

# Udržitelnost mezinárodních projektů

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Jindra Cekan/ova, PhDr z Valuing Voices v Cekan Consulting LLC  
Evaluace ve světle nových příležitostí, 9. 6. 2015

# Great Evaluation and Learning work



- Our industry is **evaluates thousands of multi-sectoral projects** each year
- Donors have invested millions of dollars/euros in learning ventures looking for real impact
- 100 national evaluator associations** in 93 countries support country-led evaluation

# New Governance: Global Aid Effectiveness/ Sustainability

**Paris Declaration (2005), Accra Agenda for Action (2008) and the Busan Partnership (2011) created shared principles:**

- **Ownership of development priorities by developing counties**
- **A focus on results**
- **Partnerships for development**
- **Transparency and shared responsibility**
- MDGs are becoming Sustainable Development Goals post-2015



# Changes in **How we Work... Together**



## **The Value of Other Voices**

What if they evaluated our efforts= how must we change?

# Why We Must Value Voices for Sustainability

**Designing for sustained exit** should be our first priority

**'They' are 'Us'**

**How would we want to be evaluated?**



**We ALL deserve self-sustaining projects:** Communities/ countries, we development workers, taxpayers... it's true respect.

A **business model works** – looking at **Return on Investment through their eyes** illuminates what should be repeated – or not.

Once we know what communities could self-sustain, **let's design and fund future projects accordingly!**

# 1. What's in our way?



# Is 'Sustainable' Development a Priority?

**How do we know it's sustainable if we do not go back and ask?**

- **\$1.6 trillion** spent on international development by **EU and US alone since 2000-**
- **\$100 billion spent in 2014-**
- **Trillions more spent by private donors – ARE ALL UNEVALUATED**
- **Plus National evaluations nonexistent**
- **Plus Data + tracking systems discarded at end of project**

**<1% of projects evaluated post- closeout for sustainability**

**We have rarely asked about the other 99% of projects... until now**

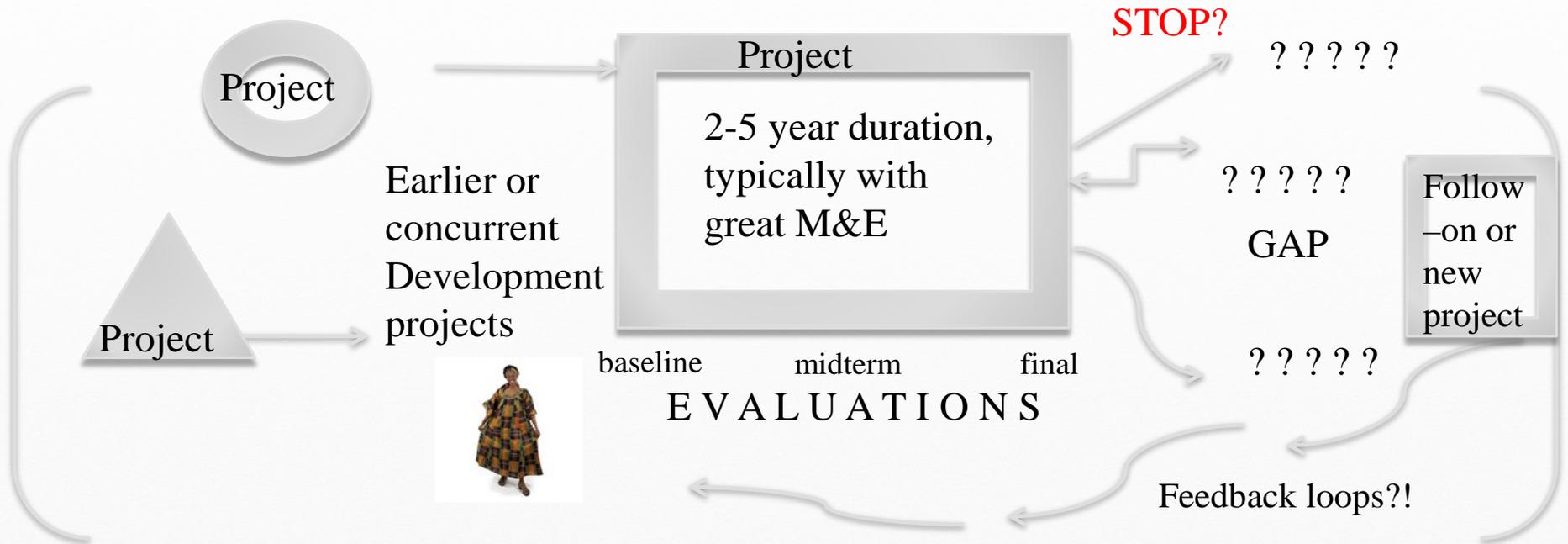
# Do we Design for self-Sustainability?

A photograph of a rusted, old tractor in a lush green field. The tractor is the central focus, showing significant wear and tear. The background is filled with tall, green trees, suggesting a rural or agricultural setting. The overall scene is somewhat desolate, contrasting with the vibrant green of the field and trees.

Communities' voices are rarely elicited to design what activities they can make to last... donor proposals are designed in donor countries

*We must evaluate sustainability for future design... communities have entrusted us to improve their lives*

# What Exists Now in Design, Implementation, M&E



...The continuity of people's lives in communities...

# Views from outside on our DIME\*



**"You cannot set your own examination, take the examination and mark it. Then you cry out success or failure. The community will just 'look at you' and wonder what is the issue. ... It will be sustainable development if the people at community level are involved in **designing and delivering their own dreams of development**"**

*Peter Kimeu, Catholic Relief Services' Senior Technical Advisor for Partnership/ Solidarity, East Africa (30 years expertise)*

*\* Design, Implementation, Monitoring and Evaluations*

# Views from outside on our DIME\*

- “We push new ideas, rather than building on what communities have already created.... **we must be able to look back and see what they've learned and can sustain themselves.... to show what they've done themselves, and where they think they're taking themselves. Sustainability is an ignored area.** The challenge is, it's just been gathering numbers for 5,10 years....
- **We don't have the right feedback system from communities to the NGO world.** It's the tyranny of deadlines so they "donors and implementers just get their concerns" when staff go out [to the field]...”

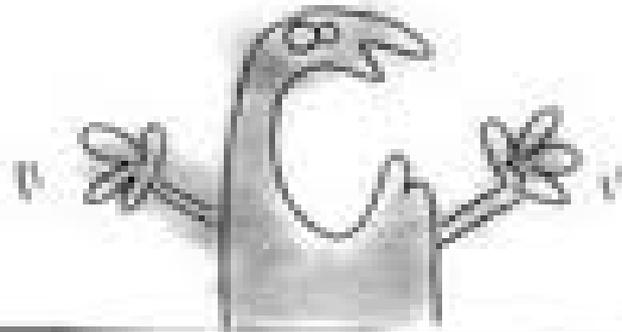
*R.K. Kenyan Independent Evaluation Professional  
(20 yrs experience)*

*\* Design, Implementation, M&E*



## 2. What Can Be Done?

Now What?!!



# Three Tasks: Advocacy, Data, Funding



# Discussion: what is in our way, what can be done?

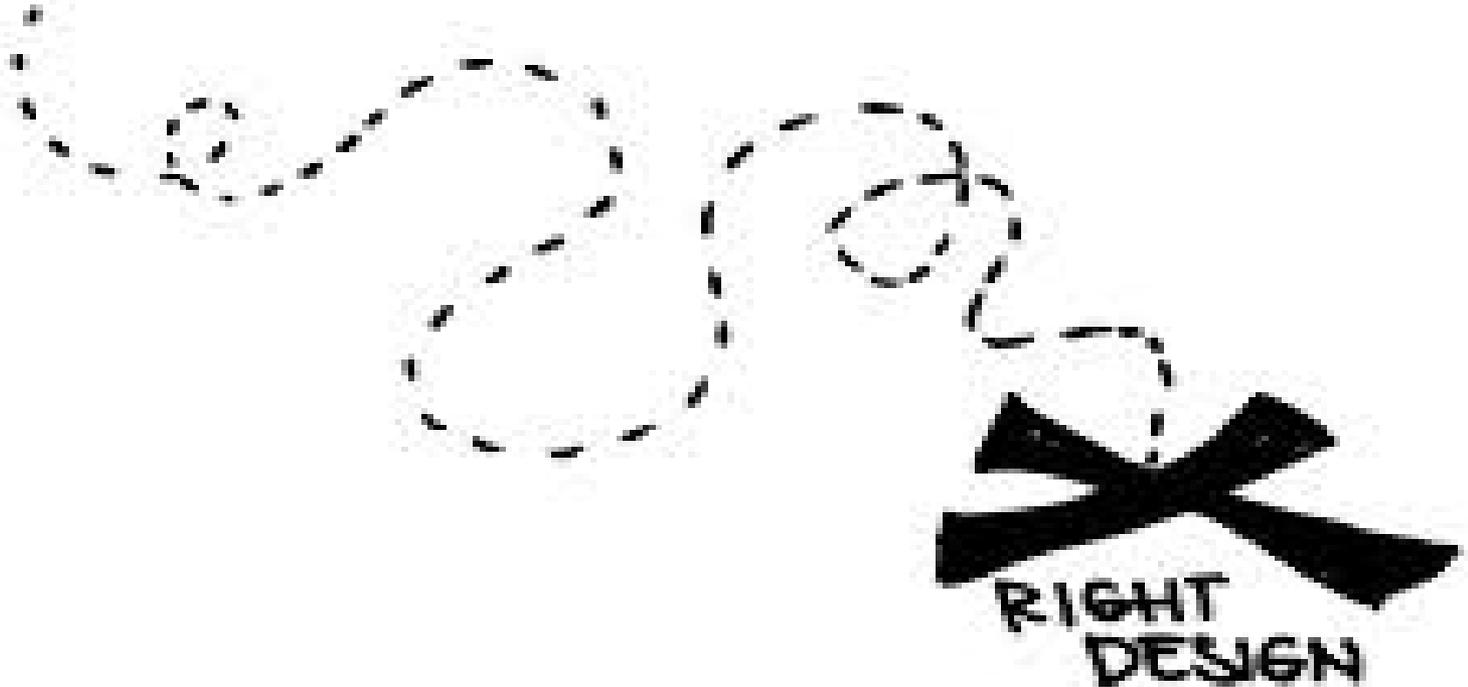
1. HOW CAN WE BEST ADVOCATE, GET AND LEARN FROM DATA AND FUNDING?
2. WHAT CAN WE MOVE SUSTAINABILITY AHEAD?

**LISTENING TO  
YOUR VOICES!**



### 3. What methods are best?

**HOW?**



# ADVOCACY



WORLD BANK CIVIL SOCIETY MEETINGS 2014



MZV

MZV



NIGER PARTNERS  
DEBRIEF 2015

# DATA: Right Design of Post-Project Sustainability Evaluation with Right Objectives

PROMOTE COMMUNITY-INFORMED AND JOINTLY LED LEARNING FROM SUSTAINED OUTCOMES

LOCAL ROI  
SHAPES WISER  
FUNDING  
DECISIONS AND  
BETTER  
PROGRAMMING

ACCOUNTABILITY  
TO PARTICIPANTS

LEARN FROM  
UNEXPECTED  
IMPACTS

EMPOWER LOCAL  
NGOS,  
COMMUNITIES, AND  
NATIONAL  
EVALUATORS

DEVELOPMENT INDUSTRY  
LEARNING

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# DATA... Research ([www.ValuingVoices.com](http://www.ValuingVoices.com))

[Home](#) » [Catalysts](#)

Kudos to these self-Sustainability Catalyst organizations looking at **real self-sustainability of project activities**. They are doing this by **designing and assessing with project participants!**

Here are the Catalyst organizations who value sustainability so much they design projects with participants use their own funds to ValueVoices and learn from what was sustainable. Not that there isn't more to learn, there is, and programming can be improved, but these offer a great start!

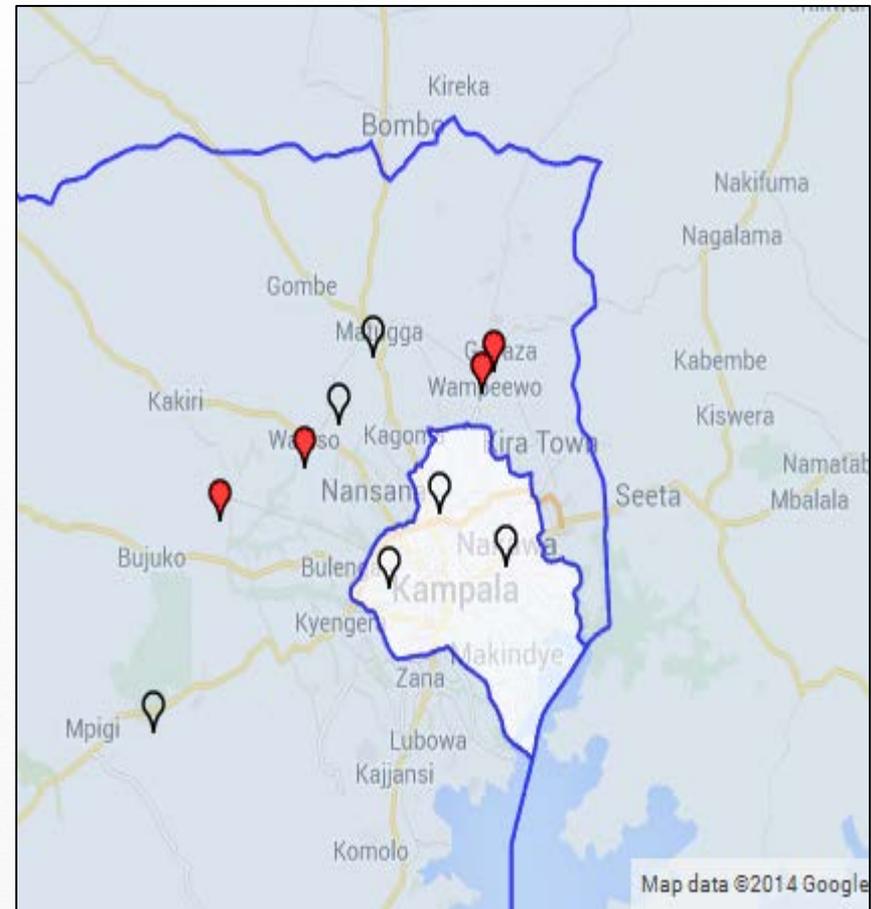
We are celebrating:

- \* Canada's [CIDA Evaluation of CIDA's Peru Program 2005-10](#)
- \* Ethiopian Red Cross: write up of Jindra Cekan's evaluation of sustainability: [ERCS Tigray's Food Security program](#) and blogs on [self-sustainability at final evaluation](#) and [trade-offs during impact](#) 
- \* [OECD](#), various, albeit partially getting to participants
- \* [US PACT and Nepal](#)
- \* US [Mercy Corps](#) [MILK Program in Niger](#) and [Community Recovery in Central Asia](#)
- \* CARE US and CARE/Zimbabwe
- \* US [Partners for Democratic Change](#)
- \* US [Plan International](#): [Kenyan Livelihood Project](#)
- \* US Catholic Relief Services ([CRS/Ethiopia](#)) plus [USAID's Food for Peace](#)
- \* World Bank [Nigeria Fadama Project](#)

# VV Data Sustainability Approach: Open Data

- Design data captured using **open data** international standards (such as IATI)
  - **Aggregate with other data sets** (project, demographic, maps)
  - **Sharable beyond project** staff/activities
  - **Available after project period** of performance
  - Allows for **public accountability /transparency**
  - Historical marker of “what happened back then” for **learning from measurement**

Mapping malnutrition in Uganda



# Original Post-Project Sustainability Research: Moving from Forest to Weeds



“Because... the devil is in the detail”



# Mixed-Methodologies

- **Qualitative:** Participatory RRA methods/ tools (based on Appreciative Inquiry and Empowerment Evaluation, potentially also Outcome Harvesting) of past participants in projects
- **Quantitative** (purposive, then random-sampled HH survey, possibly including mobile surveys for participants who've left
- Mix of internal and external **evaluation teams for all sectors**
- Findings shared widely and **stakeholders invited to discuss**
- **Final report/ info-graphics for discussion and wide dissemination**



# Site/ Partner Selection

- **Project sites** closed within the last 2-5 years
- **Communities, partners available** for consultations, **final evaluations accessible** to evaluators
- **National evaluators on the team** (from partners + external)
- **Data is available on specific past participants and activities**
- **Sampled sites comparable** in livelihood, diversity
- **No similar work done by NGOs** in gap years
- **Area safe in terms of team security** (violence, health)
- **Analysis/ presentation at village and regional levels**
- **Sharing and curation of findings**  
(by whom and for whom, how, where, for how long) is **widespread**
- **Interest in advocating to donors**



# Qualitative process

## Research Questions:

- A. What activities/outputs were most self-sustainable and why?*
- B. Which activities should be repeated? Which shouldn't?*
- C. Who is sustaining activities? How?*
- D. For how long?*

## Distillation/ Analysis/ Sharing:

- A. Done by team daily**
- B. Analysis is presented to the communities, members are invited to regional presentation**
- C. Discussions and analysis inform quantitative survey and report**



# Quantitative process

## Research:

- A. Survey questionnaires
- B. Stratification of intervention area by criteria
- C. Randomly choose a fixed number of villages and households for interviews

## Distillation/ Analysis:

- A. SPSS for analysis
- B. Triangulation of quantitative findings with open-ended survey and qualitative findings



*Later, compare across projects/sectors*

# Lessons Learned from African Fieldwork

- Looking at self-sustainability of Activities and Outcomes, even Impacts can yield excellent results about what was sustained and why, by whom, for how long... or not
- What requires more ‘digging’ is causes of sustainability:
  - Good design and implementation?
  - Well-planned handover/ exit with partners?
  - Great community and partner motivation?
- What is important is looking for why some activities and groups failed
  - Absence of continuing financial, technical, managerial resources in communities and/or in partners?
  - *Big issue is sustainable for how long and by whom?*
- Also need to create national internal capacity to replicate this...

# Looking for Unexpected Results



# LWR Niger post-project unexpected impacts

**Evaluated Food security/ Livelihood/ Resilience project:** sheep distribution, fodder, wells, peaceful transhumance for 500 women post-drought (2008)

## **Expected findings:**

- Variable impacts on women's economic benefits
- Great impact on time gain from wells for income generation.

## **Unexpected wonder:**

- Decreased domestic violence from presence of livelihood + water...

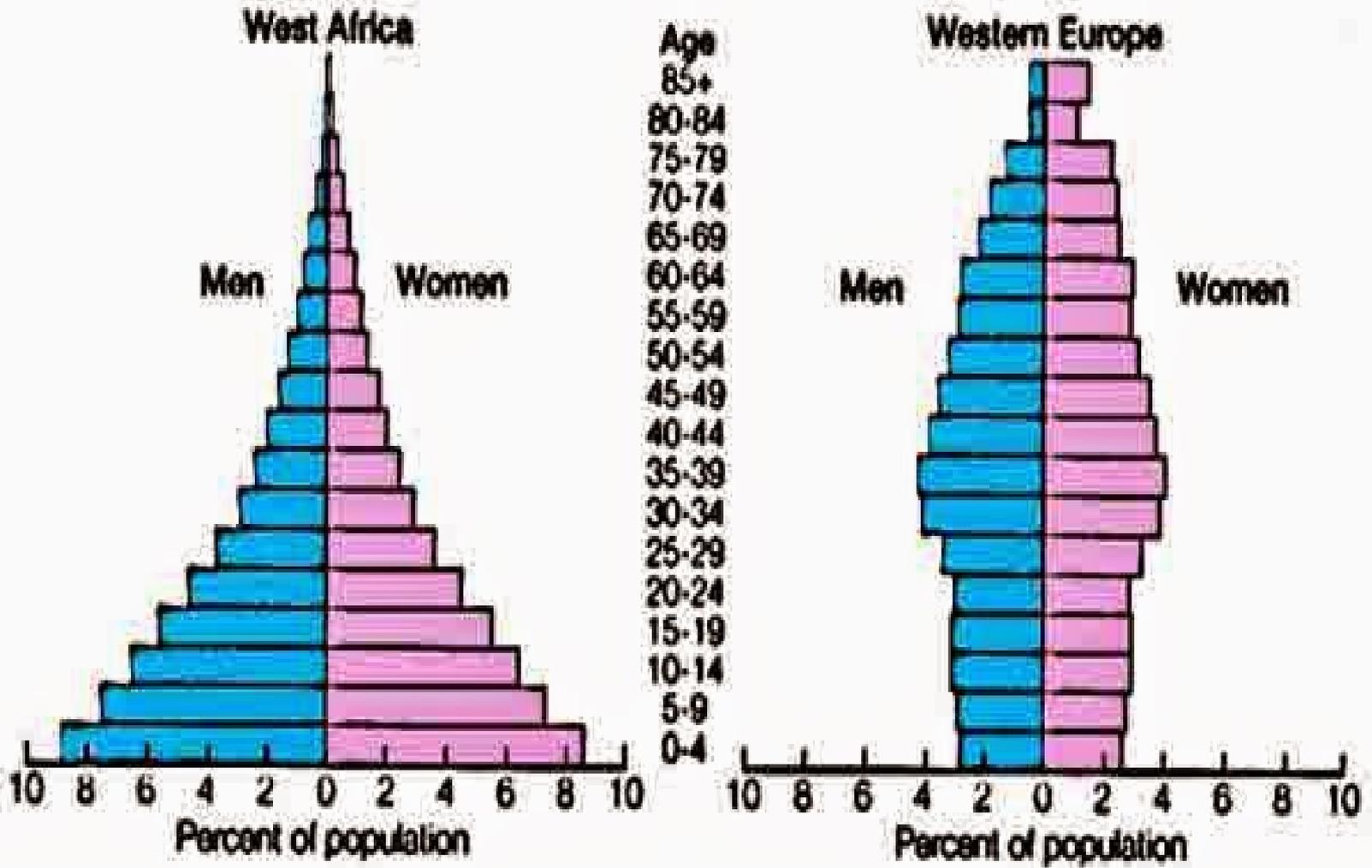
**We Must Return to Learn!**



Sustained by whom, for how long?  
Funded how? Trained how?.....?



# Demographic Challenges to Sustainability



## 2. Methods: Discussion questions

1. **Comments on research/ data process?**
2. **Thoughts on regional/ global comparability across sites, activities and projects?**
3. **What is missing?!**



Let's change how international development works... together



[Jindra@ValuingVoices.com](mailto:Jindra@ValuingVoices.com)

# **Děkuji za pozornost**

**Jindra Cekan/ova, PhDr**

**A všechny obhajce udržitelnosti**