TWENDE MBELE

GUIDELINE

Strengthening Collaboration With CSOs in the Implementation of the NES

TWENDE MBELE

Addressed to	The guide is addressed to African governments who are institutionalising evaluations. Civil Society Organisations and Development partners/donors working with African governments will also find the guide useful.
Purpose	The guide is intended to give government agencies practical guidance to strengthen collaboration with CSOs in the implementation of the NES. It provides some examples from different countries.
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Twende Mbele: Using M&E to improve performance and accountability of African governments.

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1 Introduction/background

In most African countries donor-led M&E systems have grown in parallel with M&E systems in the public administration, leading to knowledge generation that does not feed into policy making processes. To counter this trend the Paris Declaration and Accra Agenda for Action have both emphasised the importance of country ownership of development and mutual accountability over development outcomes. Country-led (monitoring and) evaluation systems have emerged to build government's capacity to generate and use evaluative evidence to support good governance.

Strengthening evaluation systems is a crucial aspect in building effective, accountable, and inclusive government. At a country level, an evaluation ecosystem is comprised of various stakeholders with different roles including government (national and subnational levels), institutions of Higher Learning, voluntary organisations of professional evaluators, amongst others. Civil Society Organisations (CSOs) are widely recognised as significant contributors to social and economic development within a country and are vital in ensuring the fulfilment and protection of human rights through creation of platforms for citizens to be informed and engage with social issues. Within an evaluation ecosystem, CSOs are an important source of evidence generation and building the monitoring and evaluation capacity of the state.

Over the years Twende Mbele funded partner countries have worked to strengthen CSO participation in government-led National Evaluation Systems (NES). Twende Mbele has also carried out a body of research on the current levels of engagement and views of civil society and the state on how to strengthen government M&E systems through greater civil society involvement in NES. This work has shown possibilities and challenges of developing inclusive NES.

To consolidate the lessons from country experiences and research work, Twende Mbele developed this guideline to strengthen CSO participation in efforts to institutionalise evaluation through NES. The guideline is part of a series of guidelines developed by Twende Mbele aimed at strengthening different aspects of NES.

2 Definitions

Several terms are used in this guide that need clarification.

- **Institutionalisation of evaluation** refers to the ongoing process of integrating evaluations in the public service management architecture. This include ensuring that government programmes and policies are evaluated systematically and that the evaluative evidence generated is used. Institutionalisation may take many forms, including centralised NES and decentralised evaluation practice.
- **Evaluation System/National Evaluation System "one in which evaluation is a regular part of the** life cycle of public policies and programmes, it is conducted in a methodologically rigorous and systematic manner in which its results are used by political decision-makers and managers, and those results are also made available to the public". (Lazaro, 2015). In other words, evaluation systems are permanent frameworks, processes and cultures that institutionalise and standardises evaluation (Furubo & Sandahl, 2002). There are certain characteristics of an evaluation system which include but not limited to: presence of evaluation in the political, administrative and social discourse; existence of a common epistemological framework; organisational responsibility and permanency (Lazaro, 2015). A National Evaluation System is a mechanism to institutionalise evaluations in government (CLEAR-AA and TanEA, 2020). Twende Mbele recognises that in several

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African countries a standalone evaluation system does not exist but evaluations are often part of a government-wide M&E system or other public administration systems.

- **National M&E ecosystem** refers to the wider (sometimes) undefined and unrecognised conglomeration of organisations, institutions and individuals who generate or use various forms of monitoring and evaluation evidence (Fraser & Morkel, 2020). CSOs are part of the wider M&E ecosystem and efforts are needed to include them in the NES.
- **Civil Society Organisations (CSOs)**, in most African countries, are a range of organisations generally understood as the sphere separate from but related to both the state, the family and the market (Twende Mbele and CLEAR-AA, 2018). In this guideline it is recognised that CSOs vary by size, focus and scope of work, from local community-based organisations to large formal (and sometime multinational) organisations (Pabari, Amisi, David-Gnahoui, Bedu-Addo, & Goldman, 2020). In the process of institutionalising evaluation, governments often interact with a variety of CSOs.

3 Objectives of the guideline

This guideline is intended to guide government agencies to strengthen collaboration with CSOs in the implementation of the NES.

In most cases government and CSOs have shared aims. They both aim to improve the living conditions of citizens and sustain development. When done well, collaboration between government and CSO can be beneficial for both parties, enabling them to fulfil their mandates/objectives. Yet, it is often difficult to achieve effective collaboration for several reasons. For example, government and CSO institutional contexts and cultures can vary significantly, their power and influence within a country are also not comparable. The relationship can also be further complicated where each hold negative sentiment about the other and by the fact that government has a regulatory/oversight function towards CSO operating in the country. This guideline recognises this complexity and aims to offer government officials building NES practical guidance to enhance collaboration with CSOs in building different aspects of their evaluation systems.

4 How to use the guideline

Twende Mbele recognises that each country's context is different and that government architecture, legislative and governance frameworks and culture will determine the extent to which there is effective collaboration between CSOs and government. The guide is therefore not meant to prescribe actions on behalf of government or to set an unviable standard. It provides ideas and suggestions which governments can choose from and adapt to fit their context.

The guide can be used during the early development of the NES to shape policies and framework that underpin the NES. It can also be used by countries with established NES who aim to strengthen collaboration with CSOs. Countries without a formalised NES might also benefit from using the guideline to incorporate CSOs in government monitoring and evaluation work.

> **Box 1: When to use the guide**
> The guideline can be used at different stages of NES development to incorporate CSO participation when:
>
> Developing Evaluation/M&E policy
>
> Developing evaluation standards
>
> Implementing individual evaluation
>
> Promoting the use of evaluation evidence within government

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5 Why Government-CSO collaboration in NES

Successful integration of evaluation in the public sector requires a combination of organisational culture that is open to pluralistic viewpoints, a genuine desire to make a difference in people's lives and effective accountability mechanisms (Fraser & Morkel, 2020). By representing citizen voices in government convened spaces, CSOs can be important agents for good governance by promoting transparency, responsiveness and accountability of government to the citizenry. Within the NES, CSOs can fulfil this objective through:[1]

- Representation: ensuring the selection of what is evaluated, and the evidence generated is inclusive of civil society voice. Utilise evidence to hold government accountable
- Advocacy: advocate the use of CSOs generated data and evidence in government led evaluations and promoting transparency
- Technical inputs: making technical inputs in individual evaluations eg as part of steering committees or peer reviewers
- Capacity building: build the capacity of other CSOs to engage with government generated evaluative evidence; build the capacity of government agencies to use CSO generated evidence; ensure informed citizenry
- Service delivery: use evaluation evidence generated by government to inform service delivery initiatives

6 Facilitators and barriers to CSO-government collaboration

Previous work by Twende Mbele and CLEAR-AA identified several barriers and facilitators to CSO-government collaboration in the institutionalisation of evaluation.

- **Adverse government sentiments towards CSOs:** In several African countries relationships between CSOs and Government is characterised by mistrust and misaligned goals. CSOs who are funded by international development cooperation agencies and donors are often seen as beholden to foreign interest and promoting foreign values. Where this sentiment exist, interventions will be needed to build relationships of trust between government agencies and CSOs.
- **Limited platforms for engagement:** Platforms for engagement provide space for CSOs and Government to share ideas and collectively solve problems. However, such platforms do not always exist. To ensure successful participation of CSOs in NES, governments need to establish platforms for engagement. This could be in Technical Working Groups established to oversee the development and maintenance of the National Evaluation systems. It could also be through Evaluation Steering Committees established to manage individual evaluations.
- **Limited Resources**: Collaboration and building relationships require resourcing. Both CSOs and African governments are likely to not have additional resources to allocate to interventions to aid participation of CSOs in NES or other institutionalisation mechanisms. Development partners have an important role to support and resource collaboration between CSOs and Government. It is in the best interest of Development Partners to support learning and sharing between government and CSOs as this can promote localisation of lessons learned in donor led M&E systems and ensure sustainability of donor led interventions.

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[1] Adapted from Pabari et al (2021)

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7 Deciding what do to

What a government chooses to do to strengthen collaboration in the NES is influenced by political and administrative context. It is also determined by where the process of developing NES is and nature of existing relationships. The table below provides some suggestions of starting points:

Nature of relations	Starting point
Cooperative - government and CSOs work closely together. Goals and strategies are similar. • The political system and administration are open and pluralistic • Government and CSOs share positive sentiments • Open participation of CSOs in all or a wide range government policy development and implementation processes	• Perfect conditions for collaborative management of the NES exist • Relationship of trust already exist between CSOs and government • Can already set up platforms of engagement and invite CSO to participate in the development of different elements of the NES or individual evaluations
Complementarity - government and CSO share goals, but the preferred strategies are divergent • Political and administration largely open • Mixed sentiments • Some participation of CSOs in government processes	• There is sufficient base to collaborate • Focus on strengthening relations through careful consideration of representation in committees, NES policy development processes, etc • Start in areas where there are agreements eg. Start with evaluations in areas where there are good relations between CSO and government
Confrontational - both the strategies and goals of government and CSOs are antithetical. Open confrontation is how the two relate to each other • Need to build commitment within government to encourage openness to CSO	• Create safe spaces where government and CSO can interact e.g., ESC/ETWGs that are well facilitated to address relational issues • Openly acknowledge challenges (do not ignore them) and aim to address them collectively • Might need to build trust by working together and delivering e.g., work on an evaluation together and slowly build relations
Co-optative - CSOs and government share similar strategies, but the goals are different. CSOs do not have autonomy from government but are an extension of the state or an implementing arm of government.	It might be difficult to build conditions for genuine collaboration between CSOs and government when CSO are not sufficiently independent.

These categories should not be viewed as mutual exclusive but as existing in a continuum. It is possible that within a country, elements of the different types of relations coexist. It is useful to start with a diagnostic of stakeholders and an assessment of quality of relations between them. This could be done through an ecosystem mapping workshop or consultations with key stakeholders.

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8 How to make collaboration work

To think about how CSOs fulfil the roles identified in section 5 within the NES, the guideline is structured around three building blocks of effective systems for institutionalisation. The three building blocks are drawn from the UNEG building blocks for developing a national evaluation (or M&E system)(United Nations Development Programme, 2009). In this iteration, vision of leadership has been excluded as a standalone and included as part of enabling environment. A summary of the three building blocks is provided here.

- **Enabling environment** is where there is a commitment to launch M&E exercises, there are resources to support the development of M&E, and a commitment to accountability and good governance.
- **Capacity to demand and use M&E evidence** refers to capacity within government to demand M&E evidence. It requires government to be clear when and how M&E information can be used to inform decisions. It also requires the existence of adequate incentives for policy makers/actors to demand and use M&E, in some cases for compliance but also for learning.
- **Technical Capacity to supply M&E** refers to technical capacity to do evaluation or generate monitoring data that can be used to inform decision making. The capacity can be within government i.e. National statistics, government own research centres, etc. It can also be outside of government such as that in universities and non-academic sources such as consultancies. This also includes the existence of systems and processes to ensure systematic, comprehensive and credible approach to M&E such as the existence of M&E policies, and guidelines.

Each of the building block is addressed in detail in sections that follow with example from practice of the ways Government can collaborate with CSOs in the building block.

8.1 Enabling environment

Governments can create an environment that encourages CSOs to contribute to building an enabling environment for monitoring and evaluations. Interventions in the political and organisational context to stimulate interest in evaluation can include:

- **Advocate and promote democracy and good governance:** Ministries of M&E or other custodians of evaluation system can work together with CSO to promote good governance (Chaplowe & Engo-Tjega, 2007). To strengthen accountability and transparency in national evaluation system, CSOs can advocate, promote and facilitate citizen access to policy relevant, government information and data. In Ghana, for example, CSOs advocated and supported the passage of Right to Information (RTI) legislation. CSOs have worked with key government agencies to make policy relevant information about government policies and programmes performance available to a number of key critical social development sectors. The openness of the Ghanaian political system and government processes allowed such close collaboration between government and CSOs.

- **National Monitoring and Evaluation Policy:** The Government should ensure that it has in place a conducive framework for cooperation and engagement in evaluation with different actors, especially the CSOs. One way to ensure that such a framework is in place, is through a National Monitoring and Evaluation policy (Goldman et al., 2018; Katerina, 2015). The policy should be explicit about encouraging participation of CSOs in the governance of the NES and implementation of individual evaluations. It should clearly show the different roles and responsibilities, benefits, and mechanisms of engagement.

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- **Supportive legislation and regulatory system:** Government and CSOs could also pursue instituting or revisions to legal and regulatory frameworks outside the M&E ecosystem that stimulates and encourages engagement between the CSOs and government departments. For example, in Uganda, it is noted that the relationship between CSOs and government are influenced by laws such as the Constitution, National Planning Authority, the Non-governmental Organization Act and Non-governmental organization policy (Katerina, 2015).

- **Relationship building and trust**: The degree of participation that CSOs are allowed in the governance of a country plays an important part in their eventual interest in spaces such as the NES. It has been observed that in several African countries, majority of the CSOs are involved in service delivery, especially at the community level (Brinkerhoff, 1999). Few CSOs participate in advocacy activities due to the negative attention it receives from the government. Addressing these relational aspects and building trust between CSOs and government is paramount to strengthening collaboration. The establishment of Multi-Stakeholder Evaluation Technical Groups that are purpose driven and well facilitated can build trust. For example, The ETWG was instrumental in building ownership in during early days of the South African NES. The working group included key national departments, representatives from other spheres of government. The ETWG met twice a year and advised the DPME in its implementation of the NES. After the 2019 policy revision the ETWG was re-established as an Evaluation Advisory Committee. It now comprises of centre of government departments such as National Treasury, Departments of Cooperative Governance, Public Enterprises, Women, Youth and Persons with Disabilities; Constitutional institutions such as Public Service Commission and Auditor General SA; and Parliamentary budget office, Provincial Offices of the Premier (OTPs), CLEAR-AA, SAMEA, amongst others. The committee now meets four times a year.

  Another important aspect is ensuring that CSOs participating in the governance of the NES are connected to the wider networks of CSOs in the country. Relationship between CSOs (local and international CSOs) can build/strengthen capacity and increase CSO participation in government processes. Where networks of CSOs already exist government can connect to these by inviting the wide participation of these networks in the development of policies, guidelines, and other frameworks. Where such networks do not exist government could encourage their establishment – or support established CSO to do this. This is important to reduce the perception of competition between the CSOs but also to ensure NES is benefiting from wider CSO participation.

> **Box 2: Tips-Setting up Evaluation Technical Group**
>
> Identify individuals and institutions leading M&E developments in the country (departments, development partners, CSOs, academia)
>
> Reach out to the individuals. Start with informal conversations to identify area of mutual interest
>
> Appoint members, important to have the approval within the department (gives the group status and legitimacy)
>
> Agree on the rules of engagements and objectives of the group
>
> Together develop ToRs/guidelines with clear roles and responsibilities
>
> Have secretariat (for administration and record keeping) and chairperson to steer the group
>
> Important to have regular feedback from the group both about the NES but also group dynamics

- **Decentralisation:** government should also consider opportunities to engage CSOs at different levels, especially at sub-national level, where public services are provided (Brinkerhoff, 1999). For example, in Uganda, there are platforms such as management committees and "Barazas" where the CSOs are actively encouraged to participate with district technical and political leaders to ensure that there is proper accountability of services to the communities.

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8.2 Capacity to demand and use evaluation

- **Evaluation agenda:** It is important to have an evaluation agenda at the different levels of government that is developed in a participatory manner. The evaluation agenda should highlight the priority evaluations for the country and the importance of the evaluations. The evaluation agenda will influence the confidence of the partners in the intentions of the government to ensure equitable and effective policies, programs, and processes for improving the community livelihood. CSOs can work with government to identify priorities to be evaluated.

- **Raise awareness of the value of evaluations**: Deliberate efforts to raise awareness of the importance of evaluations within the government are important to ensure that all public programs and policies are evaluated. Partnership with CSO can help highlight the value of evaluations beyond public administration outcomes to include potential transformational impacts. Where efforts to institutionalise evaluations are still at the beginning CSO can help demonstrate from their programmes how using evaluations can improve programmes and service delivery, providing case studies for government officials who are promoting evaluations within the government. These case studies can be used during formal training of senior officials and parliamentarians or presentation of such case studies can be made to cabinet/senior management in departments. Government can also partner with CSOs to raise awareness about the importance of evaluation to communities and use community voice to encourage government to demand evaluation.

For example, in Ghana CDD-Ghana has initiated trainings for key state agencies such as parliament (especially technical departments and to standing and select committees) and anti-corruption agencies to play their oversight roles effectively. The trainings have focused on capacity to find, analyse and use data to evaluate policies and programs of key government ministries department and agencies thereby strengthening demand for evidence and accountability for outcomes.

Platforms for engagement: Functional platforms for engagement are necessary for building demand and use of evaluations. Platforms, such as Sector Working Groups or national partnership forums, play a role in the development and implementation of strategic plans, evaluation plans, and encouraging collaboration on relevant tasks. In Uganda, the office of the Prime Minister coordinates the National M&E sector working group that brings together stakeholders from CSO, development partners, evaluation association, government ministries, departments and agencies, and academia. M&E ministries/departments need to ensure they are linking with sectoral platforms of engagements and encourage participation of CSOs in such forums. The Sector Working Groups ensure proper coordination and oversight of M&E activities, for example the National M&E SWG reviews monitoring and evaluation reports and provides recommendations.

Box 3: Influencing the evidence agenda

CDD-Ghana uses research and its thought leadership programs to influence government policy and national conversations across a broad spectrum of issues on the economy, governance, and social sectors. The Centre has used its flagship publications such as Democracy Watch, Critical Perspectives, Policy Briefings, Research Papers and Conference Proceedings which are generally policy-oriented to attempt to bridge the gap between theory and practice. These publications have become important reference material for government and policy makers, especially Members of Parliament, as well as media and civil advocacy groups in national and local policy dialogue.

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- **Mutual learning:** government and CSOs can work together to stimulate interest in evaluation by facilitating and convening seminars, workshops, conferences and roundtables for discussion of critical issues in democratic governance and promoting policy dialogue and evaluation between government, civil society and research think tanks and communities. Government can also build systems for information sharing with CSOs. At NES level M&E ministries can set forth principles for such knowledge sharing in policies, guidelines and tools. Such level of sharing is best incentivised at sector ministry/department level. For example, to support national policy dialogue and reflection on the quality of the democratic political environment, CDD-Ghana has instituted, Annual Democracy Lectures, Brown Bag Policy Discussion Series; Roundtable discussion on topical national issues at both national and regional level. Convening these spaces provide platforms for discussion and evaluation of national policy issues and stimulated public and policy actors' reflection and engagement on important national development issues.

8.3 Technical capacity to supply evaluation

- **Develop context relevant methods:** CSO, such as national VOPEs are critical to efforts to strengthen the supply of context responsive evaluative process and methods. For example, VOPEs often lead processes of defining and refining evaluation methods, evaluation criteria, and ethics in their respective countries. In recent years VOPEs have been on the forefront of developing Made in Africa evaluation theory and guidelines. Government can work with VOPEs to inform discussions about methods that are relevant to address policy context. Other CSOs such as think Tanks are often innovating methods, tools and processes that respond to the context within which they operate. However, these innovations do not come back to government evaluative processes. When developing government's own evaluation standards government can ensure closer linkages with CSOs, learning and adapting to fit the government context.

> **Box 4: Government -VOPE relation**
>
> The Department of Planning Monitoring and Evaluation in South Africa signed an MoU with the National VOPE-SAMEA through an MoU
>
> MoU is renewable every two years
>
> DPME staff participate in the board of SAMEA
>
> SAMEA participated in the development of evaluator competencies and standards developed by DPME for government
>
> DPME staff participate in SAMEA conferences and capacity building workshops sometime paid for by DPME or

- **Building capacity of evaluators:** VOPEs are an important CSOs stakeholder in strengthening evaluation capacity. They hold capacity building workshops, specialised trainings, conferences, etc. These platforms can be useful for government to strengthen own evaluation capacity. Partnerships with CSOs through MoUs could make sure that capacity building provided meets government's needs. Ensuring government representation in boards of VOPEs is also an important strategy to ensure government NES needs are represented in national capacity building efforts.

- **Provision of evaluation capacity:** CSOs often have established monitoring and evaluation systems. Because of their connection with donor agencies, they have access to resources for M&E. CSOs, particularly think tanks and research centres have established research capacity. They can provide government with local based evaluators. Governments can create incentives for local evaluators to participate in national evaluation processes. This could include designing procurement processes such as qualification criteria to promote hiring local evaluators. It could also include signing MoUs with local research centres/think tanks to provide evaluative products and services to government.

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9. Roles and responsibilities of different actors

Each partners' roles within the CSO-government collaboration in the NES will be defined by the potential activities, the scope of the evaluation system and the convergence of objectives and interests of the groups. It is not unusual for the objectives of either group to diverge with time, so it is important that these roles are continuously updated to ensure commitment and participation of the groups in the collaboration. All sectors and levels of government are potential sources of collaboration, e.g. in Uganda this includes sector ministries, departments, agencies, and local governments.

9.1 Potential Roles of Civil Society Organisations in the collaboration.

- **Generate information**: CSOs play an essential role in generating information on performance of public sector programmes, policies, and processes, and citizen feedback, to ensure equitable and effective services, accountability, and transparency. However, it is important to find balance between donor, community, and government interests in the indicators used to generate the information.
- **Build capacity**: CSOs need to build their capacity in M&E to strengthen their work, that of their peers, and the government. Although, it is expected that CSOs recruit talented M&E personnel, many struggle with this function and require support from international CSOs and or platform based CSOs to build the capacity.
- **Dissemination**: CSOs have important networks within the communities, country, region, and globally to disseminate the evaluation reports. It is important that the CSOs disseminate the evaluation reports widely to ensure they influence improvements to service delivery.

Role	Examples
Generate information:	• Co-production of knowledge, • Provide policy relevant analyses to government and other CSOs • Produce accessible publications
Build capacity:	• CSO can mobilise and build the capacity of citizen groups and networks to ensure communities participate in NES. CDD-Ghana mobilised farmers associations, parent teacher associations; market women association, community-based organizations and media in monitoring implementation of government policies and programs. • Developed scorecards and social action plans using government monitoring data to engage with local governments policy actors
Dissemination:	• Co-publication of policy briefs • co-authoring research papers, • co-hosting conferences etc. • CSOs can also host events at community level which are generally policy-oriented to bridge the gap between theory and practice.

Figure 1: roles of CSOs

Specifically, CSOs should be able to undertake the tasks below within the collaboration:

- Monitor performance of public sector programmes, policies, and processes.
- Participate in the public sector planning processes at local government and sector levels.
- Provide timely and quality data on the financial and physical implementation of projects for which they are the executing agency to the relevant ministry department or agency or local government.
- Provide external perspective on Government performance and results

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- Provide feedback to domestic and international constituencies on Government performance and results.
- Assist government through financial, technical, and other forms of assistance to strengthen its performance.

9.2. Role of government

- **Promote ownership and administration**: Government's role in the NES is that of an owner and administrator. Government creates administrative structures and procedures that facilitate the engagement, e.g., in Uganda, the government has put in place different mechanisms for engagement in evaluation including the directorate of monitoring and evaluation at the office of the prime minister, parliamentary committees, and an evaluation sub-committee that advises on the evaluation.
- **Influence incentives for the evaluation:** Government puts in place incentives for evaluation practice within government. These incentives can encourage or discourage CSO participation in NES.
- **Define a framework for engagements:** Government puts in place national monitoring and evaluation policies, or regulatory frameworks, e.g., a public private partnership framework that define the CSO-government collaboration in the NES.
- **Institutional capacity:** Government needs to build the institutional capacity of public sector agencies and staff to work effectively with CSOs. Such capacity building can help prevent public sector agencies engaging with CSOs as a pre-requisite without genuinely interacting to add value to the different programmes, policies, or procedures for evaluation. It is important to provide training to public agency staff, e.g. in strategic management, policy implementation, community relations and outreach, stakeholder consultation, service quality assurance, and monitoring.

> **Box 5: Example from South Africa**
>
> In the earlier days of the South African National Evaluation System CSOs participated both in the ETWG and in individual evaluations.
>
> Established Think Tanks often put forward bids to do evaluations.
>
> Government ensured representation of CSOs in Evaluation Steering Committees for individual evaluations
>
> CSOs participated as peer reviewers of individual evaluations
>
> CSOs were also invited to participate in validation workshops, and stakeholder workshops to provide inputs in evaluation reports
>
> CSOs participated in workshops to plan for how recommendations will be implemented
>
> Having a policy and guidelines, and NES leadership that encouraged CSO participation incentivised government-CSO collaboration

9.3. Role of Development partners (including Twende Mbele)

- **Disseminate the guideline-** the guideline can be disseminated through workshops, dialogues, webinars, and conferences to ensure that partner countries and other potential users are familiar with the guideline.
- **Build capacity for the guidelines**; Development partners have an important role to build the capacity of government to understand and value of collaboration, how to build the enabling environment and the core skills needed. This includes the capacity to put the right incentives in the government system for officials to collaborate with CSOs; facilitating processes in an inclusive

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manner, tracking and measuring impact of collaboration and getting that recognised in government.

One way partners can do this is by conduct capacity building workshops. Additionally, they can assist parties to identify theories of change or logic frameworks for the collaboration in adopting the guidelines and support the collaborations in implementing the guidelines. This could build shared understanding between government and CSOs on what the collaboration is meant to achieve

- **Work with partners to get resourcing**: collaborative management of the NES and implementation of evaluations has a cost. Setting-up platforms of engagement, building relationships, creating platforms for mutual information sharing and learning all require financial and non-financial resources. Donors can consider these aspects when funding efforts to institutionalise evaluations or individual evaluations.

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Strengthening Collaboration With CSOs in the Implementation of the NES

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