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DEVELOPMENT ASSISTANCE COMMITTEE**

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Working Party on Aid Evaluation

WORK PROGRAMME 2001-2002

(Note by the Secretariat)

**The work programme is submitted to the Working Party on Aid Evaluation for
CONSIDERATION at its meeting on 22-23 November 2000**

Contact: Mr. Hans Lundgren, Tel: 33 (1) 45 24 90 59; Fax: 33 (1) 44 30 61 47;
Email: hans.lundgren@oecd.org
Strategic Management of Development Co-operation Division

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WORK PROGRAMME 2001-2002

1. This work programme is being prepared for consideration at the **November 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 to lead, 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 reviewed all working parties and subsidiary bodies in early 2000. Strong support for the WP-EV was expressed and there was consensus that it should continue its work under the established mandate. The following extracts provide highlights:

"Mr. Dabelstein (Denmark), Chair of the Working Party on Aid Evaluation (WP-EV) outlined some of the major activities and outputs of the Working Party. He drew attention to the annual report of the WP-EV which had been sent to the DAC Chair and distributed to DAC delegates. He underlined the importance of the annual report as a monitoring instrument for the DAC, and for the WP-EV itself, on the implementation of its work programme. He emphasised that the WP-EV had had a significant impact on the evaluation functions and activities of individual Members, leading to improved co-operation and co-ordination of evaluation activities. Through joint synthesis studies, the WP-EV was contributing to increased knowledge on aid effectiveness. The three recent publications in the Evaluation and Aid Effectiveness series were

concrete examples of this contribution. Despite only one meeting in 1999, the WP-EV had made considerable progress, notably through task forces and informal workshops on country programme evaluation, poverty reduction and gender equality. These themes were all closely related to the overall priorities of the DAC. He underlined the importance of the demand aspect and encouraged the DAC to suggest priority evaluation themes for the next work programme cycle. He also noted that the WP-EV had a tradition of collaborating with the other subsidiary bodies through workshops and consultations in conducting joint synthesis studies.”

(From DCD/DAC/M(2000)2/FINAL)

“Delegates agreed that the Working Party on Aid Evaluation (WP-EV) should continue on its present basis, with a defined role in the peer reviews process. The precise modalities of such a role should be elaborated, in consultation with the WP-EV, by the end of 2000.”

(From DCD/DAC/M(2000)3/PROV)

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 review this report at its first meeting each year 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.	Elaboration of good/effective practices followed by publication.	<p>Action: 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 work programme items below.]</p> <p>Resources: 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.	<p>Phase 1: An overview and analytical framework of result-based management applications in development organisations, with specific emphasis on links with evaluation.</p> <p>Phase 2: A set of effective/good practices based on Phase 1 and in-depth study of RBM systems.</p>	<p>Action: Phase 1. Prepare an overview of Member countries' experience with result-based management systems and evaluation. Phase 2. In-depth study and key informant interviews with selected Members. Produce a document containing good practices.</p> <p>Resources: 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.	Identification of key elements for more effective evaluation partnership practices.	<p>Action: Identify examples of good/effective evaluation partnership practices, covering all stages of the evaluation process. This work will draw on ongoing joint evaluations and the review of donor practices.</p> <p>Resources: Lead and co-ordination: Secretariat. Member contributions.</p>
D. Feedback and communication.	<p>Share Members' experiences with internal/external feedback and communications.</p> <p>Re-examine feedback and communication practices developed in mid-1980s.</p>	<p>Disseminate results of the Tokyo Workshop on "Evaluation Feedback for Effective Learning and Accountability".</p> <p>Develop good/effective practices on effective feedback and communication to internal and external stakeholders.</p>	<p>Action: Workshop held in September 2000 to share and review experiences on feedback and dissemination practices.</p> <p>Resources: Lead: Japan and Steering Committee. Member contributions.</p>
E. Poverty reduction: evaluation methodologies and approaches.	<p>Share and improve methods to evaluate poverty reduction strategies and programmes.</p> <p>Contribute to the work on finalising and assessing guidelines for poverty reduction, led by the DAC Poverty Network.</p>	<p>Elaboration of follow-up work proposal drawing on the results of the Edinburgh workshop on evaluation methodologies and approaches for poverty reduction programmes.</p> <p>Building blocks in this work are the Edinburgh papers and outputs, notably:</p> <ul style="list-style-type: none"> • The literature review on evaluation efforts and experiences in key areas of the poverty reduction agenda. • The annotated bibliography of evaluation reports, methodologies, and approaches for poverty reduction programmes. <p>The World Bank publication "Evaluation and Poverty Reduction" is another key input.</p>	<p>Action: Organise a workshop, as proposed by CIDA.</p> <p>Resources: Lead: CIDA for workshop. Member inputs and voluntary contributions.</p>

SUBJECT	PURPOSE	EXPECTED RESULTS	ACTION/RESOURCES
F. 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 Members of the Working Party on Aid Evaluation and external users.	Action: Continuously update and improve the functionality of the website for the Working Party on Aid Evaluation. Co-ordinate with the Evaluation Inventory and Global Development Gateway developments. Resources: Lead: Secretariat. Member contributions.
G. Glossary.	Provide common understanding of terminology used in evaluation and result-based management.	A glossary of terms in evaluation and result-based management for use by partners and development co-operation personnel.	Action: Collect information on existing glossaries. Draft and finalise a glossary of terms in evaluation and result-based management. Resources: Secretariat, World Bank and Task Force. Member inputs and contributions.
H. Informal seminars on methodological issues.	Promote mutual learning and cross-fertilisation on evaluation methods and results.	Improved knowledge of methods and conceptual frameworks for evaluation.	Action: Members will be encouraged to 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). Resources: Co-ordination: Secretariat. Member contributions.
I. Evaluation training for development agencies.	Contribute to building evaluation expertise in agencies.	Improved and harmonised evaluation methods and approaches in development agencies.	Action: 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. World Bank (IFC) is elaborating an inventory of training courses which may provide a framework for future joint training. Resources: World Bank/IFC. 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. Gender/WID Evaluation.	Contribute to further implementation of the DAC gender action plan in collaboration with the DAC Working Party on Gender Equality, building on the 1999 workshop hosted by Sweden and the 1994 WID Assessment.	Mainstream gender issues in evaluation work	Resources: Lead: Australia with Sweden and Member contributions. [The Gender Workshop documentation has been disseminated electronically.]
B. Dissemination of publications: <ul style="list-style-type: none"> Guidance for Evaluating Humanitarian Assistance in Complex Emergencies Evaluating Country Programmes, Vienna Workshop, 1999 Donor Support for Institutional Capacity Development in Environment: Lessons Learned Effective Practices in Conducting a Joint Multi-Donor Evaluation 	Spread evaluation results and know-how to a broader evaluation community and interested public.	Wide dissemination of the outputs of joint work undertaken in the WP.	Active distribution by Secretariat and by Members (including via workshops, seminars etc).
C. Evaluation Inventory.	Help to build up and spread knowledge about the results of development co-operation. Contribute to the dissemination of evaluation reports. Enhance usefulness of the Evaluation Inventory.	A user friendly, publicly accessible database with evaluation abstracts.	Action: Canada is managing the Inventory for the Working Party. Member countries provide evaluation reports and abstracts. Resources: Lead: Canada. Member contributions.

III. Joint studies

9. Promote and conduct 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. Sharing evaluation plans (programmed and indicative).	Identify opportunities for collaboration in the implementation of evaluations. Facilitate and promote cross-fertilisation of methodology and terms of reference. Plan ahead for sharing or pooling of results to obtain maximum dissemination and feedback impact.	Increased number of joint evaluations. Greater collaboration among Members in all stages of the evaluation process.	Action: Members will provide the Secretariat with timely information on future evaluation plans. This will enable the Secretariat to maintain the DAC Members' evaluation portfolio, containing all major planned evaluations. Resources: Co-ordination: Secretariat. Member contributions.
B. Joint sector evaluations (multidonor and partner countries).	Assess effectiveness of development co-operation in key sectors.	Joint (multidonor and partner country) sector programme evaluations, e.g. <ul style="list-style-type: none"> • Ghana's transport sector • (plus additional examples) Enhanced contributions to specific DAC meetings.	Action: Discuss and identify scope for joint sector evaluations. Secretariat to prepare a matrix with aid flows by sector. Resources: Members will participate in individual initiatives. Secretariat: Facilitator.
C. 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.	Action: Further work in this area has been suggested. The Working Party will review ongoing efforts and investigate scope and modalities for joint work. Resources: To be decided.
D. Using Information and Communication Technology (ITC) as a tool for development.	Assess development co-operation instruments and efforts in new area.	Feed into agency work and OECD/DAC work on bridging the digital divide.	Action: Review of current status of evaluation efforts followed by synthesis work. Resources: to be decided, possibly Secretariat.
E. Peer Reviews and WP-EV.	Support DAC Members' efforts for continuous improvements in peer review processes and outputs.	Enhance the impact of peer reviews and contribute to their methodological development.	Action: Modalities to be agreed upon at November 2000 meeting. Resources: Task Force of interested Members.

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>Develop Action Strategy for Evaluation Capacity Development, including suggestions for joint partner/donor implementation.</p> <p>Enhanced awareness of the usefulness of evaluation as a management tool in public sector programmes.</p>	<p>Action: Contribute to and promote Member and partner countries' ECD efforts. Build on results of recent initiatives and meetings, such as:</p> <p>(a) AfDB Johannesburg conference on ECD (September 2000)</p> <p>(b) IDEAS</p> <p>(c) The UNDP conference on Evaluation Capacity Building (in Beijing, October 1999).</p> <p>Resources: 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>Identification of key elements for more effective partnership practices in evaluation.</p>	<p>Action: Identify examples of good/effective evaluation partnership practices, covering all stages of the evaluation process. Experiences will be drawn from ongoing joint evaluations. Consult with partner countries.</p> <p>Resources: Lead and co-ordination: Secretariat. Member contributions.</p>
C. Outreach and co-operation with evaluation community of civil society.	<p>Improve mutual understanding of evaluation approaches and challenges through dialogue with NGOs and other civil society partners.</p>	<p>Improved dialogue and information sharing among development evaluation actors.</p>	<p>Action: Organise a forum in 2002 with NGOs and other civil society partners in development evaluation.</p> <p>Resources: to be decided.</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.
 4. *Effective Practices in Conducting a Joint Multi-Donor Evaluation* (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 Evaluation Feedback for Effective Learning and Accountability, hosted by Japan, September 2000.
- 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.
- 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.