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**DEVELOPMENT CO-OPERATION DIRECTORATE  
DEVELOPMENT ASSISTANCE COMMITTEE**

**DCD/DAC/EV(99)2/REV1**  
**For Official Use**

**Working Party on Aid Evaluation**

**WORK PROGRAMME 1999-2000**

**(Note by the Secretariat)**

*The revised work programme is submitted to the Working Party on Aid Evaluation for CONSIDERATION at its meeting on 10-11 February 2000.*

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**WORK PROGRAMME 1999 - 2000**

1. This revised work programme has been prepared for consideration at the **February 2000** meeting of the Working Party.
2. The work programme is structured around the tasks specified in the mandate of the Working Party and is closely related to DAC priorities. Activities for which Members have expressed general support but no agency has yet volunteered for leadership, may not be implemented. Further adjustments may also become necessary as a result of discussions of the overall OECD work programme and budget.
3. Feedback to the DAC is an integral part of the work programme and the evaluation process and, therefore, not listed as a separate activity.

**Mandate**

4. The Expert Group on Aid Evaluation's mandate is:
  - i. "strengthening exchange of information, experience and co-operation between national and, as appropriate, multilateral evaluation units, with a view to:
    - improving the evaluation activities of individual members;
    - encouraging standardisation of methodological and conceptual frameworks;
    - laying the basis for improved donor co-ordination in the planning of major evaluation studies;
  - ii. contributing to improved aid effectiveness by attempting to distil from evaluation studies operational lessons for project and programme planning and design, for consideration by the DAC;
  - iii. examining the feasibility of launching a set of joint or co-ordinated studies, undertaken by interested members, of aid effectiveness in a major sector, such as agriculture, or possibly in particular countries;
  - iv. seeking ways to promote and support developing countries' own evaluation capabilities."
5. The DAC Members will meet on 29 February - 1 March 2000 to review the mandate of all DAC subsidiary bodies. At this meeting the overall "architecture" of DAC Subsidiary bodies will also be discussed to ensure relevance of each subsidiary body's work programme and ways to benefit from possible synergies.

**Monitoring and follow up**

6. An annual report by the Chair has been issued to review progress made by the Working Party on Evaluation in the implementation of its work programme [see DCD/DAC/EV(2000)1]. Members of the Working Party will review this report in order to ensure that work is on the right track and problems are addressed as appropriate.

## I. Strengthening exchange of experience

7. Strengthen exchange of information, experience and co-operation with a view to:

- improving the evaluation activities of individual Members;
- encouraging standardisation of methodological and conceptual frameworks; and
- improving donor co-ordination in evaluation.

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
A. Follow-up to the Review of the Principles for Evaluation of Development Assistance.	Contribute to improved evaluation practice in development co-operation and increase the use of evaluation results in decision-making.	Publication of good/effective practices in respective areas.	<p><b>Action:</b> Elaborate a set of good or effective practices to complement and reinforce the Principles in key areas. These include: partnerships in evaluation; feedback and communication practices and result-based management. [See DCD/DAC/EV(99)5 and work programme items below.]</p> <p><b>Resources:</b> Lead and co-ordination: Secretariat. Member inputs and voluntary contributions.</p>
B. Result-based management and evaluation.	Take stock of and promote cross-fertilisation of useful experience. Provide guidance based on Members' experience on how to develop and implement results-based management in development agencies.	An overview and analytical framework of result-based management applications in development organisations, with specific emphasis on links with evaluation.	<p><b>Action:</b> Prepare an overview of Member countries' experience with result-based management systems and evaluation. Produce a document containing good practices.</p> <p><b>Resources:</b> Lead and co-ordination: Secretariat. Member inputs and voluntary contributions.</p>

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
C. Evaluation partnership (see also section IV.B).	Improve evaluation partnership practices.	A document on good practices to be published and widely distributed.	<p><b>Action:</b> Produce an overview of current practices in evaluation involving partners. Consult with partner countries. Identify good/effective evaluation partnership practices, covering all stages of the evaluation process.</p> <p>[See DCD/DAC/EV(99)5.]</p> <p><b>Resources:</b> Lead and co-ordination: Secretariat. Member contributions.</p>
D. Feedback and communication.	Share experiences with internal/external feedback and communications. Update feedback and communication practices developed in mid-1980s.	A document with good/effective practices on how results can be fed back and communicated effectively to various stakeholders.	<p><b>Action:</b> Organise a workshop in September 2000, to review experiences on feedback and dissemination practices.</p> <p><b>Resources:</b> Lead: Secretariat and Japan. Member contributions.</p>
E. Poverty reduction: evaluation methodologies and approaches.	Share and improve methods to evaluate poverty reduction strategies and programmes. Contribute to the work on a set of guidelines for poverty reduction, led by the DAC Poverty Network.	Dissemination of the results of the Edinburgh workshop on evaluation methodologies and approaches for poverty reduction programmes. A literature review on evaluation efforts and experiences in key areas of the poverty reduction agenda. Annotated bibliography of evaluation reports, methodologies, and approaches for poverty reduction programmes.	<p><b>Action:</b> Prepare final version of the Edinburgh papers for dissemination. Organise a workshop, as proposed by CIDA, in February 2001. Set up a website to promote discussion on evaluation methodologies and results of poverty reduction programmes in preparation of this workshop.</p> <p><b>Resources:</b> Lead: UK for Edinburgh workshop follow-up; CIDA for workshop in 2001. Member inputs and voluntary contributions.</p>

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
F. Evaluation of humanitarian aid.	Provide guidance to those involved in commissioning evaluations of humanitarian aid.	Following publication in November 1999, disseminate the report "Guidance for Evaluating Humanitarian Assistance in Complex Emergencies"	<p><b>Action:</b> Disseminate the report "Guidance for Evaluating Humanitarian Assistance in Complex Emergencies" through the Evaluation website and other means. Feed conclusions back into relevant humanitarian and development networks.</p> <p><b>Resources:</b> Lead: Secretariat and Members. Member contributions.</p>
G. Evaluation Inventory.	<p>Help to build up and spread knowledge about the results of development co-operation.</p> <p>Dissemination of evaluation reports.</p> <p>Enhance usefulness of the Evaluation Inventory.</p>	A publicly accessible database with evaluation abstracts.	<p><b>Action:</b> Canada is managing the Inventory for the Working Party. Member countries provide evaluation reports and abstracts.</p> <p><b>Resources:</b> Lead: Canada. Member contributions.</p>
F. Country programme evaluation.	<p>Promote exchange of methods and results of the second generation of country programme evaluations .</p> <p>Enhance local ownership and co-ordinated donor response.</p>	Disseminate the publication of "Evaluating Country Programmes, Vienna Workshop, 1999", which contains good practices and key elements for assessing country programmes	<p><b>Action:</b> Disseminate "Evaluating Country Programmes, Vienna Workshop, 1999" through the Evaluation website and other means.</p> <p><b>Resources:</b> Secretariat lead. Member inputs and voluntary contributions.</p>

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
H. Website for the Working Party on Aid Evaluation.	Facilitate and strengthen exchange of information and experience among Member countries. Disseminate more widely information about work and activities of the Working Party on Aid Evaluation.	A functional and useful website for the Working Party on Aid Evaluation.	<b>Action:</b> Continuously update and improve the functionality of the website for the Working Party on Aid Evaluation <b>Resources:</b> Lead: Secretariat. Member contributions.
I. Glossary.	Provide common understanding of terminology used in evaluation and result-based management.	A glossary of terms in evaluation and result-based management to harmonise terminology.	<b>Action:</b> Collect information on existing glossaries. Draft and finalise a glossary of terms in evaluation and result-based management. <b>Resources:</b> Secretariat, World Bank and Task Force. Member Members inputs and contributions.
J. Sharing methods and results.	Promote mutual learning and cross-fertilisation on evaluation methods and results.	Improved knowledge of evaluation.	<b>Action:</b> Members will be encouraged to host or sponsor events aimed at the dissemination of lessons and sharing of methods either in connection with the biannual meetings or on separate occasions (see Annex for a list of recent seminars/workshops). <b>Resources:</b> Co-ordination: Secretariat. Member contributions.
K. Evaluation training for development agencies.	Contribute to building evaluation expertise in agencies.	Improved and harmonised evaluation methods and approaches in development agencies.	<b>Action:</b> Building on past experience with joint training courses, the Working Party or individual Members will plan joint training courses for evaluators, as required. This activity is fully demand-driven and timing is flexible. Training should continue to be part of the list of joint activities, as there are economies of scale involved. <b>Resources:</b> Volunteer Members.

## II. Lessons learned

8. Contribute to improved aid effectiveness by generating, distilling and synthesising operational lessons through pooling of experience and results.

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
A. WID/Gender Evaluation.	Contribute to DAC gender action plan in collaboration with the DAC Working Party on Gender Equality, as a follow-up to the 1994 assessment and the Beijing Conference.	Produce a report of the workshop held in Sweden in November 1999 and make it publicly available.	<p><b>Action:</b> Complete and then disseminate the report, which assesses progress in WID/Gender strategies within development agencies, through the Evaluation website and possibly more traditional means.</p> <p><b>Resources:</b> Lead: Sweden. Member contributions.</p>
B. Institutional Capacity Development in Environment.	In consultation with the DAC Working Party on Development Co-operation and Environment, contribute to improved practices in capacity development in environment.	Publication and dissemination of the report "Lessons of Donor Support for Institutional Capacity Development in Environment".	<p><b>Action:</b> Disseminate the report on "Lessons of Donor Support for Capacity in Environment", through the Evaluation website and more traditional means.</p> <p><b>Resources:</b> Lead: Denmark, Netherlands, UK and the Secretariat. Member contributions.</p>
D. Peace building and conflict prevention.	Contribute to performance evaluations in the area of assistance for peace building and conflict prevention.	Evaluate policies and interventions to link post-conflict assistance to sustainable economic and social development.	<p><b>Action:</b> Further work in this area was suggested by the DAC HLM. The Working Party will review ongoing efforts and investigate scope and modalities for joint work.</p> <p><b>Resources:</b> To be decided.</p>

## III. Joint studies

9. Joint or co-ordinated studies on aid effectiveness in major sectors. More joint studies will alleviate the administrative burden on developing countries and add value to individual donor evaluation efforts.

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
A. Evaluation plans.	<p>Identify opportunities for collaboration in the implementation of evaluations.</p> <p>Facilitate and promote cross-fertilisation of methodology and terms of reference.</p> <p>Plan ahead for sharing or pooling of results to obtain maximum dissemination and feedback impact.</p>	<p>Increased number of joint evaluations. Greater collaboration among Members in all stages of the evaluation process.</p>	<p><b>Action:</b> Members will provide the Secretariat with timely information on future evaluation plans, to enable the Secretariat to keep the evaluation plan matrix up-dated .</p> <p><b>Resources:</b> Co-ordination: Secretariat. Member contributions.</p>
B. Joint sector evaluations (multidonor and partner countries).	<p>Assess effectiveness of development co-operation in key sectors.</p>	<p>Joint (multidonor and partner country) sector programme evaluations in key areas of S-21.</p> <p>Enhanced contributions to specific DAC meetings related to the implementation of the goals.</p>	<p><b>Action:</b> Discuss and identify scope for joint sector evaluations. [Maintain an updated sector evaluation matrix to facilitate planning of joint efforts.]</p> <p><b>Resources:</b> Lead: Denmark. Member contributions.</p>
C. Multidonor evaluation practices.	<p>Provide guidance based on Members' experience on how to plan and conduct multidonor evaluations.</p>	<p>Effective practices in the planning and conduct of multidonor evaluations.</p>	<p><b>Action:</b> Pool recent experiences with multidonor evaluations.</p> <p><b>Resources:</b> Lead: United States. Member contributions.</p>

#### IV. Evaluation capacity of developing countries

10. Promote Evaluation Capacity Development and contribute to strengthening evaluation partnerships.

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
A. Evaluation Capacity Development (ECD) in partner countries.	<p>Promote active co-operation and exchange of experience.</p> <p>Assist developing partner countries in building effective evaluation systems.</p> <p>Promote networking between partner country evaluators.</p>	<p>Enhanced awareness of the usefulness of evaluation as a management tool in public sector programmes.</p> <p>Suggestions for joint partner/donor implementation.</p>	<p><b>Action:</b> Contribute to and promote member and partner countries' ECD efforts. Build on recent events such as:</p> <p>(a) The UNDP conference on Evaluation Capacity Building in Beijing, October 1999.</p> <p>(b) The conference, organised by UNICEF, with the support of some Members, to launch the African Evaluation Association, in Nairobi, September 1999.</p> <p><b>Resources:</b> Lead: To be decided. Multilateral banks and Members/Secretariat.</p>
B. Evaluation partnership (see also section I.C).	<p>Improve evaluation partnership practices.</p>	<p>A document on good practices to be published and widely distributed.</p>	<p><b>Action:</b> Produce an overview of current practices in evaluation involving partners.</p> <p>Consult with partner countries.</p> <p>Identify good/effective evaluation partnership practices, covering all stages of the evaluation process.</p> <p>[See DCD/DAC/EV (99) 5.]</p> <p><b>Resources:</b> Lead and co-ordination: Secretariat. Member contributions.</p>

## ANNEX

### List of publications

Most of the Working Party documents are prepared for internal discussion at meetings, either as OECD documents or room documents. At each meeting, a complete list of documents is made available. Nevertheless, it may be useful here to recall some recent special outputs (lead agency for the publication within parenthesis):

- In the Evaluation and Aid Effectiveness Series:
  1. Guidance for Evaluating Humanitarian Assistance in Complex Emergencies (OECD), 1999.
  2. Evaluating Country Programmes, Vienna workshop 1999 (OECD), 1999.
  3. Donor Support for Institutional Capacity Development in Environment: Lessons Learned (OECD), 2000.
- Review of the DAC Principles for Evaluation of Development Assistance (OECD), 1998.
- Searching for Impact and Methods: NGO Evaluation, Synthesis Study (Finland), 1998.
- Evaluation of Programmes Promoting Participatory Development and Good Governance (United States), 1997.
- Evaluation Capacity Building: Donor Support and Experiences (Denmark), 1996.
- The Role of Rating Systems in Aid Management. Experiences of DAC Member Organisations (Netherlands), 1996.
- Proceedings of Seminar hosted by AusAid for the Expert Group on Aid Evaluation (Australia), 1996.
- Methods for Evaluation of Poverty-Oriented Aid Interventions (Denmark), 1995.
- Assessment of DAC Members' WID Policies on Programmes (Canada), 1994.

### List of seminars and workshops

- Workshop on Evaluating Gender Equality and Women's Empowerment, hosted by Sweden, November 1999.
- Workshop on Poverty Reduction Evaluation Methodologies and Approaches, hosted by United Kingdom, October 1999.
- Regional Workshop on Evaluation Capacity Development, hosted by UNDP, Beijing, October 1999.
- Conference of the African Evaluation Association on Building Evaluation Capacity in Africa hosted by UNICEF, Nairobi, September 1999.
- Workshop on Country Programme Evaluation, hosted by Austria, March 1999.
- Regional Conference on Strengthening the Evaluation Capacities of African Countries, hosted by the ADB, November 1998.

- Workshop on Performance Management and Evaluations, hosted by UNDP/Sida, October 1998.
- Training Workshop, organised and hosted by Sweden, 1998.
- A Workshop to review progress and provide directions for elaborating best practices in evaluating humanitarian aid, hosted by Denmark, February 1998.
- Norway invited Members to a Seminar on NGOs in Aid in November 1997, at which the report “Searching for Impact and Methods: NGO Evaluation Synthesis Study” was discussed.
- An informal meeting to feed back results of the work on Rating Systems in Aid Management was organised for DAC Members and the OECD Secretariat in December 1996.
- A Joint Informal Seminar to discuss the PD/GG evaluation study was organised in October 1996 with the DAC Ad Hoc Working Group on PD/GG.
- An Informal Seminar on Performance Monitoring and Evaluation and on dissemination of evaluation results was held in April 1996.
- Australia hosted an informal seminar for the members of the Working Party on 6-8 February 1996.