

DEVELOPMENT CO-OPERATION DIRECTORATE

**LOCALLY LED DEVELOPMENT AND WHAT IT MEANS FOR MONITORING, LEARNING
AND EVALUATION (MEL) APPROACHES**

15th Workshop of the OECD Development Assistance Committee (DAC)'s Results Community

18-20 October 2023

This document contains background material presented during discussions in the session on locally led development and what it means for MEL approaches at the 15th Annual Workshop of the DAC Results Community, “Learning Together for Better Results”.

The workshop took place on 18-20 October 2023. It aimed to help development professionals use the new OECD Toolkit on results-based management (RBM), *Impact by Design*, and to benefit from a series of peer-learning sessions on a diverse range of topics faced by RBM practitioners.

The OECD DAC Results Community is an open community of practice dedicated to enhancing the impact of development co-operation. Its purpose is to foster exchange and drive collective learning among development co-operation providers, partners and other stakeholders.

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2023 OECD/DAC Results Community Workshop

7. Locally Led Development and What It Means for MEL Approaches

Joëlline Bénéfice

OECD, Peer Reviews

2023 OECD/DAC Results Community Workshop

LOCALLY LED DEVELOPMENT

Peer Learning Exercise

Results Community Workshop:
Locally led development and what it means for MEL
approaches

Framing Locally Led Development

Working definition on “Locally led development co-operation”:

Development co-operation that supports locally led development by recognising and enabling local actor agency in: i) **framing**; ii) **design**; iii) **delivery** including control over resources; and iv) **accountability**, in given local and operating contexts.

What is the agency of the different local stakeholders in

Framing	Design	Delivery	Accountability
Priorities: identifying challenges and needs and setting priorities	Strategies and programmes: designing and adapting strategies and programmes	Funding: accessing flexible & sustained funding and controlling use	Locus: defining the lines of accountability and learning
Standards: setting guiding principles and standards for accountability and learning	Mechanisms: designing partnership and collaboration mechanisms	Implementation: selecting processes, procedures, practices; choosing delivery systems (e.g., financial, auditing, procurement); and managing implementation	Monitoring, evaluation and learning: developing frameworks, and selecting, producing and sharing evidence etc.

A spectrum of local actor agency

OMITTED	CONSULTED	CO-RESPONSIBLE	PRIMARILY RESPONSIBLE
Local actors are not aware of opportunities for engagement and support (i.e. funding). Providers do not share information nor set up consultation mechanisms.	Local actors receive timely information on policies/ strategies/ programmes and engage in dialogue after consultation with their own constituents. Providers give space for timely and effective engagement and they commit to consider views expressed.	Local actors are part of a formal system and processes to either take decisions jointly with the provider or independently within an agreed framework.	Local actors make decisions and take actions independently. Providers recognise and value the decisions taken by the local actors.

BUILDING BLOCKS TO GUIDE THE OPERATIONALISATION OF LOCALLY-LED APPROACHES ACROSS DAC MEMBERS



Country deep dives

Understanding practical considerations of different locally-led approaches in different contexts.

At least three in-person missions involving meetings with a wide range of stakeholders.



Member country case studies

Providing in-depth institutional perspective to facilitate peer learning as individual member learning.

Three additional case studies to be conducted in addition to existing knowledge from peer reviews.



Thematic deep dives

Exploring emerging questions and issues in-depth while offering space for technical exchanges.

Five thematic deep dives to be conducted. Themes will be agreed over the course of the learning exercise.

Taxonomy for locally led development

Inception policy paper / framing for shared understanding of level of localisation applied to different situations (modalities, channels, context, partnerships) to be tested through the peer learning exercise.



OECD TOOLKIT

IMPACT BY DESIGN

Effective Results Frameworks
for Sustainable Development



Funded by
the European Union



Travis Mayo
USAID

2023 OECD/DAC Results Community Workshop



LOCALIZATION AT USAID: THE VISION AND APPROACH

AUGUST 2022



"If we truly want to make aid inclusive, local voices need to be at the center of everything we do."

-ADMINISTRATOR SAMANTHA POWER

A RENEWED COMMITMENT TO LOCALIZATION IN PURSUIT OF LOCALLY LED ACTION FOR SUSTAINABLE SOLUTIONS

Today's global development and humanitarian challenges are vast, demanding, and complex. They are also inherently local, shaped by the unique histories, power dynamics, and other factors specific to each context in which they occur. Our responses to these challenges must build on the priorities, knowledge, and aspirations of the people who live them every day and know them best.

USAID is renewing our commitment to shift more leadership for priority setting, project design, implementation, and measuring results to the people and institutions with the capabilities and credibility to drive change in their own countries and communities. Our engagement must become more inclusive, equitable, and responsive to the needs, priorities, and solutions/ideas of the communities, organizations, and people in the countries in which we work. This is both the right thing to do and a smarter use of resources. When USAID empowers local actors—and our efforts are responsive to local priorities, draw upon local capacities, diverse networks, and resources, and are accountable to local communities—we expect that results are more likely to be sustained by local organizations and institutions. Our engagement helps elevate the voices of marginalized populations who have long been silenced. We recognize that development agencies such as USAID cannot, on their own, drive lasting change in the places they work. Instead, our role is to support and catalyze local change efforts and processes.

Localization is the set of internal reforms, actions, and behavior changes USAID is undertaking to ensure our work puts

“If we truly want to make aid more inclusive, local voices need to be at the center of everything we do”

Perceptible/Tangible Outcomes

Changed behavior
Completed Project
Changed knowledge
Health status
Wealth status

Invisible / Intangible*

Motivation
Hope
Love
Trust
Faith
Agency
Justice

*Wilson, K. (2022). Intangible Outcomes: The Importance and Current Neglect Within Evaluation Practice. *Journal of MultiDisciplinary Evaluation*, 18(42).
<https://doi.org/10.56645/jmde.v18i42.735>

Perceptible/Tangible Outcomes

Things
Static
Visible
Facts
Independent

Effective vaccine

Invisible / Intangible

Experiences
Dynamic
Invisible
Feelings
Interdependent

Willingness to get
vaccinated



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Applied Psychological Measurement

ft für Psychologie
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25 / Number 1 / 2017

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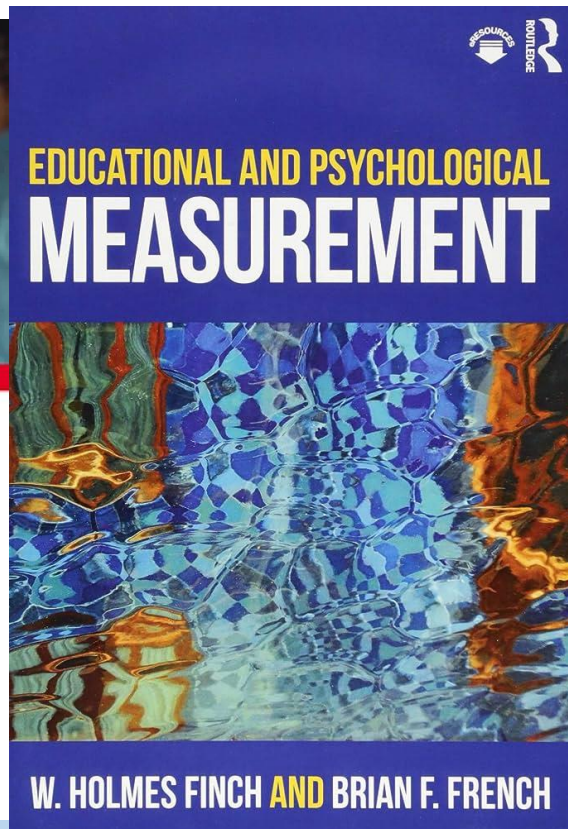
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EDUCATIONAL AND PSYCHOLOGICAL MEASUREMENT

W. HOLMES FINCH AND BRIAN F. FRENCH

Journals!

Texts!



Journal of Retailing and Consumer Services 21 (2014) 917–923

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Journal of Retailing and Consumer Services

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Review of emotions research in marketing, 2002–2013

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ABSTRACT

Study of emotions has been an important area of research for past several decades. In this study, we review the emotions research conducted within the marketing domain from 2002 to 2013. Within the broad domain of emotions, this study focuses on social factors, the development of emotions and their interactions with other constructs. A total of 340 emotion-related articles, published in 19 marketing journals, were analyzed. The number of articles published every year with the trend peaking in 2009. Extant literature offers interesting insights into emotion-related research and provides directions for future studies.

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1. Introduction

Study of emotions has been a thriving area of research within the psychology domain for long. Psychology scholars have found that emotions have a vital role in determining peoples' behaviors and actions (Carlson et al., 2007). In more recent years, this topic has been taken up by many applied disciplines, including market-

marketing research, it is important to understand the trends, patterns, and development.

Erevelles (1998) first provided a comprehensive review of the marketing discipline. However, this study focused solely on the concept of affect. There have been several theoretical and empirical studies in recent years. We extend Erevelles' (1998) study to the current state of the discipline.

Research Papers Galore!



Social and Behavior Change Helps Improve Nutrition

FARMER

- Increase sustainable production of nutritious foods
- Safely store food
- Join producer groups or cooperatives to access information, build social cohesion, and collectively bargain for benefits

RETAIL MARKET VENDOR

- Sell safe, diverse, affordable nutrient-rich foods each season
- Promote nutrient-rich foods

HEALTH WORKER

- Provide accurate and timely counseling on nutrition behaviors to mothers and family members
- Provide treatment for acute malnutrition according to national protocols
- Use data from quarterly district reports to adjust implementation

FAMILY MEMBER

- Reflect on gender norms related to household tasks
- Share responsibilities to support caregivers with nutrition-related behaviors
- Attend health services visits and carry out recommended follow-up actions

SBC =

COMMUNITY LEADER

- Encourage community members to demand quality nutrition services and diverse foods in markets
- Engage the support of community members to limit the availability of highly-processed foods
- Encourage community members to shift traditional practices or community norms that prevent caregivers from obtaining and feeding nutrient-rich foods to children

TRANSPORTER

- Monitor and forecast stock of food items
- Use food-grade packaging for hygienic transportation

POLICYMAKER

- Develop and enforce policies to increase access to safe, affordable, diverse foods
- Develop and enforce policies to ensure high-quality nutrition services
- Increase funding for nutrition

RELIGIOUS LEADER

- Shift norms around food taboos for pregnant women
- Lead reflection on gender norms to increase positive male engagement in nutrition
- Promote immediate care-seeking for all sick children at health facilities

www.advancingnutrition.org

USAID ADVANCING NUTRITION

This document was produced for the U.S. Agency for International Development. It was prepared under the leadership of the USAID/ONN-UNICEF Joint Technical Working Group on Nutrition. The content and views expressed are those of the author(s) and do not necessarily reflect the views of USAID or the United States of America.

JUNE 2020



THINKING AND WORKING POLITICALLY THROUGH APPLIED POLITICAL ECONOMY ANALYSIS

A GUIDE FOR PRACTITIONERS

Center of Excellence on Democracy, Human Rights and Governance



The What, Why, and How of Social and Behavior Change for DRG

What is SBC? Social and Behavior Change (SBC) interventions encourage desired behaviors by addressing the individual, social, and structural factors that enable or prevent behavior.

Three Ingredients of Behavior: The Capability, Opportunity, Motivation Behavior Model (COM-B)



The COM-B model approaches SBC by examining an individual's (1) capability, (2) opportunity and (3) motivation to engage in desired behaviors.

Capability: Having the physical ability, knowledge, and necessary skills to do the desired behavior.

Opportunity: Having a conducive environment for the desired behavior, such as it being accessible, affordable, and socially acceptable.

Motivation: Having more motivation to do the desired behavior than an alternative behavior.

Why do I need SBC? SBC can encourage key DRG outcomes like these and more:



Voting



Supporting Human Rights



Fighting Corruption



Gender Inclusion

SBC achieves these goals by understanding what is **preventing** and what could be **enabling** behavior.

How do I use SBC? Here are the six steps to applying SBC to strengthen your programs.

PHASE I

Determine the Behavior to Change

Understand the Barriers & Bridges

Identify Intervention Options

PHASE II

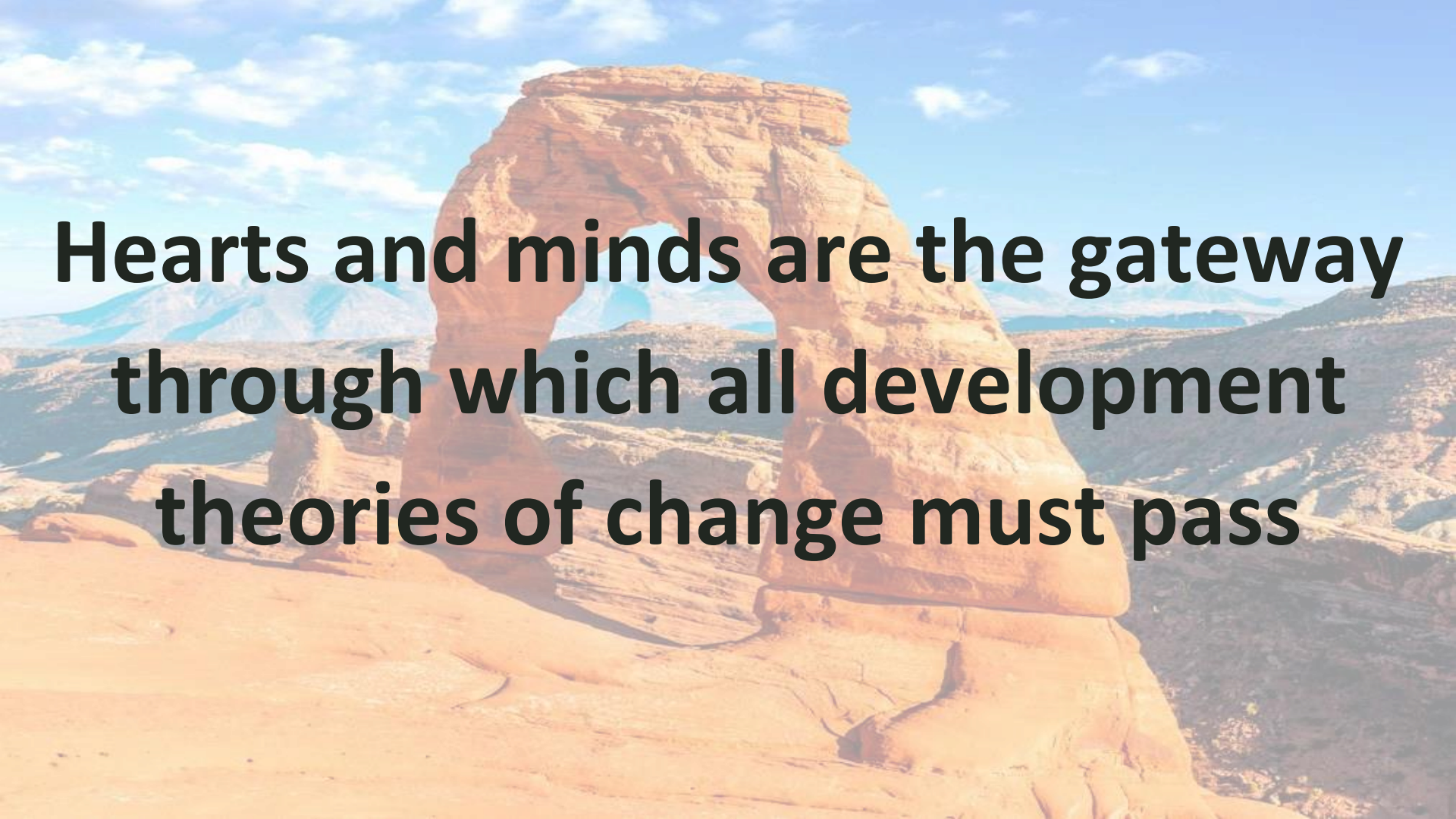
Design Intervention

Test Intervention

Apply, Adapt & Learn

For details on SBC approaches, see the [SBC Primer](#).

Find out more about [SBC in action](#)! For more information or if you would like to talk about applying SBC in your work, please contact the DRG Evidence & Learning Team at efg@usaid.gov.

A photograph of a natural rock arch in a desert landscape. The arch is made of reddish-brown sandstone and stands prominently in the center. The background shows a vast desert valley with rolling hills and mountains under a bright blue sky with scattered white clouds. The foreground is a sandy, reddish-brown desert floor.

**Hearts and minds are the gateway
through which all development
theories of change must pass**

Inputs

Outputs

Outcomes

Impact

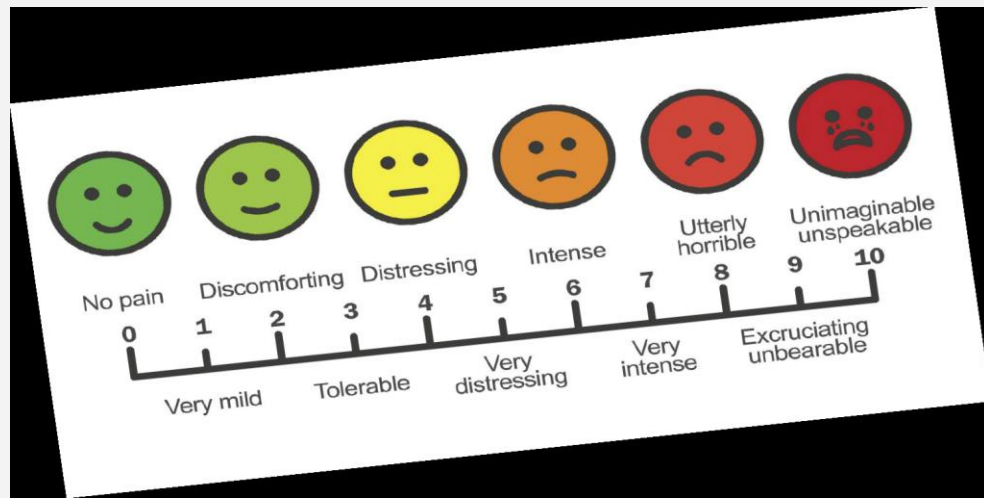
Enhanced:

- knowledge
- capacities
- skills
- practices

And...

Enhanced:

- motivation
- trust
- respect
- agency



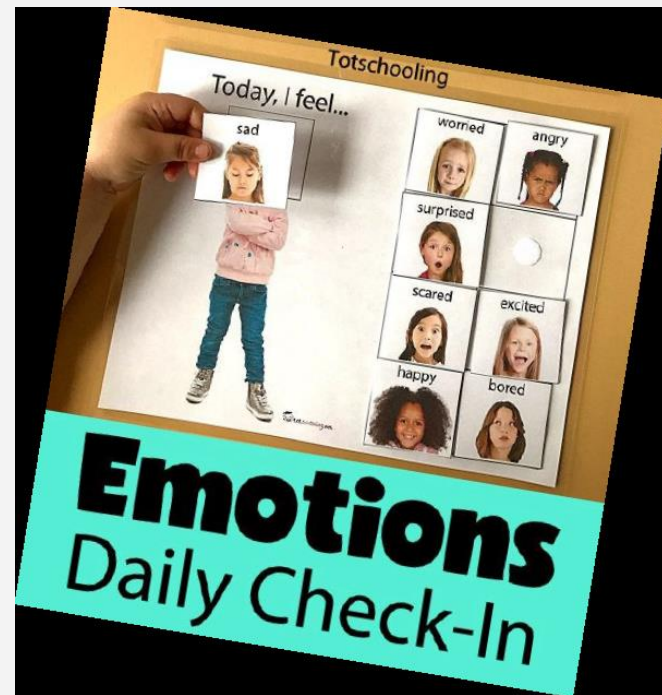
Would you recommend this event to your friends?

☐ Yes

☒ No

Why not?

Your answer _____



14. Please rate the level of hope you felt before our program and now:

(0) Hopeless 1 2 3 4 5 (Very Hopeful)

Before our Program:

☐☐☐☐☐☐

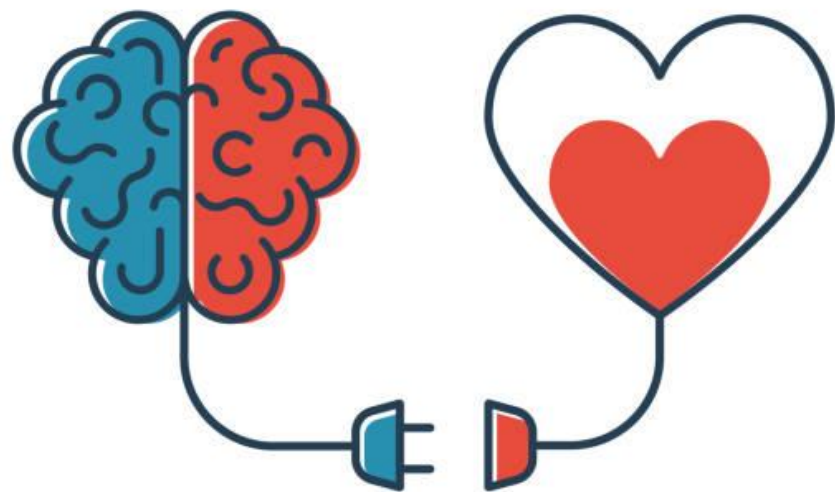
Now:

☐☐☐☐☐☐

Grounded Accountability Model (GAM)

Despite the increased emphasis on accountability to target communities, peacebuilding and international development projects are often designed and then evaluated by people who do not share the same lived experiences as participants. The Grounded Accountability Model (GAM) is about holding peacebuilding and development projects accountable to communities as much as to other stakeholders.

We are developing and piloting GAM through a Community of Practice (CoP) that consists of [Search for Common Ground](#), [Everyday Peace Indicators](#) and [Humanity United](#). It is an ongoing and collaborative work and we seek to build off of each other's strengths.





Senja Väättäinen-Chimpuku

Fingo, Finland

2023 OECD/DAC Results Community Workshop

Locally led MEL

- CORNERSTONES
- CHALLENGES
- EXAMPLES
- INTERMEDIARY ROLES

Views and experiences from Finnish development NGOs: Finn Church Aid, Felm, Operation a Day's Work, Siemenpuu Foundation and Fingo

Senja Väättäinen-Chimpuku, adviser, evaluation, senja.vaatainen@fingo.fi

CORNERSTONES for advancing locally led MEL

- Our attitudes are in the core: who do we see having capacity for what
- Partners representation and mandate from the local community. Sensitivity AND desire to lead.
- Joint definition of success by local community, local partner, Finnish NGO, donor, parliament/tax payers
- Learning to be seen as a result

CHALLENGES in advancing locally led MEL

- Traditionally MEL is limited to technical experts and seen as a donor requirement.
- INGOs have to channel donor requirements to partners/community
- Work is increasingly in fragile contexts, with humanitarian needs and bigger and shorter grants, while locally led development and MEL require long-term commitment and building partnerships based on trust.
- Unlearning from roles and approaches built for decades takes time

→ *MEL is not in isolation. Structural changes required in aid architecture and systems, ways of working and power relations.*

EXAMPLES of advancing locally led MEL

- Self-reflections about partnerships, our expectations and mindsets e.g. in relation to knowledge creation
- Joint discussions and learning with partners rather than filling in technical M&E frameworks
- Adapting to the needs and context and learning with critical friends rather than searching the effectiveness of predefined objectives
- Working closely together while sharing knowledge and building capacity
- Partners moving to facilitate the work and change processes in community rather than to implement a project

→ *Approaches: adaptive management in general, outcome mapping and harvesting*

Role of intermediaries

CURRENT:

- MEDIATOR (between donor requirements and partners needs)
- TRANSLATOR (of realities and changes in the community to the donor)
- ADVOCATOR (of adaptive management to the donor)

COULD BE: Critical friend, Side-kick, Watch dog, Connector (see Peace Direct: [The nine roles intermediaries can play in international development](#))

Thank you!

senja.vaatainen@fingo.fi



Andrea Ries
SDC, Switzerland

2023 OECD/DAC Results Community Workshop

How to manage the tension between corporate results frameworks and the need to align to local partners' results frameworks

Peer Learning Session Results Team Meeting 20.10.2023

Andrea Ries, Focal Point Effective Development SDC



SDC Result framework – starting point: «**LET 1000** *flowers* **bloom...**»

SDC had a very context-specific and “partner-driven” results framework
Different indicators per country and programs – which have been managed manually and locally

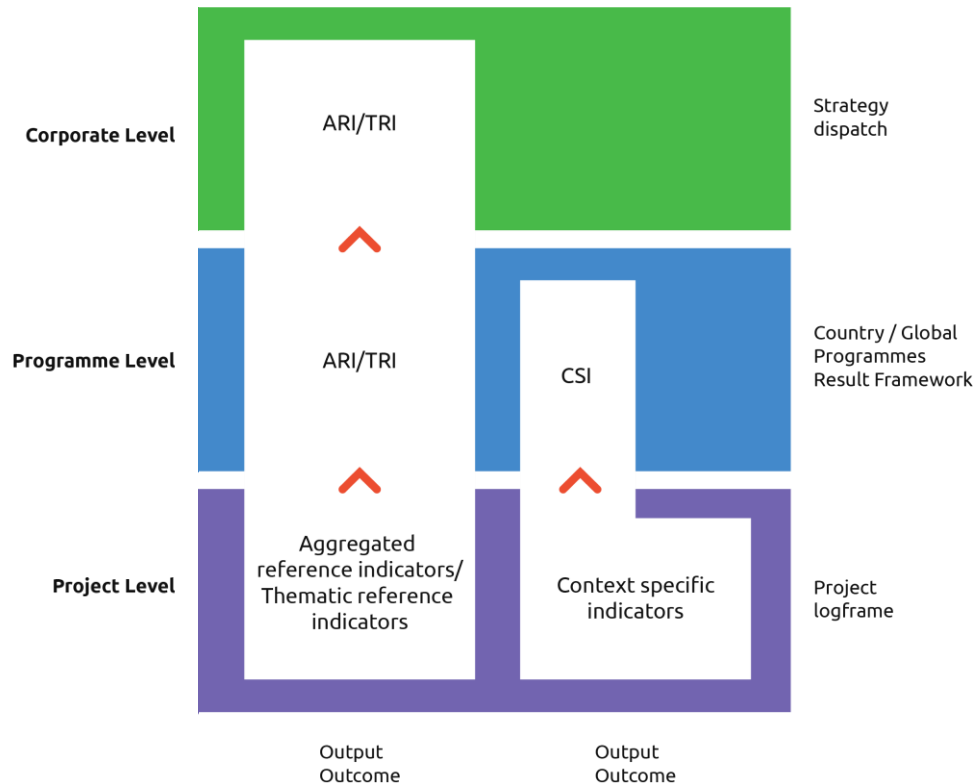
Good for localization - but:

- a challenge to derive a corporate results framework
- to align to SDGs
- to base decision on evidence

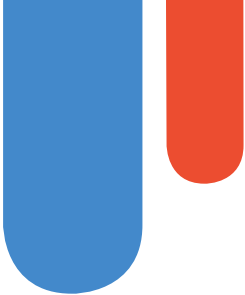
Can Digital Transformation reconcile the
two perspectives?



As basis for digitalization SDC introduced three levels of results data



- On **corporate level**: aggregated results from projects and programmes
- On **programme level**: recording and aggregation of results in results frameworks
- On **project level**: recording of standardised indicators and context-specific indicators in logframes



Requiring that

At least 50% of the indicators used at the programme level must be standard indicators (ARIs/TRIs)

- ARI – Aggregated Reference Indicators (27)
- TRI – Thematic Results Indicators (56)
- CSI – Context Specific Indicators
- Information on each indicator available in the [Indicator browser](#) in RDM
- A specific factsheet exists for each indicator

Qlik ... Analyze Sheet Narrate Storytelling RDM data analysis dashboards

Programme name Swiss Cooperation Prog... IndicatorDescription... Number of people parti...

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RDM
Results Data Management
RDM data analysis dashboards

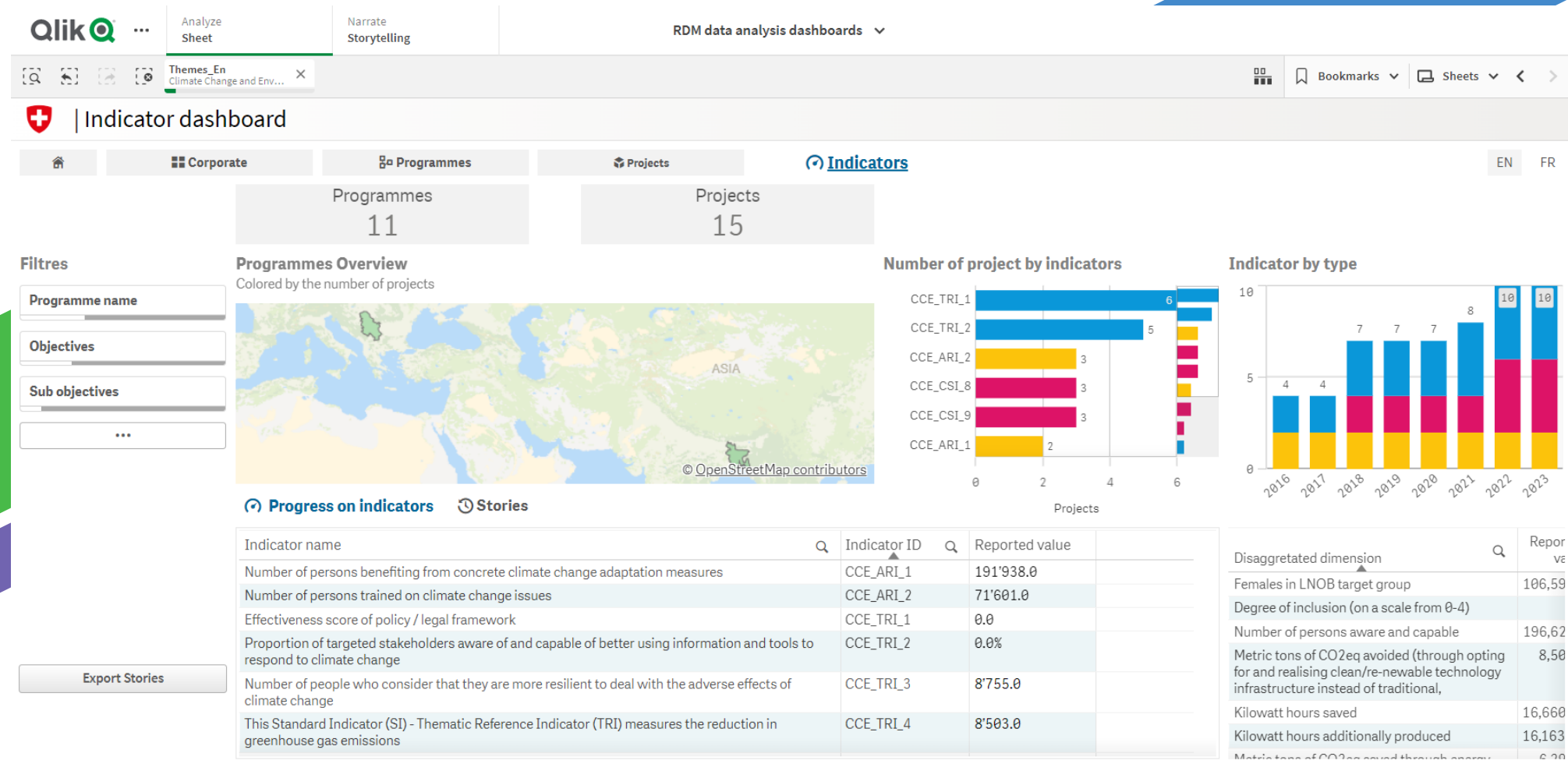
Corporate **Programmes** **Projects**
Indicators **SDG**

Links to:

- Swiss Representations FDFA
- IC Cockpit

*IMPORTANT NOTICE: The borders of states with limited recognition are not always visualized in line with the official position of Switzerland.

RDM data analysis provides different dashboards



Results can be analysed from a thematic view, for example displaying all programmes and projects working on climate change.

First year of roll out

Entering of indicators reveals around 7000 context-specific indicators vs 83 standard indicators (might be a lot of *doublettes*)

Opportunities:

Involve local partners in a conversation on results indicators

Allow to have an overview and be part of the corporate learning

Decision based on evidence

Risks:

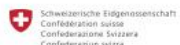
Too much standardization – losing out local context

Technology drives decision on indicators rather than context

Verdict is still out...journey goes on...



What to know more?



Federal Department of Foreign Affairs FDFA
Swiss Agency for Development and Cooperation SDC
Staff of the Directorate

Regine Kilchenmann, Paul Neuhaus 25.05.2022

Mission statement: Digital transformation @ the SDC

Getting the SDC ready for development in the 21st century: digital, because it is beneficial!

Approved by SDC Directorate on 30.05.2022

“When digital transformation is done right,
it's like a caterpillar turning into a butterfly,
but when done wrong, all you have is a really fast caterpillar“
George Westerman



Digital transformation @ SDC

- Link Introduction video:
https://www.youtube.com/watch?v=bccQvsWGEpl&embeds_referring_euri=https%3A%2F%2Fwww.shareweb.ch%2F&source_ve_path=OTY3MTQ&feature=emb_imp_woyt