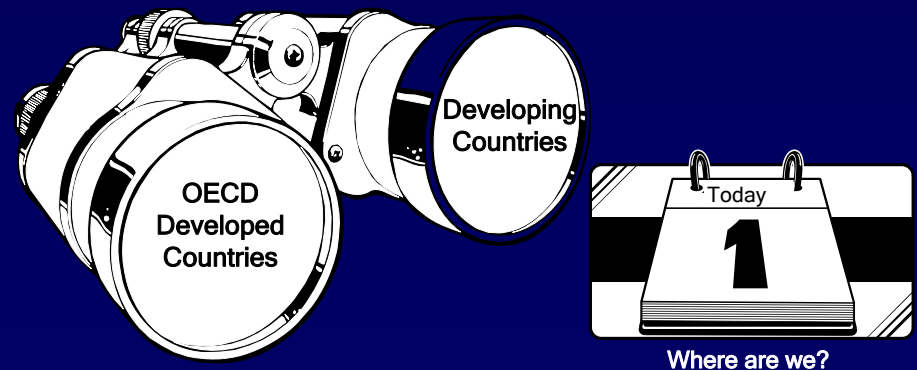
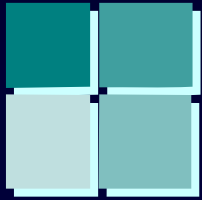


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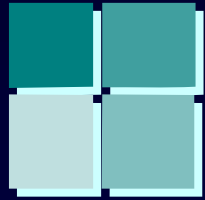
Module 2: Emerging Issues and Trends





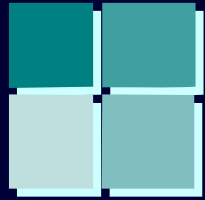
Introduction

- A Look at Evaluation in OECD Developed Countries and Developing Countries
- Emerging Trends: What Are the Evaluation Implications?
- Development Evaluation: Where Are We Today?



Evaluation in OECD Developed Countries

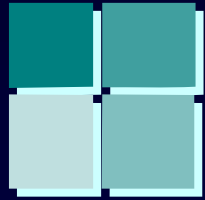
- Large majority of the 30 OECD countries now have mature M&E systems
- In a recent survey: Australia, Canada, the Netherlands, Sweden, and the USA had highest “evaluation culture ranking”



Evaluation Culture: 9 Criteria

- Evaluation in many domains
- Evaluators specialized - different disciplines and methods
- National discourse on evaluation adjusted to the specific national environment

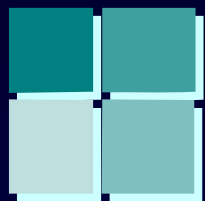
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Evaluation Culture: 9 Criteria (cont.)

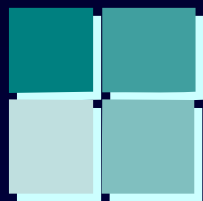
- Profession with societies or frequent attendance at meetings of international societies for discussion of norms and ethics
- Institutional arrangements in government for conducting evaluations and disseminating to decision makers

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Evaluation Culture: 9 Criteria (cont.)

- Institutional arrangements present in legislative body for conducting evaluations and disseminating
- Pluralism within policy domains
- Evaluation activities take place within Supreme Audit Institution
- Focus on program or policy outcomes as well as input/output



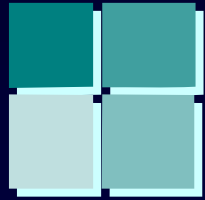
Approaches

- Whole-of-Government
- Enclave
- Mixed



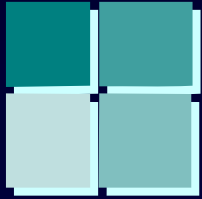
Skip Approach Details

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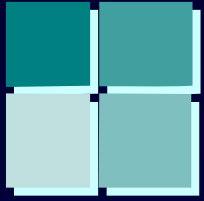
Whole-of-Government Approach

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



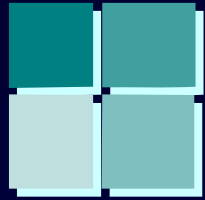
Enclave Approach

- Focused on one part or sector of the government (one ministry or cabinet)
- Strategy:
 - begin with local, state, or regional governmental level
 - piloting evaluation systems in a few key ministries or agencies



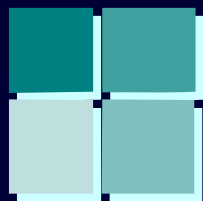
Mixed Approach

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



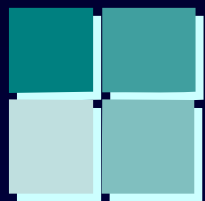
Evaluation in Developing Countries

- Minimum requirements for building evaluation systems:
 - demand for ownership of system
 - minimum of interested stakeholders
 - commitment to transparency and good governance
 - political will and institutional capacity
 - inter-ministerial cooperation and coordination



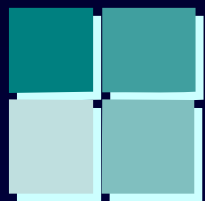
Evaluating Systems in Developing Countries

- New evaluation systems need:
 - highly placed champions willing to assume political risks
 - credible institutions
 - building the foundation for evaluation:
 - basic statistical systems and data
 - appropriate quality and quantity of data
 - baseline data



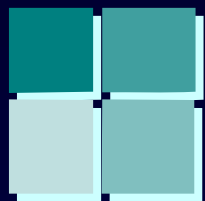
Capacity Development for Evaluation

- Developing Countries:
 - need technical and social science-based evaluation
 - donors creating development networks



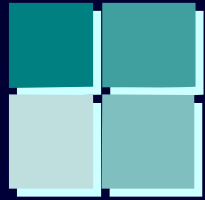
Other Problems for Evaluation in Developing Countries

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



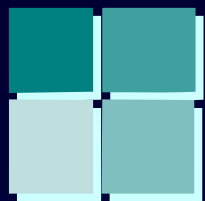
Patton's Recent Trends

- Evaluation as a global profession
- Studies to streams (Rist)
- New complexity in evaluation (command and control)
- Move to more formative-like situations



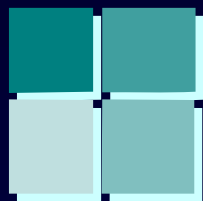
Changes in Response to Emerging Issues

- 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 comprehensive, coordinated, participatory development with results ...



Items at Top of International Development Agenda

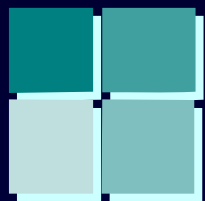
- Millennium Development Goals (MDG)
- Debt Initiative for Heavily-Indebted Poor Countries (HIPC)
- The Emergence of New Actors in International Development Assistance
- Conflict Prevention and Post-conflict Reconstruction
- Governance
- (continued on next slide)



Items at Top of International Development Agenda (cont.)

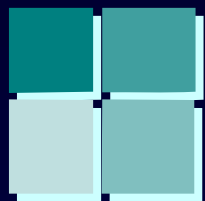
- Anti-Money Laundering and Terrorist Financing
- Workers' Remittances
- Gender: From Women in Development (WID) to Gender and Development (GAD) to Gender Mainstreaming
- Private Sector Development (PSD) and Investment Climate
- Environmental and Social Sustainability
- Global Public Goods





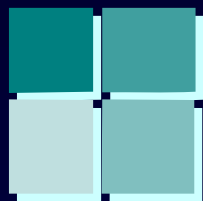
Millennium Development Goals (MDG)

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
6. Combat HIV/AIDs, malaria, and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development



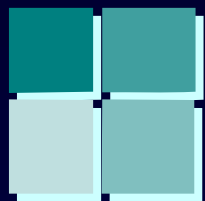
MDG's and Development

- Driving developing countries to build evaluation capacity and systems
- Donors called upon to provide technical assistance



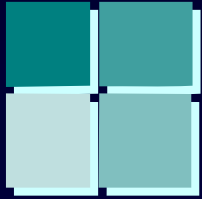
Debt Initiative for HIPC

- Proposed in 1996 by World Bank and IMF
- Intended to reduce external debt to sustainable levels for countries that pursue economic and social policy reform
- Endorsed by 180 countries, 27 countries receiving HIPC (2006)
- Linked to larger comprehensive national poverty reduction strategies



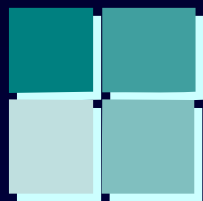
HIPC and Evaluation

- Driving creation of evaluation capacity
- Countries must commit to accountability and transparency through: monitoring, evaluation, and achievements
- Providing grants raises new issues and questions for evaluators



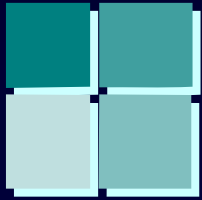
Emergence of New Actors

- Large foundations:
 - The Bill and Melinda Gates Foundation
 - The Ford Foundation
 - The Buffet Foundation
 - Soros Foundation/Open Society
- Now a part of the dialogue over global/country/sector-wide projects, programs, and policies
- Must become part of the process to design and develop evaluations



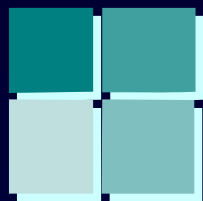
Conflict Prevention and Post-Conflict Reconstruction

- Currently conflict affects over 1 billion people
- Most conflicts difficult to end
- Global costs great
- Poverty a cause and consequence of conflict
- Post-conflict reconstruction requires coordination of large numbers of donors
 - infrastructure, institution building, technical assistance, democracy & elections, NGOs and civil society, civilian police, etc.



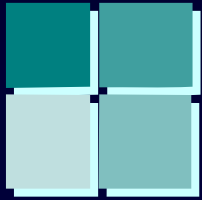
Conflict Prevention

- Conflict analysis and sensitivity
- Greater emphasis on:
 - 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



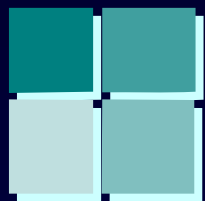
Post-Conflict Reconstruction and Evaluation

- New level of difficulty
- Multi-sector programs funded by 50-80 bilateral and multilateral donors
- Evaluators must examine the impact and donor coordination process
- Untraditional areas:
 - de-mining, demobilization, reintegration of ex-combatants
- Ways to prevent conflicts from erupting



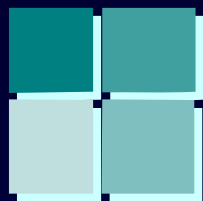
Governance

- Governance programs seek to promote:
 - anti-corruption, public expenditure management, civil service reform, judicial reform, administration, decentralization, e-government and public services delivery
- Measures of corruption: Transparency International (TI) “Corruption Perception Index”
- Donors and evaluators can use these to measure aid effectiveness



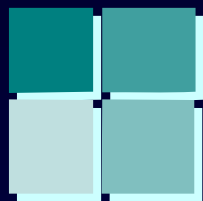
Anti-Money Laundering and Terrorist Financing

- Converting or transferring proceeds of criminal activity with the intent to conceal or disguise the origin of the property
- Serious and growing international problem
- The OECD/s 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



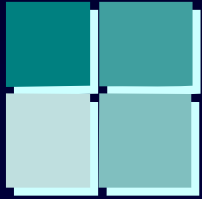
Worker's Remittances

- Definition: money sent by workers at a distance to someone at home
- Rising trend: global remittance total greater than ODA assistance
- Tend to be more stable than private capital flows
- Strong impact on poverty reduction
- Donors seeking to find ways to track these trends and capitalize on them
- Evaluators need ways to study the impact



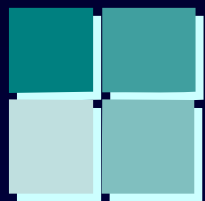
Gender

- Gender: socially constructed roles ascribe to females and males
- Gender analysis: access and control men and women have over resources and systematic way to determine needs, preferences, and impact
- Trend from WID – to Gender and Development – to Gender Mainstreaming



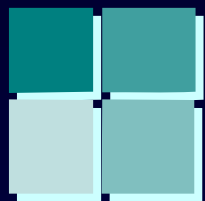
Gender and M&E

- Progress in gender equality and empowerment of women included in the MDGs
 - specific goals, targets, indicators
- OECD's DAC outlines guiding questions
- Gender budgeting



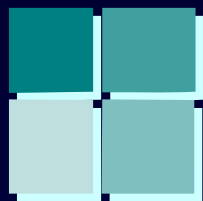
PSD and Investment Climate

- Many issues within private sector development (PSD) and investment climate in poverty reduction
 - poverty reduction
 - privatization
 - private participation in infrastructure services
 - creation of micro-, small-, and medium-sized enterprises (SME)
 - support for micro and SME finance
 - stimulating entrepreneurship



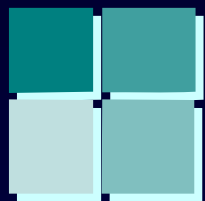
PSD, Investment, and M&E

- Evaluate using four possible indicators:
 - business performance
 - economic sustainability
 - environmental effects
 - private sector development
- Doing Business Database: objective measures of business regulations and their reinforcement



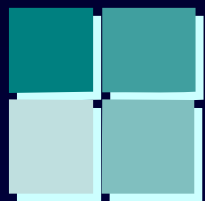
Environmental and Social Sustainability

- Corporate social responsibility (CSR): actively taking into account the economic, environmental and social impacts, and consequences of business activities
- Equator Principles (2003):
 - common baseline and framework, and standards for financing activities
 - outline ways to determine, assess, and manage risk (environmental and social)
 - commitment to socially responsible financing



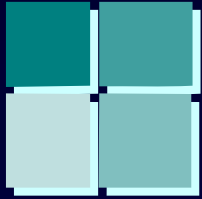
Environmental and Social Sustainability and M&E

- Standards cover:
 - environmental
 - health and safety
 - indigenous peoples
 - natural habitats
 - resettlement



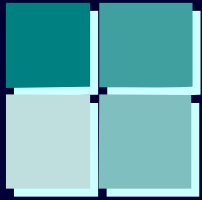
Global Public Goods

- Goods where consumption by one person does not reduce the amount for others
- Evaluation of global public goods is largely absent
- Lack clear objectives and verifiable performance indicators



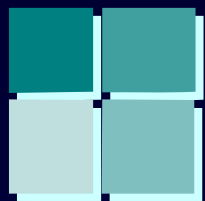
Where Are We Today?

- The new development agenda calls for broader understandings of:
 - sectors
 - countries
 - development strategies
 - policies
- It emphasizes learning and continuous feedback at all phases of the development cycle



Changes in Evaluation

- Moved from traditional implementation-focused evaluation models to results-based evaluation models.
- Process emphasis on individual projects, or a partial approach, to a more comprehensive approach



Working Together

- Growing number of partnerships
- Performance of individual partners now needs to be evaluated according to their respective contributions and obligations
- Evaluation has become more difficult to design with a more demanding, fragmented, and participatory approach to development

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