

TRANSMITTAL FOR: PPC/CDIE, W. H. North  
PPC/CDIE, P. O. Goddard  
PPC/CDIE/PPE, M. Warren  
PPC/CDIE, M. Power  
PPC/CDIE/EASA, A. Binnendijk  
PPC/CDIE/DI, M. Brown ✓  
PPC/CDIE, S. Malone

FROM: PPC/CDIE, Michael S. Zak *MSZ*

SUBJECT: FY 86 Congressional Presentation:  
Evaluation and Development Information  
Narrative

Attached is the narrative on Evaluation and Development Information which will appear in the FY 86 Congressional Presentation.

Please share with your staff.

Attachment: A/S

## EVALUATION AND DEVELOPMENT INFORMATION

### I. OVERVIEW

Evaluation and development information are integral to A.I.D.'s overall system for planning and managing development assistance programs. They are a basic source on the effectiveness and impact of A.I.D.'s programs, projects, and policies.

In 1983, through a major reorganization, A.I.D. combined its evaluation, development information and statistical resources in a new Center for Development Information and Evaluation. The linkages and integration resulting from the reorganization strengthen A.I.D.'s application of its evaluation findings and enable it to draw more directly and effectively on the full range of the Agency's experience and data resources. These achievements will be especially important in 1985 and 1986 as A.I.D. undertakes mission performance assessments; develops a better understanding of the "common themes" that can be replicated in development programs in various developing countries; and as the Center's outreach services are extended to A.I.D. Missions and LDC institutions.

### II. OBJECTIVES OF EVALUATION AND DEVELOPMENT INFORMATION IN A.I.D.

The principal purpose of evaluation and development information in A.I.D. is to improve the policies, programs and projects in which the agency and the developing countries are engaged. Evaluation provides an empirical and reasoned basis upon which forward looking decisions can be based. Development information provides the technological, project and statistical data and methodologies. The true measure of their value to A.I.D.'s work is in the utilization of this information. It is intended to affect:

- decisions about continuation, termination and redirection of projects and programs;
- decisions concerning the planning of future activities based on A.I.D.'s understanding of factors that advance LDC development;
- formulation of A.I.D. policies and procedures to assure that they are effective management instruments supportive of A.I.D.'s mission; and
- broad resource allocation decisions.

### III. ORGANIZATION OF EVALUATION AND DEVELOPMENT INFORMATION IN A.I.D.

Decision-making in A.I.D. is decentralized. It operates at three levels: in overseas Missions, in regional and technical Bureaus and in central management. A.I.D.'s Center for Development Information and Evaluation in the Program and Policy Coordination Bureau (PPC/CDIE) serves all three levels of administration. The Center:

- acts as overall manager of the A.I.D. evaluation system and as the central point for the development of evaluation guidance and other methodological materials;
- promotes the application of lessons learned in program planning and management, policy formulation, and project development; and
- increases A.I.D. staff awareness and use of development experience, statistical and information resources.

### IV. CURRENT AND PROPOSED PROGRAM

Several new directions of A.I.D.'s evaluation and development information activities have already been identified; several others warrant identification. Listed below are some of the types of activities which will receive additional attention during FY's 1985 and 1986:

- supporting Mission performance assessments designed to assess the overall effects of an assistance effort in particular countries;
- focusing evaluations on cross-cutting issues such as types of implementation approaches, and recurrent costs;
- carrying out comparative evaluations on the relative effectiveness of alternative approaches for achieving the same objective, (such as a current effort being undertaken on development management of agricultural programs in Africa);and
- carrying out comparative evaluations of the effectiveness and impact of similar projects in different settings.

Other activities in evaluation, development information and data analysis are being incorporated into program management:

- Bureau and Mission level management of A.I.D.'s evaluation and development information resources system are being strengthened. Efforts are being directed in two areas: (a) improving Bureau and Mission evaluation performance and their application of evaluation findings, and (b) including evaluation and development information activities in all A.I.D. training programs.
- An updated handbook on evaluation is being completed.
- The Private Enterprise Bureau and BIFAD are being assisted to establish evaluation units.
- The impact evaluation program is being continued. Studies underway include: alternative approaches to integrated rural development, private enterprise development, health services, technology transfer, agricultural services, development management programs in Africa, country program impact, role of universities in LDC development in agriculture, agricultural services, and commodity import programs. Completed impact evaluations series include agricultural research, education, irrigation, PL 480 Title I, potable water, rural electrification and rural roads. The evaluation reports have been widely disseminated within A.I.D. and the development community.
- A.I.D. experience in the areas of Women in Development, contraceptive social marketing activities/family planning and project design and implementation alternatives is being synthesized.
- The application of lessons learned is being promoted through dissemination of impact evaluations and reports, in abstracts for managers and A.I.D. periodicals and in workshops where A.I.D. and other development professionals discuss our evaluation findings and develop better understanding of a functional program area. Workshops over the past year were in development program management, technology transfer and agricultural services.

- The quality of A.I.D.'s development information is being improved and its outreach intensified, particularly to Missions and LDC institutions. The results of a 1984 evaluation are being used in improving the impact of the Development Information System.
- A.I.D.'s economic and social data bases are being enhanced by new graphic systems that provide statistical analyses for program studies and presentations.
- Technical assistance is being provided to Bureaus and Missions in data collection and analysis methods to increase the utilization of CDIE statistical and data management resources.
- Technical assistance to Missions to establish development information centers and to LDC institutions is being continued. Assistance has been provided, for example, to Missions in Egypt, Ecuador, Niger, India and Pakistan.
- Work with other donors continues through the OECD/DAC Experts Group on Evaluation. CDIE staff helped prepare the recent DAC Report on Lessons of Experience Emerging from AID Evaluation. CDIE is participating in the preparation of a companion report: Evaluation Methods and Procedures: A Compendium of Donor Practice and Experiences.

#### V. USE OF EVALUATION FINDINGS AND DEVELOPMENT INFORMATION

To promote greater use of evaluation findings and development information, CDIE participates in the review of project proposals and policy papers. This assures that lessons learned from evaluation and development experience are brought to bear on projects and policy development at their initial developmental stage and that projects meet methodological and design requirements for subsequent evaluation. Policy and project planners are thus able to consider lessons learned from A.I.D.'s development experience and have available methodological guidance on evaluation design and related data collection and analysis tools.

The use of evaluation and development information is a continuous theme throughout the Agency. The following are just a few examples of how evaluation findings and lessons learned have influenced policy dialogue, host country and A.I.D. decisions on the direction of activities and the planning of new

programs. Other examples are contained in country and project narratives elsewhere in this presentation.

- In 1984, the first full year of the operation, over 1200 synthesized analyses of A.I.D. experience were prepared in response to requests from Missions and others. Overall technical responses were provided to 4000 requests.
- The FVA Bureau, based on a series of impact evaluations, and a workshop conducted by CDIE on PL 480 Title I programs is examining how to strengthen the development impact of Title I/III programs including the design of self-help measures and management of local currency sales proceeds.
- An impact evaluation of an earlier irrigation project in Peru was used by the Mission to modify the design and implementation of a current irrigation project.
- A review of A.I.D.'s approaches to private sector development was completed. Already a series of six special studies on A.I.D. private sector program activities has helped missions in Ecuador, Tunisia, Philippines, Indonesia and Thailand to shape the direction of new activities.
- Findings of the Education Impact Evaluation Series were used in formulating A.I.D.'s Policy Paper on Basic Education and Technical Education.
- The Asia Bureau, over the past several years has made substantial improvements in evaluation management. It is now working to improve the quality of evaluation information available for project decision making and program planning. CDIE is assisting Asia Missions and the Asia Bureau in using more effective data collection and analysis methods.
- In Africa, CDIE technical assistance is helping establish an agricultural information systems project in Liberia as a basis for effective agricultural planning.
- Some 2000 copies of impact evaluation reports were distributed to A.I.D., U.S., LDC and international development organizations. Many of the 108 CDIE publications are being used as case materials by U.S. universities.

- Training programs for A.I.D. officers are using impact evaluation and development information resources in their curricula. Specialized training courses in private enterprise and agriculture are two areas currently using CDIE resources. Other U.S. agencies, for example, the Foreign Service Institute's School of Area Studies, uses CDIE development information resources in its training program.

PPC/CDIE, Michael S. Zak:kp:12/9/84:632-7923

Clearances:

AAA/PPC/CDIE, W. H. North Date 9/1/84  
PPC/PB, J. Painter (draft)  
GL/LP, R. Lester (draft)  
AA/PPC, R. A. Derham Date \_\_\_\_\_