



VEPR Review Report – Elizabeth Mwangi

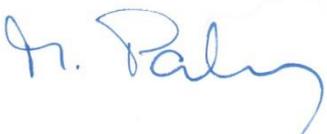
VEPR Review Report – Elizabeth Mwangi

<p>Reviewee details <i>Reviewee name:</i> Elizabeth Mwangi <i>EES membership number:</i> 03193 <i>Email contact:</i> Elizabeth.mwangi@trademarkea.com</p>		
<p>Reviewer details Lead Reviewer <i>Full name:</i> Carlos Rodríguez-Ariza <i>Email contact:</i> crariza@hotmail.com</p> <p>Second reviewer <i>Full name:</i> Markus Palenberg <i>Email contact:</i> markus@devstrat.org</p>		
<p>Review details <i>Date/s of review meetings:</i> 3rd March 2017, 13.00- 14.30 Nairobi time <i>Medium of review meeting/s:</i> Skype <i>Comments:</i> Nil</p>		
<p>Review focus areas (summarised in 25 words maximum)</p> <ol style="list-style-type: none"> 1. Strengthening my knowledge in how to efficiently and effectively manage the entire evaluation process 2. Deepening effective use of evaluation findings/recommendations for programme/organisational learning to improve programme quality. 		
Capabilities explored	Learning by reviewee (total 750 words)	Reviewer comments on reviewee learning (total 500 words)
2.1 Demonstrates capacity to manage and deliver evaluations	<p>I have gained new insights and better clarity on the knowledge and skills gap that I have in effective management of evaluation processes. Based on the review discussions, I intend to improve my knowledge and skills to manage and deliver evaluations by</p> <ol style="list-style-type: none"> 1. Attending an advanced M&E skills course that focuses on evaluation management 2. Enhance my skills through on-job learning (participating and taking a lead in evaluation processes) where I will learn in the following ways; <ul style="list-style-type: none"> • Working closely with an identified evaluation consultant who will deliver on-job practical training. • I will document the lessons learned from previous processes (including diagnosis of the gaps from the design, bidding, implementation and completion of the evaluation process) so as to identify the gaps, opportunities, (what went well and what needs to be improved). This will be helpful in improving the current evaluation management process (for two upcoming evaluations) 	<p>CRA – Elisabeth has demonstrated the following:</p> <ul style="list-style-type: none"> • Willingness to learn and improve in a complex environment. She is committed to “learning by doing and visualising new opportunities and approaches” • An ability to identify and frame the “evaluation management” skills practice areas where she wished to strengthen her capability (1) Advanced evaluation management needs (2) She “chose to be a good evaluation manager as opposed to being an evaluation expert”. This point is key as imply focusing her needs in relation to skills. • High openness and honesty to explore the questions and ideas offered

	<ul style="list-style-type: none"> • I will conduct research on best practices in evaluation management and use this for self-learning and utilisation. I will utilise the skills/knowledge gained to update the current evaluation guidelines and “How to Notes” to include the best practices leading to improved evaluation processes and procedures at my work place. • The review process provided me with insights and reflection on my career path. Following the discussions, I choose to be a good evaluation manager as opposed to being an evaluation expert. I will further my skills in evaluation management as indicated above. • I gained further insights and advice on the need for periodic reflections on the evaluation process. I will action this and will develop a checklist for guiding the reflections (what went well and what needs to be improved). I will use this to further enhance the management process • I will identify opportunities for cross-learning and secondment opportunities to enhance my skills and knowledge in evaluation management. 	<p>by the reviewers. She openly recognises the gaps but also proposes alternative ways of (1) solving the situation and (2) using this knowledge for improvement (this has two levels individual and organisational but the one that will learn more in the organisational improvement will be herself) (lessons learned from previous processes, update the current evaluation guidelines...).</p> <ul style="list-style-type: none"> • An increased awareness and readiness of how to address the issues identified (mentoring, documentation, strengthening of her needs assessments/follow up tools in relation to the related skills) • An ability to identify potential new solutions to the gaps in knowledge, skills and dispositions she has identified (on-job learning, research on best practices...) • An ability to propose some relevant actions for her future professional development (mentoring, focusing in evaluation management...) <p>It would be interesting your follow up of learning and objectives of this self-reflection</p> <p>MAP: I encourage you to continue with your self-reflection about what capacities and skills you need to further strengthen your performance in your current job as evaluation administrator and supervisor. My impression was that you have tremendous motivation for thinking about and implementing the many activities and processes you listed here. You also showed much increased awareness of what some of the challenges may be. I encourage you to go</p>
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		<p>beyond the “todos” you came up with and think about more specific and concrete skills you may want to develop further; this may help you keeping focus on what you need to take away for yourself (rather than checking boxes) when you work your way through the impressive list of activities you have decided to implement.</p> <p>To this end, I found our discussion about specialist versus manager career paths useful. You clearly identified the managerial path for yourself, which you then translated into not having to understand all the nuts and bolts of evaluation yourself, but rather focus on your managerial ability to ensure that evaluations are planned, conducted and used in the best possible way, often by tapping into and managing resources and skills of others rather than yours.</p>
<p>2.14 Gathers, uses and interprets evidence with care and judgment</p> <p>2.15 Reports fairly and encourages effective use of evaluation results</p>	<p>The review discussions provided insights into the gaps existing- 1) effective use of evaluation results/recommendations to improve project/ programme quality.</p> <p>I will improve the gaps identified in the following ways;</p> <ul style="list-style-type: none"> • The M&E course mentioned above will provide more skills and knowledge in innovative approaches to use of evaluation results. • I will review relevant literature on evaluation utility to learn about the practice of other organisations and develop a short concept note for guidance. • To enhance my understanding, I will be ensure that I am part of the team that will champion the implementation of the evaluation recommendations and findings including exploring the use of evaluation champions in programme and senior management teams • I will champion the inclusion of management (actionable) responses to the evaluations findings (the response will include how the recommendations will be actioned). This will further 	<p>CRA – Elisabeth has demonstrated:</p> <ul style="list-style-type: none"> • Honesty to explore the questions and ideas offered by the reviewers (evaluate her practice, address the gaps). She openly recognises gaps but also the ways of solving the situation and using this knowledge for improvement (of course this has two levels individual and organisational, but she will learn more in the process of organisational improvement) • An increased awareness and readiness of how to address the issues identified and the Advanced evaluation use skills needs (championing the implementation of the evaluation recommendations and findings). • An ability to identify potential new solutions to

	<p>entrench the use of evaluation findings on the evaluations that I support.</p> <ul style="list-style-type: none"> • I will develop a theory of change for the evaluation (why/what is the purpose of conducting evaluations, what changes do we want to happen as a result of the evaluation, what will change, how will it change). This will be a reflective exercise with the programme teams to ensure that the evaluations I commission remain relevant and of use to the teams. • I will develop a reflection and self-assessment tool that will assess my capability to deepen the use of evaluation findings. 	<p>the gaps in knowledge, skills and dispositions she has identified (review relevant literature, theory of change for the evaluation and reflection and self-assessment tool)</p> <ul style="list-style-type: none"> • An ability to propose relevant actions for her future professional development (reflection and self-assessment tool) and the recognition of the need of ownership and leadership and her commitment to facilitate them (evaluation championing...) <p>It would be interesting your follow up of learning and objectives of this self-reflection</p> <p>MAP: Similar to my remarks above, you have shown increased awareness of underlying issues and a great readiness to address them through another impressive list of activities you planned for yourself. Also here, I encourage you to go beyond these activities and reflect about the specific skills you, as an evaluation manager, need to confront the challenges you identified.</p>
<p>Other gains from the VEPR review</p>	<ul style="list-style-type: none"> • The VEPR process was a great learning and reflection opportunity. The vast skills and knowledge of the two reviewers have assisted me in reflecting on the evaluation process as well as the effective use of the evaluation findings. The process is beneficial, new ideas on how to improve my capabilities were discussed and I am going to explore them. 	<p>CRA: Even if this is a process of self reflection (that makes possible innovative solutions as to improve evaluation skills) in the end it is also some kind of joint reflection together reviewee and reviewers</p> <p>Key aspects I capture from your reflection for your future follow up: -Differentiating the individual and organisational level (in relation to your individual skills). As individual, you will learn by doing even if the organisational level is difficult to achieve and does not depend on you (you do not control the organisational level, the organisational level could be a failure even your</p>

		<p>individual skills/performance have progressed) -Your need of focusing on advanced skills strengthening (not beginners) -Learning by doing needs a plan and a follow up - Realise the need of continuous improvement for fulfilling the gaps -Need to develop your skills for strengthening Commitment, Ownership and leadership (championing the champions)</p> <p>MAP: I realized that it may be difficult for an active professional deeply embedded in its organization's realities to take a few steps back and indulge in self-reflection about personal skill and capacity needs rather than coming up with action items. This will help me in my reviewer role in future VEPRs.</p>
<p>Other comments on the review outcomes or process</p>	<ul style="list-style-type: none"> • Great if a follow up meeting is organised later (6 months) to give time for reflection and implementation of the agreed action points. 	<p>CRA-Thank you for your commitment with this process and with your challenging work as evaluation manager i Continue so motivated and learning for improving your skills . Your proposal seems a good idea to take into account with a mentor</p> <p>MAP: It was a great pleasure participating in your review process and I wish you success and all the best for your future work.</p>
<p>Declaration</p> <p>We declare that the VEPR review for ELIZABETH NYAWIRA MWANGI was completed on 2 June 2017 to the satisfaction in all aspects of the reviewee and the two reviewers.</p> <p>Signed Reviewee: ELIZABETH NYAWIRA MWANGI</p> <p>Lead Reviewer: Carlos Rodríguez-Ariza</p> <p> C R A</p> <p>Second Reviewer:</p> <p></p>		