

Country-led Development Evaluation

The Donor Role in Supporting Partner Ownership and Capacity

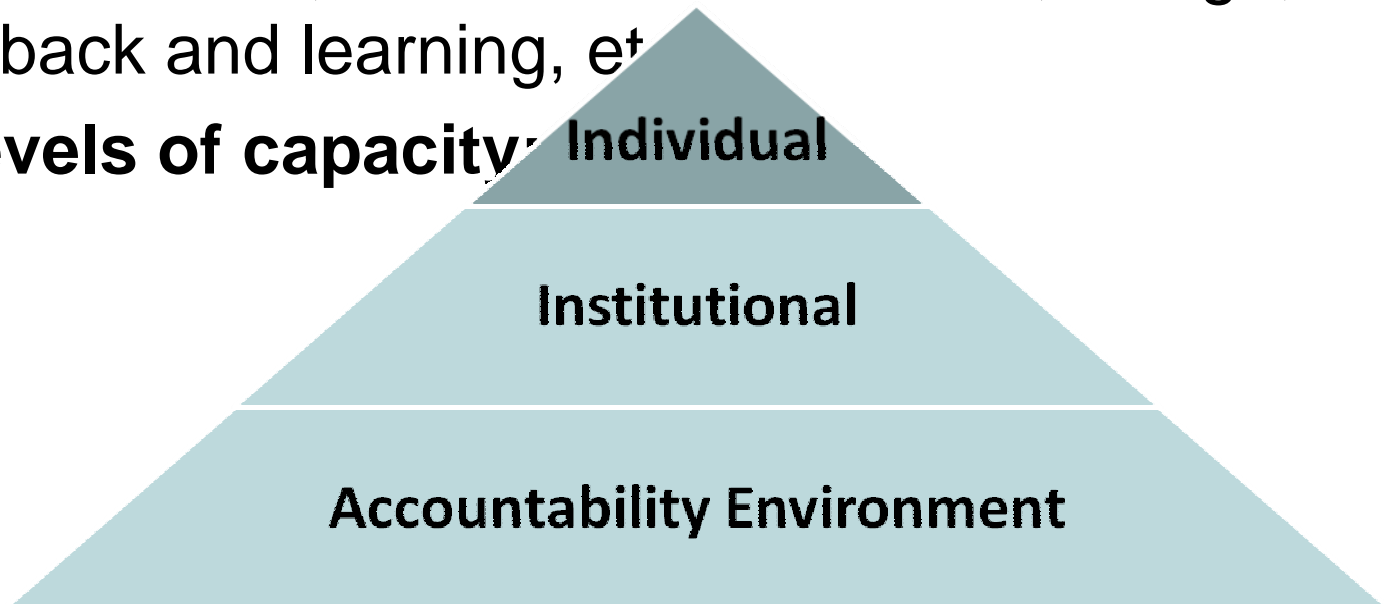
Mr. Hans Lundgren
March 2009





What is Evaluation Capacity?

- **Evaluation Capacity Development (ECD):** unleashing, strengthening and maintaining evaluation capacity.
- **Evaluation system:** from setting the agenda to technical skills, demand for evaluation, design, feedback and learning, etc.
- **3 Levels of capacity:** Individual



Key elements in ECD knowledge base

- Fact finding study on ECD
- Member and partner country experiences
- Work by MDBs and UN, studies by IEG
- IOCE publication “Creating and Developing Evaluation Organisations”
- DAC’s Good Practice document on Capacity Development (2006)
- UNICEF et al, “Country-led monitoring and evaluation systems” (2008)
- Evaluation tools, norms & standards



15 Emerging Lessons

4

1. Capacity development must be **locally-owned and driven *throughout* the process.**
2. Start with evidence based, partner-led **needs assessment.**
3. **Tailor** to context, partner needs and interests.
4. Work to **support, *not import.* Donors can:** consolidate and disseminate good evaluation practice, provide incentives, share



Emerging Lessons

5



5. **Build capacity by using it: Do joint evaluation work** that meets partner (as well as donor) evaluation needs, involve trainees in real evaluations.
6. **Trust:** Enable active partner leadership by ceding control of evaluation processes.

Emerging Lessons

6

7. Look at both **supply and demand** for evaluation.
8. **Demonstrate utility and benefits** of evaluation to stakeholders.
9. Gain **political support** for evaluation system reforms.
10. **Cultivate networks** of skilled “evaluation champions.”



Emerging Lessons

7

11. Support **peer-to-peer** learning between partner countries.
12. **Co-ordinate interventions** with other agencies, private sector, civil society, etc.
13. Capacity development needs, goals and funding should be **included in programme and evaluation plans, MOUs, budgets, PRSPs, JASs, etc.**



Emerging Lessons

8



14. **Move beyond isolated individual training** to work on: incentives, institutional cultures, results based management, law, governance.
15. **Support an environment of domestic accountability:** freedom of expression, strong civil society, critical press, participatory development, etc.



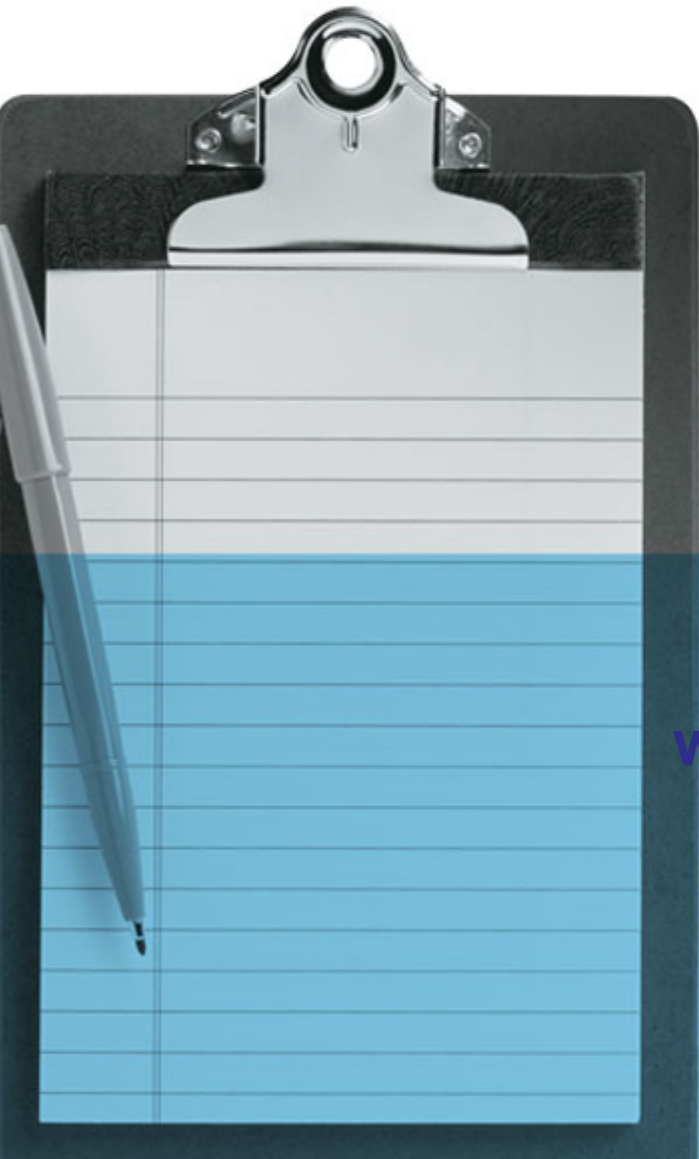
Current Challenges and Issues

- How to meet both partner and donor evaluation needs (learning and accountability) in joint processes?
- Partner systems must serve purposes beyond aid evaluation.
- Links between evaluation work and partner governance and domestic accountability.
- What are the indirect (unintended) impacts of donor evaluation policies and practices on partner country evaluation systems?



How do we move forward?

- Learn more about how to support partner country evaluation capacity *in the way we plan and implement* evaluations of development co-operation.
- Link with partners and find opportunities to collaborate.
- Continue to share experiences and evaluation resources.
- Facilitate more joint work with partners.
- Consolidate lessons into practical tips for donor evaluation commissioners.



Your comments and suggestions are welcome!

Hans.Lundgren@OECD.org
www.oecd.org/DAC/EvaluationNetwork

