

# Horizontal Evaluation – An Institutional Learning and Knowledge Building Case from Africa

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# Horizontal Evaluation

- Horizontal evaluation is flexible and combines self-assessment and external review by peers. The design neutralizes “lopsided power relations that prevail in traditional external evaluations by creating a more favourable atmosphere for learning and subsequent program improvement”. The central element of a horizontal evaluation is a workshop.... (Thiele et al, 2006).
- Horizontal evaluation is useful to restructure public functions, create new forms of governance, and greater transparency, equity and affordability of access to service in the public interest (Love, 2004).

# Horizontal Evaluation

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- Collaborative
- Participative

# The Program Evaluated

- Funded by CIDA - \$20 million
- For distribution of LLINs (Long lasting insecticide-treated nets)
- In Mali, Togo, Madagascar, Nigeria and Sierra Leone
- Time period – 2007 to 2009

# Evaluation Design

- Retrospective / Historical
- Outcome – Oriented
- Results-Based
- Capacity Building
- Participative

# Evaluation Criteria

- Relevance
- Appropriateness
- Planning and Design
- Efficiency / Adequacy
- Cost-effectiveness
- Partnerships / Linkages
- Effectiveness
- Sustainability

# Evaluation Methods

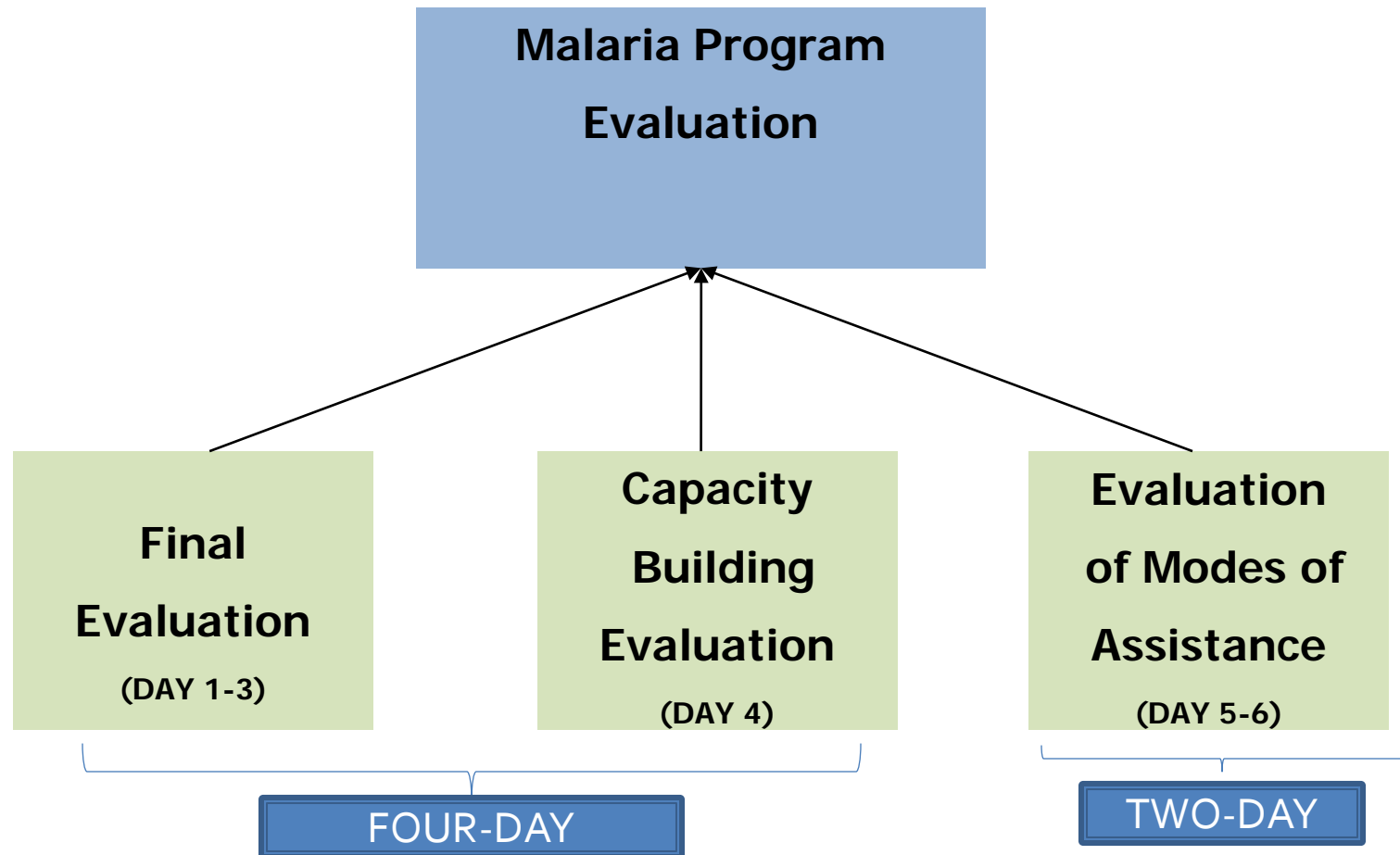
- Key Informant Interviews
- Document Review
- Workshop
  - Round Tables
  - Country Presentations
  - Questionnaires

# The Process

- Document Review
- Meetings / KIIs
- Evaluation Matrix(ces)
- Workshop Format and Design
- Agenda
- Briefing Notes / Procedures (given to each participants)
- Data Collection Tools



# Workshop Framework



# Diversity of Stakeholders / Participation

- Ministries of Health (MOH) representatives
- WHO representative
- Representatives from national implementation partners (5 countries) – from various levels – 5 each
- Representatives of Canadian NGO (past and current staff)

# Working Groups in the Workshop

- Anglophone country partners (Nigeria, Sierra Leone)
- Francophone country partners (Mali, Togo, Madagascar)
- MOH
- Country Groups
- Canadian NGO
- TO AVOID BIAS & ALSO TO HELP TRIANGULATE INFORMATION
- FACILITATE LEARNING

# What / How did we Assess

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- Partnerships / Linkages
- Sustainability
- Capacity Building
- In addition to relevance, efficiency, appropriateness, effectiveness.....

# Partnerships - Assessment

- (Formal / informal) partnerships / linkages established during the malaria campaigns
  - Members in each partnerships
  - Roles / responsibilities
  - Did it work?
  - What was good and what went wrong?
- The effort / role of the Canadian NGO
  - Partnerships initiated / revived / existing now
  - Role in supporting / facilitating / coordinating these partnerships – who / when / how
  - Capacities developed – strengthening / continuity

# Sustainability - Assessment

- Continuity of the campaign results - issues / challenges
- Partnerships that have continued to work -for other malaria / health programs - for what / why?
- Extent the capacities developed (intentionally / unintentionally) have been institutionalized and have been transferrable - How and why?

# Capacity Building - Assessment

- Learning for the African country partners and MOHs from participating in the malaria campaign planning and management
- The processes through which this learning occurred
- Integration and use of the acquired knowledge / skills into their respective systems by the African partners - examples / details

# Capacity Building - Assessment (contd.)

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- Greatest challenges as seen by the African country partners and their plan to overcome
- Current various models of partnerships - criteria for their effectiveness



# Stakeholder Learning

- Perspectives / experiences from different countries
- Collective knowledge from various participants
- Strengths and weaknesses (areas to improve) of campaigns / their organizational abilities
- Need for valuing / including “local” knowledge
- All partners need to communicate regularly and have clear roles and responsibilities
- Able to reflect back and think about improving for the future
- Team work

# Knowledge Building

- Evaluation process / methods
- Participatory approach
- Practical experience / knowledge sharing among stakeholders from Africa
- What worked and what did not (and how to improve)
- African country partners were able to share information and learn from each other

# Organisational Learning

- Evaluation Process
- Looked at “modes of assistance” (by the Canadian NGO)
  - Management methods
  - Capacity building / facilitation methods
    - Contributing to knowledge / skill enhancement and local approach adaptability
    - Contributing to successful communication / cooperation and negotiation

# Feedback from Stakeholders

- *Open discussions very valuable*
- *Negative concerns were discussed / allowed critical discussion*
- *There was “cross-fertilization” of ideas*
- *Opened sharing between countries / Transparent information sharing*
- *The process made learning easy – the process was easy to understand too*

# Feedback from Stakeholders

- *It was participatory*
- *Liked the facilitation*
- *It made us feel that we were making inputs into the program*
- *Everybody was given an opportunity to contribute / share*
- *Great to have all stakeholder / representatives in one place and discussing on same topics*

# THANK YOU



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