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# The Complexity of Building Capacity at USAID

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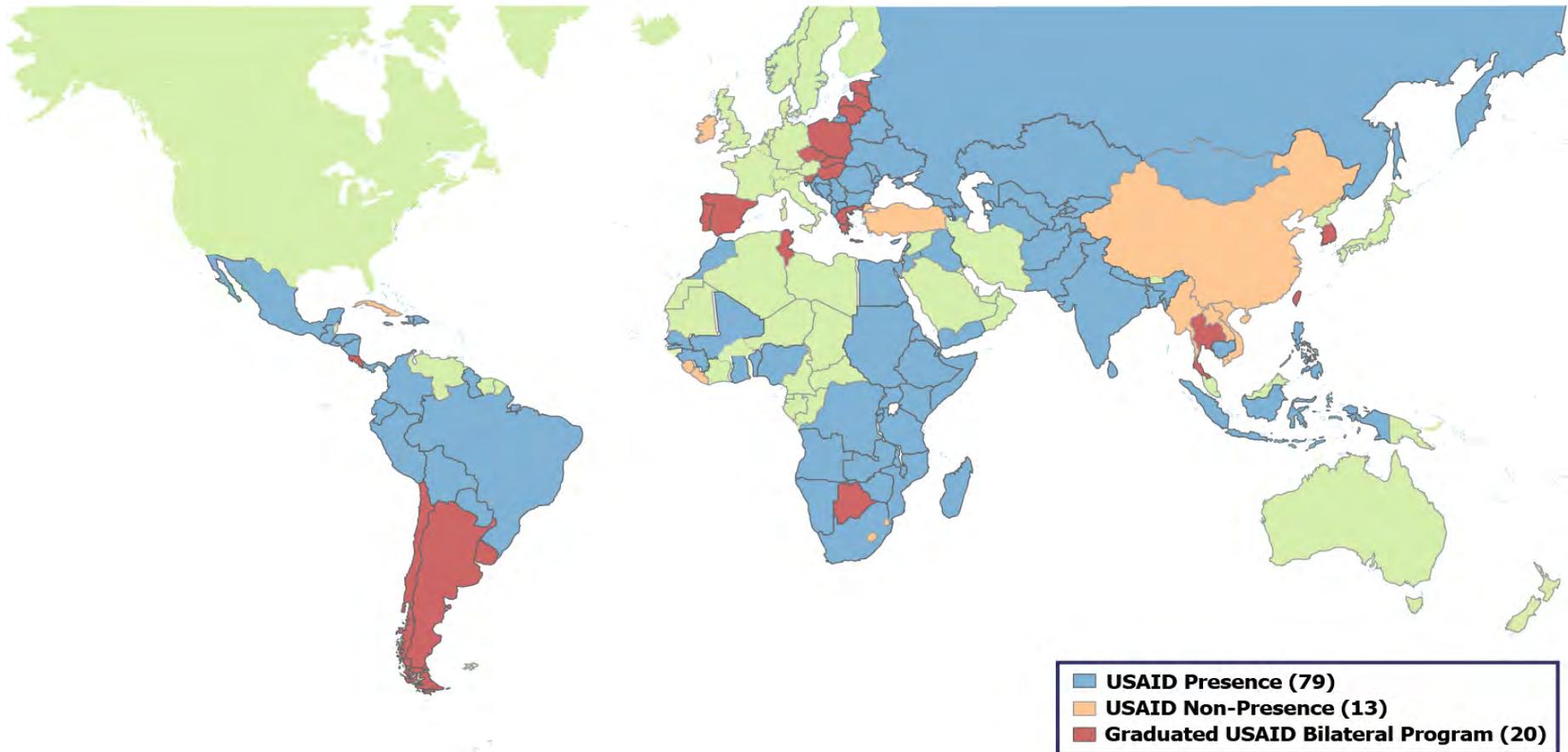
USAID



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# Complexity of USAID

We provide assistance in five regions of the world:  
Sub-Saharan Africa, Asia, Latin American & the  
Caribbean, Europe & Eurasia and the Middle East.





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# Bringing USAID Back

Guidance

Changing Attitudes & Knowledge

Providing Incentives

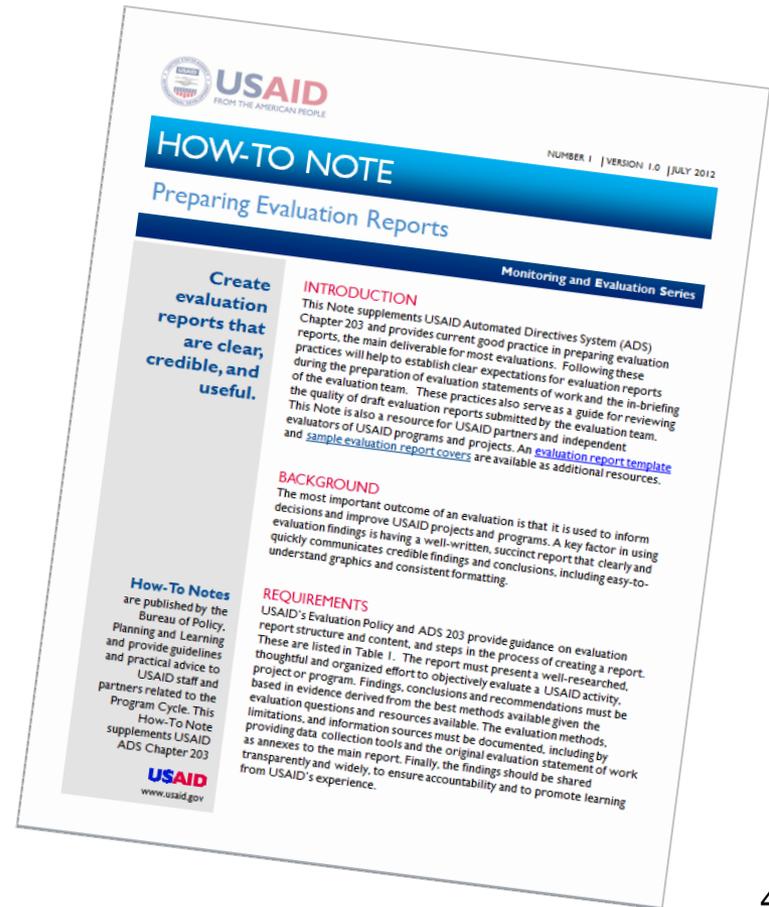
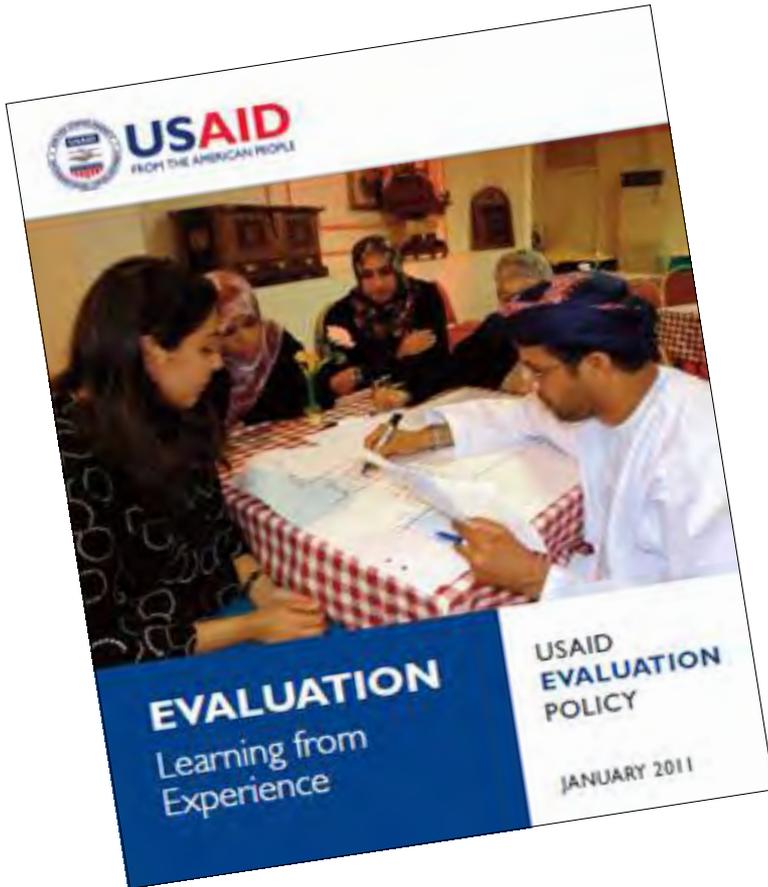
Support/technical assistance

Systems



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# Guidance





# USAID Program Cycle



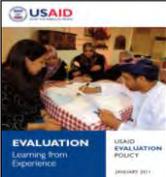




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# Incentives

THE USAID "LERning" COMPETITION  
CALL FOR PROPOSALS  
DEADLINE: JULY 8, 2011



January 2011, the Administrator released the new USAID Evaluation Policy. The Policy is an update of Agency evaluation standards and practices to address contemporary needs. The Office of Learning, Evaluation and Research (LER) in the Bureau of Policy, Planning and Learning (PPL) in the Bureau of Policy, Planning and Learning (PPL) announces a one-time "LERning" Competition. The competition is designed to support missions and operating units to meet the requirements of the policy. **The primary criterion for judging proposals will be the strength of the evaluation questions identified.**

**Eligibility**

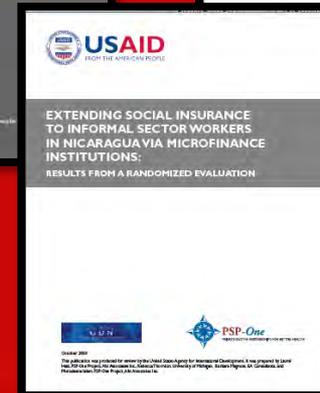
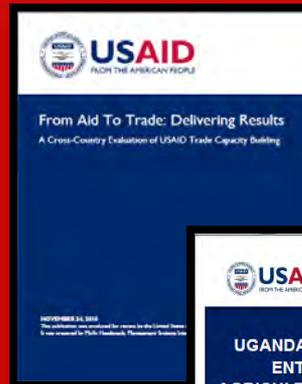
To compete for the funding, missions/operating units must:

1. Have a mechanism that will allow funds to be obligated for the evaluation, no later than September 30<sup>th</sup>, 2011. It will be the mission's/OU's responsibility to complete all steps required to obligate the funds on time.
2. Provide a scope of work to LER for review and comment that complies with the standards of the Evaluation Policy. LER comments will be offered for mission/OU consideration. LER must have at least one week to review the scope within the timeframe of the Mission's obligating/contracting actions.
3. Share completed evaluation reports with PPL/LER within three months of the completed evaluation. Submit the final report to the DEC as required in the Evaluation Policy. LER will review draft reports if requested.

Higher priority will be given to proposals for **large projects**/programs to ensure coverage of priority agency programs, or to **pilot projects** that test innovations planned for possible scale up.

## "LERning Competition"

## "Excellence in Evaluation"





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# Technical Support

- TA and advice from LER staff
- Program Cycle Service Center
- ProgramNet and Learning Lab
- Workshop on How to Choose an Evaluation Method

<http://programnet.usaid.gov/>

[kdid.org/kdid-lab/library](http://kdid.org/kdid-lab/library)



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# Systems

- Special Collection on Evaluation  
<http://dec.usaid.gov>
- Evaluation Showcase  
[www.usaid.gov/evaluation](http://www.usaid.gov/evaluation)
- Transparency – Evaluation Registry





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# The Evaluation Community



6th AfrEA Conference  
Rights and Responsibility in Development Evaluation



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# USAID Strategic Learning

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Based on new learning or changes in context, make iterative course corrections to increase effectiveness

- Build flexibility into funding mechanisms
- Monitor performance but also broader context indicators, emergent trends, and other actors' activities and results
- Build iterative reflection into management processes
- Expect to need to adapt, and do so as soon as evidence indicates a more effective path is available
- Reward learning & adapting, not staying the course



- **Portfolio Reviews**
  - Expanded to ask: What are we learning? Is implementation leading to results? Do we need to change course?
- **“Big Picture” reflections**
  - Multi-stakeholder reflection to ground-truth USAID programs in broader context of dynamic country conditions, emergent technical knowledge, and evolving assistance landscape
- **Advisory groups**
  - Local thought leaders engaged to bring local context and knowledge/experience to bear on strategic planning, project design, and program implementation



- Implementation modalities
  - Outcome mapping combined with facilitation methods to engage local communities in systemic analyses and interventions aimed at key systemic constraints
- Partner deliverables
  - Include knowledge sharing with Mission and other partners, and iterative assessment of lessons learned and implied course corrections