

**FUNCTIONAL STATEMENT**  
**CENTER FOR DEVELOPMENT INFORMATION AND EVALUATION**  
**BUREAU FOR POLICY AND PROGRAM COORDINATION**  
**(PPC/CDIE)**

The Center for Development Information and Evaluation (CDIE) carries out an integrated set of activities aimed at improving the use of information on development experience and program performance by USAID managers to achieve development results. CDIE is located in the Bureau for Policy and Program Coordination (PPC). The Center:

- \* Leads the Agency in establishing and using program performance measurement systems;
- \* Analyzes program performance information, conducts rigorous and objective evaluations of USAID's experience, and reports results to senior leaders and managers throughout the Agency;
- \* Creates and maintains USAID's "institutional memory" of development experience documents; makes it available to the Agency, our development partners, and interested members of the public; and draws on this experience to provide responsive reference and research services that enable lessons learned to be reflected in policy formulation and program planning and implementation; and
- \* Extends development experience information, evaluation and program performance measurement methods and results to developing countries, other donors, and USAID's development partners as an integral part of program management.

CDIE has a small "front office" and three divisions: Development Experience Information (DI), Program and Operations Assessments (POA), and Performance Measurement and Evaluation (PME). In view of the inter-related nature of its functions and products, however, the Center places a premium on cross-division collaboration. In addition, CDIE frequently participates actively on inter-office teams within PPC.

**OFFICE OF THE DIRECTOR**

The Director of CDIE is responsible for overall direction of CDIE policy and operations, for assuring the relevance and responsiveness of CDIE activities and products, for guarantying the quality and timeliness of CDIE reports and briefings, and for the appropriate communication and dissemination of evaluation findings, development experience information, and analyses of program performance results. In addition, the Director and his/her immediate staff exercise a major leadership role in the fields of program performance measurement and evaluation among international donor organizations, and serves as the Agency's principal liaison

and representative with USAID's development partners and other donors on the entire range of program performance measurement and evaluation systems, methods, experience and results. The "front office" is also responsible for obtaining and allocating program and operating expense resources needed to carry out Center activities, for establishing priorities for the use of these resources, and for assuring the prompt and wise obligation of these funds. The Director is assisted by a Deputy Director, a Senior Evaluation Advisor, and a Program Operations Assistant.

#### DEVELOPMENT EXPERIENCE INFORMATION DIVISION (DI)

The DI Division preserves and promotes knowledge of the Agency's performance and experience in the planning, implementation and evaluation of development projects worldwide; provides research and reference services to USAID and the development community; promotes the use of development experience information resources in developing countries; and aims to strengthen USAID programs through use of others' experience.

"Development experience information" includes USAID and other donor program-related design and evaluation documents, technical reports, research studies, and other materials related to economic and development assistance activities in developing countries. It also includes economic and social statistical data on country development trends, business information, and federal, local government and university and other public information resources which are relevant to Agency policy, research and development program needs. It excludes administrative information resources, such as bureau working files and personnel records, except as information in this category may be incidentally part of program documents and data systems.

The responsibilities of the Division are clustered in five areas:

- \* Management of USAID Development Information Services.  
The division provides clearinghouse services covering program and technical information generated by USAID program and research activities and by other donors and external sources. It coordinates among the various information centers established throughout the Agency to assure the complementarity of these resources and broad familiarity with them. It advises on the development and management of Agency or Agency-supported specialized information collections and developing country and USAID mission development information centers.
- \* Acquisition and Maintenance of Development Experience Information and Statistical Information Resources.  
The division administers and maintains automated, on-line data base systems on development trends and other relevant

information; maintains, updates and improves the computerized Development Information System (DIS -the Agency's "institutional memory" of program experience documents) and the Economic and Social Data Bank (ESDB); serves as the principal focal point for analysis of ESDB information; and collects all USAID evaluation studies and reports for Agency evaluation program performance reviews and reports. The division also periodically advises M/IRM on alternative development information technologies and the hardware/software requirements on USAID's automated development experience information systems network.

\* Provision of Reference and Research Services.

The division administers the centralized reference and research service covering library, development information center, and development information clearinghouse service operations. It receives and responds to internal and external inquiries requiring reference and research services, provides substantive input on "lessons learned" to inform policy development and operational guidelines prepared by PPC, works closely with CDIE's POA division to conduct research as part of the Center's overall agenda of evaluation studies, and collaborates with CDIE's PME division to identify, on the basis of Agency experience, indicators of program performance.

\* Dissemination of USAID and External Development Information.

The division provides for the extension and transfer of automated and non-automated development experience information resources to USAID and development organizations; serves as the Agency's liaison and principal representative to other donors on matters related to development experience information collection and dissemination; analyzes development and statistical data and prepares management presentations; prepares and employs a variety of publications and resources to communicate and disseminate development experience to Agency staff, contractors, development partners, and cooperating country officials.

\* Technical Assistance to USAID Offices, Missions, Cooperating Countries and International Organizations.

The division provides technical assistance aimed at ensuring that USAID units and other partners can easily access development information collections. It provides information needs and information management assessments for supporting operational, program, policy, strategy and reporting requirements of USAID units; it collaborates with M/IRM to provide necessary user training and hardware/software needs; and it maintains liaison with U.S. Government and other organizations on development information issues associated with the management, training, access and exchange of development experience information resources.

PROGRAM AND OPERATIONS ASSESSMENTS DIVISION (POA)

The POA Division administers a program of evaluations of USAID experience using a wide range of methods, including field-based assessments of programs and operational systems, desk studies, syntheses of evaluations conducted by bureaus and missions, development experience workshops, and contracted research. Division's procedures and management are designed to meet high standards for rigor and objectivity in these evaluations. An annual agenda of evaluation studies is developed based on input from managers throughout the Agency. The division also provides briefings for senior managers and publishes a number of products to report on and disseminate the results, conclusions and management implications of its assessments. An integral part of POA's work is to assure that these briefings and publications are timely and in a form that will maximize their utility to USAID leaders, managers and officers.

More specifically, the Division is responsible for:

- \* Program, Operations and Management Assessments.  
POA conducts independent assessments (including field-based evaluations, special studies, desk studies, evaluation syntheses, and development experience reviews) focused on program and policy performance and impacts. These assessments vary in complexity and length, but are designed to be responsive to specific concerns of managers and high priority policy and program issues for the Agency. The agenda of evaluations covers the entire range of USAID experience in sustainable development and humanitarian assistance, including the four priority areas of economic growth, democracy, the environment, and population and health. POA also conducts assessments focused on effectiveness of key USAID operational procedures, approaches and management systems for achieving sustainable development results.
- \* Dissemination of Evaluation Findings.  
The division is responsible for preparing tailored written reports and oral presentations of key evaluation findings and their management implications for the USAID Administrator and other senior managers, for operational bureaus and Missions, and for external audiences such as Congressional Committees and staff and OMB. It is also responsible for the broad dissemination of its publications on evaluation results throughout the Agency and development community.
- \* Compendium of Evaluation Findings.  
POA coordinates the production and regular updating of CDIE's Compendium of Evaluation Findings, a series of two-page summaries of evaluation conclusions on approximately 100 topics related to the Agency's sustainable development and humanitarian mission and to operational management issues.

Between 35-40 summaries are prepared each year, many based on POA's own assessments. Evaluation findings on each topic are to be updated at least once every three years. The Compendium is produced both in hard copy and included in electronic data bases accessible throughout the Agency.

POA's Director and Deputy Director make regular contacts outside CDIE to assure the responsiveness of the division's studies and publications, and assure the quality and timeliness of assessments. The POA division is organized into flexible, "sector working groups", each led by a experienced, senior officer in the respective field. These working groups oversee development and implementation of the evaluation studies agenda in their areas, interact with other CDIE divisions within these fields, and serve as sector-wide experts and liaisons between CDIE and PPC and the rest of the Agency.

#### PERFORMANCE MEASUREMENT AND EVALUATION DIVISION (PME)

The PME Division provides Agency-wide leadership in using strategic planning, performance measurement, and evaluation to manage for results. It is responsible for strengthening and sustaining USAID capabilities to get and use performance and evaluation information, including through the preparation and distribution of guidance and resource materials on "best practices" in performance measurement and evaluation methods. The division is also responsible for analyzing and reporting on Agency program performance as a basis for decision-making by senior USAID managers.

More specifically, the Division is responsible for the following:

\* Developing and Guiding an Agency-wide Monitoring and Reporting System on Program Performance.

The PME division is responsible for working collaboratively with USAID leadership, the PPC and M bureaus, operating bureaus and missions to develop and put in place a system for tracking, measuring and reporting on program performance for all of the Agency's sustainable development programs. It provides technical support to strengthen and sustain operational level performance measurement information and evaluation efforts and to address emerging problems and new issues. The division also prepares and disseminates broadly guidance and resource materials, including information on "best practices", that both set the standards for program performance measurement in USAID and help operating units share experiences and obtain the knowledge and information needed to meet their responsibilities for implementing this system. In addition, PME represents the Agency in national and international fora, interagency meetings, and dialogues with other donors, our development partners, cooperating

country officials and other professionals regarding performance measurement and evaluation systems and methods.

\* Government Performance and Results Act Pilot.

The division provides leadership, oversight and technical guidance for USAID's performance measurement pilot, and related activities, under the GPRA of 1993.

\* On-going Reviews of USAID's Portfolio Performance.

PME is responsible for regularly and comprehensively monitoring program performance in major areas of the Agency's sustainable development portfolio and for preparing reports at least annually to the Administrator on program performance and results. In carrying out this responsibility, the division draws on information reported by operating units' performance information systems, analyses and experience information available through CDIE's other two divisions, activity-level evaluations conducted by missions and bureaus, and other relevant performance data. PME also consults with other PPC offices on the quality of strategic plans and performance by individual operating units as a significant input into the bureau's policy and program coordination responsibilities.

\* Strengthened Mission and Bureau Evaluation Systems.

The division provides technical assistance and guidance and resource materials on designing and implementing activity and program evaluation systems, and periodically reports on progress achieved in this area by missions and USAID/W offices.

\* Improved Evaluation and Data Collection Methodologies.

PME is responsible for improving evaluation research and data collection methodologies used by the Agency, and for setting standards for more rigorous, empirically-based, objective evaluations.

\* Evaluation and Performance Measurement Training.

In collaboration with the Training Division of M/HR, the division will develop curricula for training courses and workshops for USAID staff, our development partners, and cooperating country counterparts on innovative performance measurement and evaluation systems.