



IPDET

Module 2: Understanding the Issues Driving Development Evaluation



Introduction

- Overview of Evaluation in Developed and Developing Countries
- Implications of Emerging Development Issues

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Evaluation in Developed Countries

- Most of the 30 OECD countries have mature M&E systems
- Earliest adopters had:
 - democratic political systems
 - strong empirical traditions
 - civil servants trained in social science
 - efficient administrative systems and institutions

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A Strong Evaluation Culture Exists when:

1. Evaluation takes place in many policy domains
2. Supply of evaluators on staff who have mastered methods of different specialized disciplines
3. National discourse exists on evaluation
4. Profession exists with own societies or meetings with discussion of norms and ethics

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A Strong Evaluation Culture Exists when: (cont.)

5. Institutional arrangements exist in government for conducting evaluations and disseminating to decision makers
6. Institutional arrangements present in legislative bodies for conducting evaluations and disseminating them to decision makers

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A Strong Evaluation Culture Exists when: (cont.)

7. An element of pluralism exists within each policy domain
8. Evaluation activities also take place within the supreme audit institution
9. Evaluations focus not only on technical production or relation between inputs and outputs but also on program or policy outcomes

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4 Stages towards Developing Evaluation Capacity

(The Tavistock Institute)

- Mandating evaluation
- Coordinating evaluation
- Institutionalizing evaluation
- Toward an evaluation system

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Approaches

- Whole-of-Government
- Enclave
- Mixed

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Whole-of-Government Approach

- Adopted in some early M&E pioneer countries
- Broad-based, comprehensive M&E at all levels of government
- Millennium Development Goals created impetus
- Challenging where different ministries are at different stages

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Enclave Approach

- More limited, focus on one part or sector of government (a ministry or the cabinet)
- Strategy:
 - begin at local, state, or regional governmental level
 - pilot evaluation systems in a few key ministries or agencies

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Mixed Approach

- Blended whole-of-government and enclave approaches
- Some areas have a comprehensive approach; others more sporadic attention

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Evaluation in Developing Countries

- Face similar and different challenges
- Weak political will slows progress
- Difficulties in inter-ministerial cooperation and coordination can impede progress

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Evaluation Systems in Developing Countries

- New evaluation systems need:
 - political will in the government
 - highly placed champions willing to assume political risks
 - credible institutions

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Developing Countries Need to:

- Establish a foundation for evaluation
 - statistical systems and data, as well as budgetary systems
- Routinely collect baseline information
- Train officials in data collection, monitoring methods, and analysis

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Other Problems for Evaluation in Developing Countries

- Two budget systems:
 - recurrent expenditures
 - capital/investment expenditures
- Whole-of-Government approach may be too difficult at outset

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Building Institutional Capacity for Evaluation

- Aid organizations efforts can provide or create:
 - technical and financial assistance to build statistical systems
 - development networks
 - on-line computer networks
 - participatory communities (Development Gateway)

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Patton's Recent Trends

- Evaluation as a global public good
- Growth of professional organizations, associations, and societies and establishing standards and guidelines
- Beyond studies to streams (Rist)
- Emerging complexity in evaluation
- Move to more formative evaluation

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Emerging Issues Have Evaluation Implications

- Globalization
- Growing incidence of conflict
- Terrorism and money laundering
- Widening gap between rich and poor
- More development players
- Drive toward debt reduction
- Focus on improved governance
- Drive toward results-based, comprehensive, coordinated, and participatory development

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Items at Top of International Development Agenda

- Begins with Millennium Development Goals

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Millennium Development Goals (MDG) and M&E

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health

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Millennium Development Goals (MDG)

6. Combat HIV/AIDs, malaria, and other diseases
 7. Ensure environmental sustainability
 8. Develop a global partnership for development
- Driving developing countries to build statistical and evaluation capacity and systems
 - Development organizations called upon to provide technical assistance

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Monterrey Consensus and M&E - 2002

- About more financing for development to achieve the MDGs
- 170 countries, 50 heads of state
- NO firm goals
- Stressed mutual responsibilities and called on developing countries to improve policies and governance

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Paris Declaration on Aid Effectiveness - 2005

- Agreed to increase efforts for managing aid to developing countries
- 100+ ministers, heads of agencies and other senior officials
- Monitorable actions and indicators to track progress towards effective aid
- Five key principles: ownership, alignment, harmonization, managing for results, and mutual accountability

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2007 Survey of Paris Declaration Found:

- Increased awareness and promoted dialogue to improve delivery of aid
- Pace of progress in changing donor attitudes has been slow, transaction costs high
- Need to strengthen development strategies

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2008 Survey of Paris Declaration and M&E Found:

- Changing the way aid is delivered involves new costs
- Should use performance assessment frameworks and results-oriented reporting
- Need more credible monitoring systems

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The HIPC Initiative

- Intended to reduce external debt to sustainable levels for countries pursuing economic and social policy reform
- Endorsed by 180 countries, 41 countries receiving HIPC by 2007
- Linked to larger comprehensive national poverty reduction strategies

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HIPC and M&E

- Driving creation of M&E capacity
- Countries must commit to accountability and transparency through monitoring and evaluation
- Grants raise new evaluation issues

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The Role of Foundations

- Large foundations: (e.g. Gates, Ford, Buffet, Soras)
- Now part of the dialogue on global/country/ sector-wide projects, programs, and policies
- Designing and conducting evaluations
- Foundation support for development must be considered in other evaluations

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Conflict Prevention and Postconflict Reconstruction

- Currently conflict affects over 1 billion people
- Most conflicts difficult to end and global costs are great
- Poverty a cause and consequence of conflict
- Postconflict reconstruction requires coordination of many development organizations and government sectors

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Conflict Prevention

- Increased M&E emphasis on measuring change in:
 - social, ethnic, and religious communities and relations
 - governance and political institutions
 - human rights
 - security
 - economic structures and performance
 - the environment and natural resources
 - external factors

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Postconflict Reconstruction and M&E

- Multisector programs funded by 50-80 bilateral and multilateral development organizations
- Evaluators must examine the development organization coordination process
- New areas for evaluation:
 - demining, demobilization, reintegration of ex-combatants, ways to prevent conflicts from erupting
- Difficulty with attribution to any one organization

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Governance

- Governance programs address:
 - anticorruption, public expenditure management, civil service reform, judicial reform, administration, decentralization, e-government and public services delivery
- Several indices of corruption useful for M&E, e.g. Transparency International (TI) "Corruption Perception Index"

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Anti-Money Laundering and Terrorist Financing

- Problem:
 - Converting or transferring proceeds of criminal activity with the intent to conceal or disguise the origin of the property
 - Serious and growing international problem
- M&E Implication:
 - OECD Financial Action Task Force (FATF) on Money Laundering
 - Monitoring and evaluation is a part of the FATF mandate carried out multilaterally, by peer review, and by mutual evaluation

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Workers' Remittances

- Issue: money sent by workers at a distance to someone at home
- Now: global remittance total greater than ODA assistance
- Tend to be more stable than private capital flows with strong impact on poverty reduction
- M&E Implication: development organizations find ways to track remittances, evaluators need to determine the relative impact

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Gender Mainstreaming

- Gender: socially constructed roles ascribed to females and males
- Gender analysis: determine the access to and control over resources by men and women (and systematic way to determine impacts of development on women and men)

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Gender and M&E

- Gender equality and empowerment of women on MDG, specific goals, targets, indicators for countries
- OECD's DAC outlines guiding questions
- Implications for gender part of all M&E
 - In design
 - In review

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Private Sector Development (PSD) and Investment Climate

- Measures: PSI, ODA, FDI,
- PSD needed for poverty reduction
- Issue is investment climate
- Monitor and evaluate investment climate, e.g. Doing Business Database
- Evaluate PSD on indicators, such as:
 - business performance
 - economic sustainability
 - environmental and social effects
 - private sector development

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Environmental and Social Sustainability

- Corporate social responsibility (CSR): actively taking into account the economic, environmental and social impacts, and consequences of development activities
- Equator Principles (2003, updated 2006) provides:
 - framework and standards for financing activities and outlines ways to determine, assess, and manage environmental and social risk
 - M&E focus

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Global Public Goods

- Definition: Goods that are there for all to consume, where consumption by one person does not reduce the amount for others, e.g. languages, stories, history, clean air
- Global public goods affect the entire world
- Evaluation of global public goods is largely absent
- Lack clear objectives and verifiable performance indicators
- World Bank sourcebook

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A Final Note....

“Shoot for the moon. Even if you miss, you’ll land among the stars.”
 -- Les Brown



Questions?

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