



DEVELOPMENT
EFFECTIVENESS

TOOLKIT

Based on the **Enhancing Development Effectiveness and
Poverty Alleviation Course:** Strategic Understanding of
Emerging Priorities, Problems and Solutions for International
Development and Poverty Alleviation

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v.1.0

Development Effectiveness *Toolkit* (sample)

A hands-on approach to applying development effectiveness principles

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Table of Contents

How to use the toolkit.....6

Section 1 Emerging Priorities in International Development

- Defining and Applying Development Effectiveness... 9
- Understanding the changing landscape in international development...10
- Tracking the evolution of development effectiveness... 11

Section 2 Future Projections for International Development and Poverty Alleviation

- How do the poverty trends look?...13
- Can we reach the 2030 SDG targets?...14
- Where next for development effectiveness?...15

Section 3 Failures and Problems with Poverty Alleviation Efforts

- Aid and its critics...17
- Why does poverty persist?...18
- Lessons from previous shortcomings in development interventions...19

Section 4 The Role of Evaluation in Measuring Progress of Development Interventions

- Has the increase in monitoring and evaluation been effective?...21
- Best practices in development evaluation...22
- Quantitative methods...23
- Conducting evaluation in an evolving development context...25

Section 5 Collaboration and Partnerships for Effective Development Corporation

- Identifying local solutions for local problems...27
- Opportunities and Challenges with participatory approaches in development...28
- Development Finance...29

Section 6 Timeliness and Practical Considerations for Effective Design and Delivery of Development Programs

- Baby steps...not big ideas...31
- Conducting Feasibility Sections...32
- Project Management Tools and Concepts...33

Section 7 The Role of Innovation and Productivity in Transforming International Development

- Investing in innovation and change...35
- The role of training and capacity building...36
- Change management in international development...37

Section 8 Vision and Strategic Planning to foster Organizational Resilience in Development Work

- Remaining Authentic...39
- Strategic Planning and Goal setting...40
- Building Organizational Resilience...41

Section 9 Improving Efficiency and Profitability of Development Programs

- The problem of inefficiency in the not-for-profit sector...43
- Challenges measuring efficiency in the not-for-profit sector...44
- Applying Efficiency Models...45

Section 10 New Paradigms in the Changing Landscape of International Development

- Emerging Social Paradigms...47
- Results Based Paradigm...48
- The Cash Transfers Paradigm...49
- Harnessing The Data Revolution...50

Section 11 Using Evidence to Influence Development Policy

- Moving from Evidence to Action...52
- Why the low uptake of research outputs?...53
- Strategies for influencing development policy...54

Section 12 Development Solutions that are Pertinent and Relevant for Local Contexts

- Selling Solutions vs Solving Problems...56
- Tools for Problem Identification...57
- Context Analysis...58

Section 13 Sustainability Principles for Permanence in Development Impacts

- Principles of Sustainable Development...60
- Constraints and opportunities in Sustainable Development...61
- Planning for the Future Generation...62

Section 14 Next steps...63

How to use the toolkit

The purpose of this toolkit is to help you tailor make the learning from the development effectiveness course into applicable actions in your own specific work and context.

The development effectiveness toolkit is based on content from the Development Effectiveness course developed by Khaya Research Group. The toolkit is intended to make the course content readily applicable to day-to-day work in international development and poverty alleviation. Based on the course's concepts and principles, the toolkit formulates a series of questions that help guide the process of designing, delivering, and evaluating the effectiveness of international development interventions.

You are encouraged to go through all the material in the toolkit and to incorporate the entire effectiveness framework in your development work. Depending on your immediate project needs, you may choose to focus more on certain parts of the toolkit than on others. However, keep in mind that each sub-section is part of a broader framework.

We recommend that you read this toolkit in sequence to understand the interlinkages of all the components of the effectiveness framework. Afterwards, you can then go through each part of the framework and apply it to your work.

The effectiveness toolkit is most useful when used in groups. It is encouraged that you do group sessions where you brainstorm through ideas to answer the guiding questions presented in the toolkit. The more collaborative the approach, the better the outcomes!

About the Course

Enhancing Development Effectiveness and Poverty Alleviation: Strategic Understanding of Emerging Priorities, Problems and Solutions for International Development and Poverty Alleviation

No longer business as usual

There is a broad recognition in the international development community that it can no longer be business as usual in doing development work. Poverty alleviation efforts have fallen short and funding for development has not always led to tangible improvements in people's lives. The lack of a clear correlation between development interventions and sustainable livelihood outcomes has led to an increased emphasis on better design and delivery of development and poverty alleviation programs, as well as a call for greater collaboration and accountability among development actors. Some progress is being made, as seen by the renewed global commitment for sustainable development through the UN's Agenda 2030. However, there remains a lot of work to do to bridge the aid-development gap and enhance the effectiveness of development interventions.

What to expect?

This course presents some key insights into the dynamic field of international development and poverty alleviation, and provides concepts and tools to foster the effectiveness of development efforts. By taking this course, you can expect to gain a strategic understanding of emerging priorities, problems and solutions for international development. You will access the essential concepts and tools for enhancing sustainable development and poverty alleviation. In this course, you will:

- ✓ Gain a strategic understanding of emerging priorities, problems and solutions for international development.
- ✓ Access essential tools and training for enhancing the effectiveness of development projects and programs
- ✓ Apply course concepts to your work using the development effectiveness toolkit
- ✓ Access lecture videos with accompanying notes and handouts
- ✓ Get a Certificate of Completion after finishing the course

Who can take this course?

This course can be taken by anyone, directly or indirectly, involved in international development work. The course combines theory and practice, and uses a hands-on approach to tackle some of the most pressing development issues of our time. The course can be taken by development practitioners, NGOS, donors, funding agencies, researchers, academics, students, and citizens with a stake in seeing greater impacts of development and poverty alleviation efforts.

Section 1 Emerging Priorities

Defining and Applying Development Effectiveness

Understanding the changing landscape in
international development

Tracking the evolution of development
effectiveness

Defining and Applying Development Effectiveness

Getting the concepts right

There is an important distinction between aid effectiveness and development effectiveness. There is now an increasing emphasis on the later over the former. Aid is only one aspect of development policies, while development effectiveness focuses on the results rather than on particular means to achieve these results.

Getting the indicators right

Commonly used indicators are helpful in giving an aggregate understanding of outcomes, but not designed to capture project level impacts. Rather utilize concepts and tools of project management to measure results more precisely. Moreover, Development Evaluation often misses key questions, such as: Is the impact of a project sustainable? Are there possible negative impacts of a project? Where the actual beneficiaries those initially targeted?

Getting the partnerships right

Development should not only be about amounts of aid given, but how aid is given. For example, tied aid is considered as not respecting the free will and ownership of the recipient country, and is also inefficient

Getting the indicators right

“Today, what counts is not so much how many clinics have been built, but whether citizens' health has improved”...OECD, 2008

Development Evaluation often misses key questions

1. Is the impact of a project sustainable?
2. Are there possible negative impacts of a project?
3. Where the actual beneficiaries those initially targeted?

Key Considerations



What does development effectiveness mean in the work that you do? (one to three sentences)



What are key indicators you track? (Hint: consider sustainability aspects)



Who are your key partners in your work? (Hint: include both external and local partners)

Understanding the changing landscape in international development

Why it can no longer be business as usual for development agencies

1. no clear correlation between aid and improved outcomes
2. Increased demand for credible assessments of whether development aid is effective
3. Increased pressure to hold donors and partner country governments accountable
4. Increased emphasis on better evaluation methodologies

Shifts in Global Partnership for Effective Development Cooperation:



1. new financing landscape
2. new delivery models, including investing public finance into private enterprises

Focusing on sustainability

- In 2000, the United Nations (UN) millennium development goals put the focus on measuring aid effectiveness and set targets to be achieved by 2015.
- In 2005, principles for aid effectiveness were outlined under the Paris Declaration on Aid Effectiveness
- Since 2015, the sustainable development goals (SDGs) has set out new poverty alleviation targets for 2030 (Agenda 2030).

Key Considerations



Are you currently doing development work the same way you have always done? (Hint: Need to respond and adapt to changes in global development work)



What are the areas of increasing pressure, policy shifts, and new sustainability focus in your work? (Identify one to three areas)



Do you have a plan in place to address these areas (Hint: incorporate emerging development priorities into your strategic planning, evaluation and reporting)

The gist of development effectiveness

recognition that poverty alleviation efforts have fallen short.

landscape of international aid and international development has been changing

emphasis on better outcomes for the poor

policy shifts, new targets and emerging priorities for poverty alleviation



Tracking the evolution of development effectiveness

Key Global Development Commitments



The 'high-level forums' on aid effectiveness outline the principles of development effectiveness and assess progress towards it. Partnership for Effective Development Cooperation have broadened the agenda from 'aid effectiveness' to 'development effectiveness' with more emphasis on development corporation, more involvement of stakeholders, and establishment of the Global Partnership for Effective Development Co-operation.

Shifts as a result of Global Partnership for Effective Development Cooperation:



Leaders expressed great concern about the unachieved development effectiveness goals. New focus on building towards the 2030 Agenda for Sustainable Development. The High-Level Meeting of the Global Partnership for Effective Development Co-operation have re-focused on the four principles of the Global Partnership:

- ownership of development priorities by developing countries;
- a focus on results
- inclusive development partnerships
- transparency and accountability goals

Monitoring Progress of the Global Partnerships

“Despite progress on some targets of the development effectiveness agenda, the overall picture is disappointing. There has been mixed evidence on achievement of donor commitments to prior agreements of the Paris declaration- and Busan-Partnerships”... Overseas Development Institute, 2016

Global leaders have expressed great concern about the unachieved development effectiveness goals. There is a new focus on building towards the 2030 Agenda for Sustainable Development

Key Considerations



Does your organization have an awareness of the history and current focus of the high level forums on aid effectiveness?



What are the implications of global commitments to development cooperation in the work you do (Hint: emphasis on local ownership, results, partnerships, and accountability)



What progress have you made/plan to make towards sustainability (Hint: align work to 2030 sustainability targets)



Section 2 Future Projections

How do the poverty trends look?
Can we reach the 2030 SDG targets?
Where next for development effectiveness?

Can we reach the 2030 SDG targets?

Hunger persists...massive Food Inequality



While global hunger levels have declined by 27% since 2000, about 815 million people still go hungry — one out of nine people. 45% of deaths of children under five are linked to malnutrition (Concern Worldwide, 2018). Food prices...massively increased during the 2008 food price crisis. The cost of staple foods rose by an average of 80% in two years. As a result, 100 million more people became part of the global hungry, and a further 750 million became at risk of chronic hunger. 1.7 billion people, or a quarter of the world's population lacked basic food security (Action Aid).

Gender dynamics in food inequality



Since women and girls are overrepresented among poor and excluded people, food price increases have a greater impact on them. According to the FAO, women make up 60% of the chronically hungry.

Child mortality persists



under-five mortality accounted for more than 85 percent of global deaths among children under fourteen in 2017. There is a marked disparity in neonatal mortality in developed versus developing countries. Children born in Sub-Saharan Africa are nine times more likely to die in the first month than children born in high-income countries (UNICEF, WHO, World Bank and UNPD, 2018).

Public Health Crises



These can greatly affect development efforts as resources that would otherwise be used for developmental projects are redirected to manage disease outbreaks. One such disease in Malaria—it continues to be a big challenge to poor countries.

Malaria: Key facts, 2017: 219 million cases of malaria in 87 countries; 435 000 malaria deaths, 92% of malaria cases and 93% of malaria deaths were in Africa. In terms of funding, there was US\$ 3.1 billion for malaria control and elimination, US\$ 900 million (28% of funding) came from governments of endemic countries (World Health Organization).

WHO Global targets for 2030: the strategy is to reduce malaria incidence by at least 90%, reduce malaria mortality rates by at least 90% Eliminate malaria in at least 35 countries, preventing a resurgence of malaria in all countries that are malaria-free.

Key Considerations



Does your organization have defined targets in line with SDG 2030? (Hint: Articulate plans which go beyond your current project lifecycle and funding)



Identify the main challenges in reaching your organization's goals and targets.



Identify the main opportunities in reaching your organization's goals and targets? (Hint: link your work to strategic areas of sustainability such as food security, health, gender equality).



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Where next for development effectiveness?

Evolution of Development Effectiveness continues



The Global Partnership Monitoring Framework facilitates the global follow-up and review of the implementation of the SDGs. Annual monitoring surveys are conducted as part of this ongoing initiative. The 2018 monitoring included feedback from 86 partner countries and territories, 100+ development partners and hundreds of other stakeholders

Ongoing collaboration



Under the Global Partnership, there are ongoing opportunities for collaboration. For instance, feedback from stakeholders on monitoring processes are conducted annually. There are also some opportunities for collaboration in identifying indicator methodologies for tailored monitoring approaches.

Ongoing work

Global Partnership Knowledge Platform

one-stop shop to evidence-based solutions, peer learning and networking

Global Partnership monitoring (OECD/UNDP)

Tracking country-level progress in implementing development co-operation goals

UN Inter-agency Task Force On Financing For Development

2019 Financing for Sustainable Development Report (FSDR) indicates that mobilizing sufficient financing remains a major challenge in implementing the 2030 Agenda for Sustainable Development

Key Considerations



What initiatives do you have underway in regards to reviewing progress towards Sustainable Development Goals?



Do you have an engagement strategy for actively providing input/feedback to global partnership initiatives on development effectiveness.



Are your engagement and collaboration efforts effective? (Hint: Consider effective medium of communication, timeliness, audience).



End of Sample

Enroll for the full course at

<https://www.khayaresearchgroup.com/courses/development-effectiveness>