA has held a number of workshops and seminars but has, as yet, not hosted an annual monitoring and evaluation week. The objective of TanEA is to host what will be known as a 'National Evaluation Week'. This is seen as a great opportunity to build partnerships with other stakeholders and to earn revenue. Financial and in-kind sponsorships are more forthcoming from partners if the funding is sought for specific events or activities. Evaluation weeks also offer valuable publicity opportunities for TanEA and partners and serve to initiate and foster long-lasting partnerships. If participation is fee-based, the hosting of evaluation week can be a revenue source for the VOPE. Most VOPEs rely on conferences and capacity-building workshops to raise money. Therefore, hosting evaluation week can achieve two objectives for the association.

There are two important factors to consider when hosting conferences and workshops. Firstly, organising workshops and conferences is an onerous undertaking. Hosting a conference requires resources to organise both the substantive elements and the logistics. Substantive elements include decisions on the theme and sub-themes, organising the content (calls for abstracts, assessing abstracts, communicating with potential presenters), ensuring that the programme is well coordinated and responds to the overall theme, and recruiting guest speakers who are well known, respected in the field, and relevant. Logistically, an evaluation week conference is demanding, it requires the finding of venues, making speakers' travel arrangements, logistics, revenue collection and a host of other administrative tasks. The association might have to enlist the assistance of a professional conference organising company to stage a big evaluation week. Secondly, linked to the first, for an evaluation week to sustain the association, consideration needs to be given to the cost of delivering the evaluation week, the potential for sponsorship, and the revenue that can be generated from fees. This requires a sound understanding of the demographics of potential delegates and their ability to afford attendance fees.

Nonetheless, hosting an evaluation week conference is an effective strategy that has been used by other associations to build evaluation community of practice, raise the profile and enhance the reputation of TanEA, and create opportunities for information sharing and learning. For most associations, conferences are regarded as a source of revenue. Hosting a conference, as a means to improve the visibility of the association, should be given serious consideration by TanEA.

5.4 RAISING AWARENESS

Raising awareness of the importance of evaluation was identified as an area that requires TanEA's attention. Picciotto (2019) argues that in current post-modern society which characterised by growing inequality, the capture of governments and states by the elite, and the rise of post-truth and fake news, evaluation evidence is crucially important. Society needs the methodical and rigorous analysis, and the synthesis and sense-making processes that evaluation offers. Evaluation offers policymakers a relatively objective perspective (because of measures taken to control for bias) on why programmes succeed or fail. Evaluation is necessary to inform policy makers as they attempt to address problems which are becoming increasingly complex due to growing global connectedness and trans-border challenges such as climate change and volatile global financial systems that weaken political sovereignty of nation states. Unfortunately, the value of evaluating public policies and programmes – or the consequences of not evaluating them – is commonly not apparent to African governments or communities, so there is little incentive to invest in evaluation

(Amisi & Chirau, 2019). The questions that resonate in Tanzania's socio-political context are: how can the value of evaluation be best demonstrated and how can the association demonstrate to government and the public that evaluation is not merely an auditing function and neither is it about proving effect to donors, but is primarily about learning, improving the quality of policies and services delivered? It ultimately serves to bring social change to people and communities.

Respondents suggested that a newsletter should be published to share the work of the association with potential partners. This could be a useful way to communicate with members and others to enhance the credibility of TanEA. The VOPE toolkit developed by IOCE identifies the following activities that can be used to raise awareness about evaluation[3]:

- Present an evaluation award. TanEA can determine what awards to present, how often they will be presented and the process that will be followed to do so;
- Making or issuing of statements on matters that are important to evaluations;
- Connecting regionally and internationally. TanEA is already a member of AfrEA, but as indicated in the introduction, there are a number of other equally creditable international networks that TanEA could consider joining.

5.5 STRENGTHENING MEMBERS' CAPACITY

Promoting evaluation capacity and ensuring quality evaluation practice is an important function of evaluation associations. Capacity is a function of training, continuous career redevelopment, and availability of opportunities to apply skills in practice – all of which assist individual practitioners to become competent in designing and implementing evaluations.

Respondents identified capacity building for TanEA members as a necessary intervention to strengthen the association. The same need was identified in the reinvigoration of TanEA strategy. As mentioned in the introduction, evaluation is a fledgling profession. Not all practitioners have had prior formal training in evaluation and may have transitioned from other disciplines. The advantage that TanEA offers is that most of its members have postgraduate degrees. According to the reinvigoration of TanEA report, 63% of the members have master's and PhD degrees while 31% have bachelor's degrees and/or postgraduate diplomas (TanEA, 2015:5). Thus, at least 63% of the membership has research education and experience. There is no indication of how many members have evaluation training. Nonetheless, the association has a strong research background upon which to build.

Training and mentoring were identified as potential interventions to strengthen member competencies. Training needs to be responsive, thus it should be informed by what members need. It will also have to cater to different levels of expertise and experience, considering the wide disparity in competencies. TanEA can partner with institutions such as United Nations agencies, World Bank, and CLEAR-AA, to deliver relevant training interventions. The necessity for training presents an opportunity to build the capacity of TanEA by offering training courses, which could position TanEA as a legitimate representative of evaluators to partners and raise the profile of the association amongst current and potential members.

In addition, respondents indicated the need for opportunities to put skills to use. Research conducted by CLEAR-AA found that though governments in Africa are increasingly commissioning evaluation, national resource availability constrains governments' commissioning capacities. Therefore, most evaluations are still commissioned by international organisations using international evaluators in cooperation agreements (or contracts) that disadvantage local evaluators by appointing them to junior non-analytical/writing roles in evaluation teams (Amisi & Chirau, 2019; CLEAR-AA, 2018). Respondents indicated that TanEA can be a hub for opportunities for consultancies but TanEA cannot create the opportunities. However, through the website, the discussion forums and other TanEA platforms, the association can advertise opportunities available with other partners. This requires that TanEA is on the mailing list of other organisations. The process of developing the strategy should include identifying organisations who are commissioning evaluations in Tanzania and establishing working relationships with them. This is another less resource-intensive activity that can direct traffic to the TanEA website and other communication platforms while utilising the expertise of members who are available for consulting opportunities.

3 http://vopetoolkit.ioce.net/

5.6 FOCUS ON YOUNG AND EMERGING EVALUATORS

Young and emerging evaluators were frequently mentioned as a special cohort requiring focus and support. The association has an undisputed role to play in building the capacity of emerging evaluators and providing opportunities for them to grow in the sector. Growing a cohort of emerging evaluators can also create a pool of potential volunteers.

Young and emerging evaluators were frequently mentioned as a special cohort requiring focus and support.

The specific focus on emerging evaluators is in keeping with international trends. Eval partners launched EvalYouth in 2015 to promote Young and Emerging Evaluators (YEEs) to become competent, experienced and connected professionals who contribute to evaluation capacity and promote the inclusion of young evaluators in evaluations at national, regional and international levels (EvalPartners, 2015). EvalYouth regularly hosts events targeted at emerging evaluators. Other VOPEs such as AEA, SAMEA and AfrEA have active groups for young and emerging evaluators. These groups are formalised with a clear agenda to advance young and emerging evaluators.

There is some ambiguity about what constitutes young and emerging evaluators, and whether this is a homogenous group. Because evaluation is a relatively new discipline in most countries, it is possible that emerging evaluators might not necessarily be young people who are embarking on their careers. They could be individuals who are well established, either as researchers or practitioners in other disciplines. This group should be differentiated from young evaluators who are students, recent graduates, or young professionals in the evaluation field. TanEA will need to establish the demographics of the emerging evaluators in Tanzania and constitute this group properly in order to be able to respond appropriately to the needs of the group also to use the group most effectively for publicity.

TanEA could benefit from an organised youth group with links to international evaluation partners. These links could assist to keep up to date on is happening on the continent. This would require a champion, either within the current secretariat or from the general members, to organise the group and formulate a plan to drive the emerging evaluators' agenda. This could be a fairly low-key initiative but could serve to ensure that Tanzania's emerging evaluators are engaged in ongoing debates and exposed to international opportunities and are learning from others in the field. Their membership of other organisations and participation in collective activities would also raise the profile of TanEA.

TanEA could benefit from an organised youth group with links to international evaluation partners. These links could assist to keep up to date on is happening on the continent.

As a strategy to assist young and emerging evaluators, respondents suggested the introduction of partially- or fully-subsidised membership subscriptions and discounted fees for attendance at TanEA's events to provide young members with affordable mentoring and networking opportunities. It is unclear if TanEA is currently in a position to offer subsidised membership and this will need to be explored.

5.7 IMPLEMENTATION PLAN, MONITORING AND EVALUATION

As previously mentioned in this report, any potential strategy should include activities that are feasible and practicable for TanEA to implement. Caution should be exercised not to embark on overambitious plans that are beyond the scope of the organisation. This is a common organisational pitfall that frequently results in an inability to implement strategies and can be attributed to three interrelated issues: 1) A failure to plan for implementation; 2) A lack of organisational capacity to implement the strategy; and (3) An underestimation of external constraints beyond the organisation. Ideally, a strategy implementation plan should be detailed but simple. The plan should clearly outline a time frame for each of the activities, it should allocate responsibilities clearly and should also include accountability measures. For overall assessment of the success of the plan, there should be a simple way to track the implementation of the strategy to determine if it achieved its intended goals.

CHAPTER 6
Thoughts for the strategy

This section provides suggestions and points to be considered when deciding on the strategy to improve TanEA's visibility. The suggestions and ideas focus on two different areas – the underlying principles and the important issues for consideration. The principles should inform how the strategy will be developed. The issues for consideration are factors that should shape the strategy, rather than actual activities to be undertaken. These should be kept in mind by members and the board as they deliberate on the contents of the strategy.

6.1 UNDERLYING PRINCIPLES

The development of the strategy should be guided by the following principles:

- The process should be participatory and adopt a 'systems lens' approach, and members representing different sectors of TanEA membership should participate in the process;
- The strategy should be informed by and respond to local context; it should consider opportunities and limitations presented by the current socio-economic and political realities;
- The strategy should be informed and aligned to the broader TanEA objectives;
- The strategy should be developed and implemented in a way that strengthens local capacity;
- The strategy must be feasible and implementable; with due regard for the existing capacity of the association; and
- The strategy should be able to be monitored and evaluated to learn from experience and improve on future strategies.

6.2 ISSUES TO CONSIDER IN THE PREPARATION OF THE STRATEGY

a. Capacity of the association

Much like other voluntary associations, TanEA faces capacity limitations. The board provides oversight and has fiduciary responsibilities but does not have a responsibility to deliver. The secretariat fulfils the delivery function of the association. To overcome the challenge of limited capacity, the strategy should be underpinned by strong partnerships with other organisations in the Tanzanian M&E ecosystem. The activities in the strategy should ideally be low intensive with high returns and should, ideally, be co-delivered with partners. However, the association should avoid a dependency trap. Caution should be exercised when pursuing activities that can only be delivered with the support or leadership of partners. Dependency hampers the building of a sustainable organisation.

b. The strategy should be informed by a better understanding of the membership

The last analysis of the composition and types of TanEA members was done in 2015. TanEA does not currently have a database of members' information. Analysis of membership should be done to establish who the members of TanEA are, which sectors they are in, their experiences, and their expectations of the association. This analysis should also include an understanding of the potential for contribution by the members. This should be raised at the upcoming meeting which will be held to discuss this report and generate ideas for the strategy with members.

The activities in the strategy should ideally be low intensive with high returns and should, ideally, be co-delivered with partners.

The extent to which TanEA wants to engage with the monitoring subsector or how much effort will be required to engage with stakeholders working with monitoring and data, and those who are in evaluation and other evaluative activities, are important considerations in the efforts to strategically position the association.

c. Need a better understanding of the target market of TanEA

In addition to a clear understanding of the membership, its needs, and its expectations, the association needs to understand its broader target market. Bamberger's categorisation mentioned above can be useful to segment the target market and to determine what it is that the various categories of members might need from TanEA. This would yield useful information for stakeholder identification and provide background information for developing the strategy. It should be noted, however, that the categories only relate to the evaluation ecosystem. The pressing issue for TanEA is to define the target market of the association. The overall concept of M&E can be somewhat confusing as, despite the collective term M&E having achieved acceptance and understanding, the functions involved in monitoring and evaluation are, in fact, two distinct disciplines with a symbiotic relationship.

Like most VOPEs on the continent, TanEA focuses on both monitoring and evaluation, although its mission and objectives mention only evaluation and exclude monitoring. Most of the activities of the association are aimed at strengthening evaluation and the use of evaluation evidence. This is understandable, given that evaluation is often less established within different institutions compared to monitoring and data systems. However, this raises questions about the association's target market and partners and the effort that should be put into providing value for all stakeholders.

Monitoring is a vast field with its own standards and competencies. It is also subject to different regulations and is governed by the National Bureau of Statistics whose mandate is to develop standards and methods and provide an interpretation of concepts and definitions for statistics and data. TanEA's 2017–2021 strategic plan recognises that the country's statistical system functions efficiently under the auspices of Tanzania Statistical Master Plan.

The extent to which TanEA aspires to have a custodial role on monitoring is unclear. The evaluation terrain remains poorly defined thereby providing opportunities for the association to take a custodial role. Decisions will need to be made on which areas the association wants to focus its limited resources. The extent to which TanEA wants to engage with the monitoring subsector or how much effort will be required to engage with stakeholders working with monitoring and data, and those who are in evaluation and other evaluative activities, are important considerations in the efforts to strategically position the association. They will also determine which organisational members TanEA will pursue.

d. Complexity and transformation

Most problems currently faced by society, and for which policy makers must formulate solutions, are complex. COVID-19 and climate change are good examples. Over the years, evaluators have recognised that evaluation tools and approaches require updating to remain relevant and responsive to users of evaluation evidence (Picciotto, 2019). Tools that evaluators have traditionally used are programme-centric and rely on neat programme results frameworks and theories of change. In recent times, however, post-implementation assessments have come under pressure as information is needed more rapidly. In addition, programme performance is influenced by numerous factors beyond the boundaries of programmes.

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Governments are also having to align with global measurements such as the Sustainable Development Goals (SDGs) that are interrelated in ways that are unpredictable and uncontrolled. Evaluators are increasingly drawing on complexity theories and systems thinking to respond (Schwandt, Ofir, Lucks, El-Saddick & D'errico, 2017) and using big data in evaluations. Evaluators are increasingly being being called upon to focus on transformational change and to not limit their functions to measuring the achievement of programme objectives.

These developments require the profession to expand its efforts from simply answering questions about the effect of programmes on participants and to move into the realm of determining whether interventions are challenging and altering the prevailing embedded unequal power structures that are responsible for poverty and inequality. A failure to clearly demonstrate how evaluation contributes to transformation of unequal societal power structures can limit the interest the public takes in evaluation. Evaluators unable to link their work to an agenda of transformation will struggle to help communities counter the onslaught of fake news, 'alternative truth', and the rise of populist ideas based on misinformation. The COVID-19 pandemic offers both a challenge and an opportunity for associations to convince policy makers and society of the inestimable value of M&E evidence in helping countries navigate the complex problems that they face.

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e. Visibility should be linked to organisation sustainability

At the start of this project the problem was regarded as that of visibility in that the association was perceived as not being recognised and, in some cases, not known by important partners. This could be attributed largely to poor communication. However, as the report demonstrates, the problem goes beyond communication and is closely associated with strategic positioning with partners and practitioners.

The 2017–2021 strategic plan rightfully places recognition by partners (specifically government) as not an end in itself, but rather as an enabler to cultivate a robust evaluation system and foster a culture of learning in government. Any plans to raise the profile and expand the sphere of influence of the association should not neglect the following critical aspects of organisational activity: potential sources of revenue (both now and into the future), strengthening the capacity of the organisation, growing the membership, the future leadership of the organisation, and sustaining members' commitment to the association.

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