



Challenges for evaluation in dealing with complexity?

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International development funders

act:onaid

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IBRD • IDA

 **care**

 **UNITED NATIONS TRUST FUND
TO END VIOLENCE AGAINST WOMEN**

 **Save the Children**

 **IDRC | CRDI**

 **Hivos**
people unlimited

My sources on complexity

Brenda Zimmerman



Dave Snowden

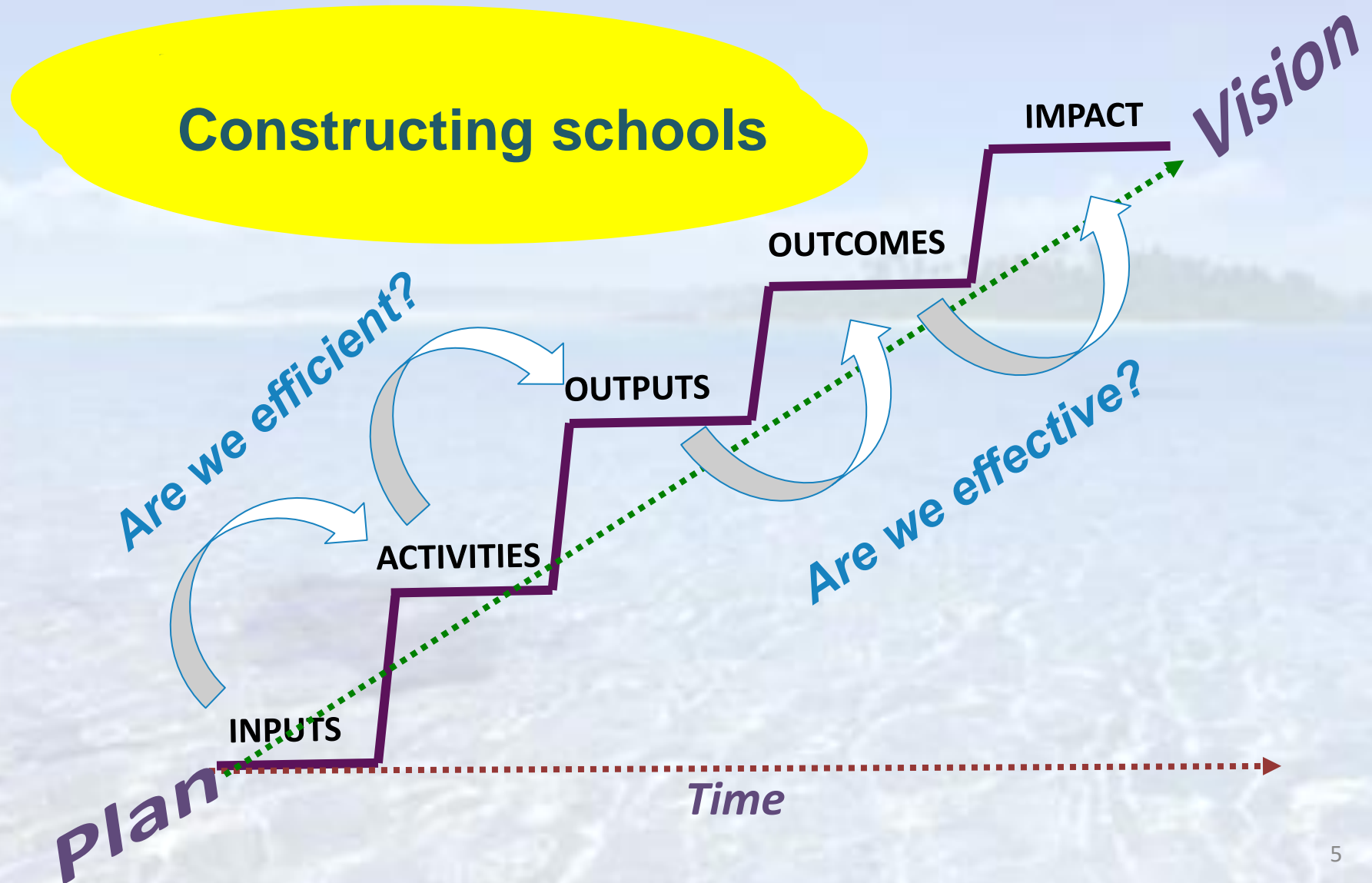


Simple

Agreement on the challenge and how to address it
Relationships of cause and effect are KNOWN at the moment of taking action



Evaluation of a simple intervention

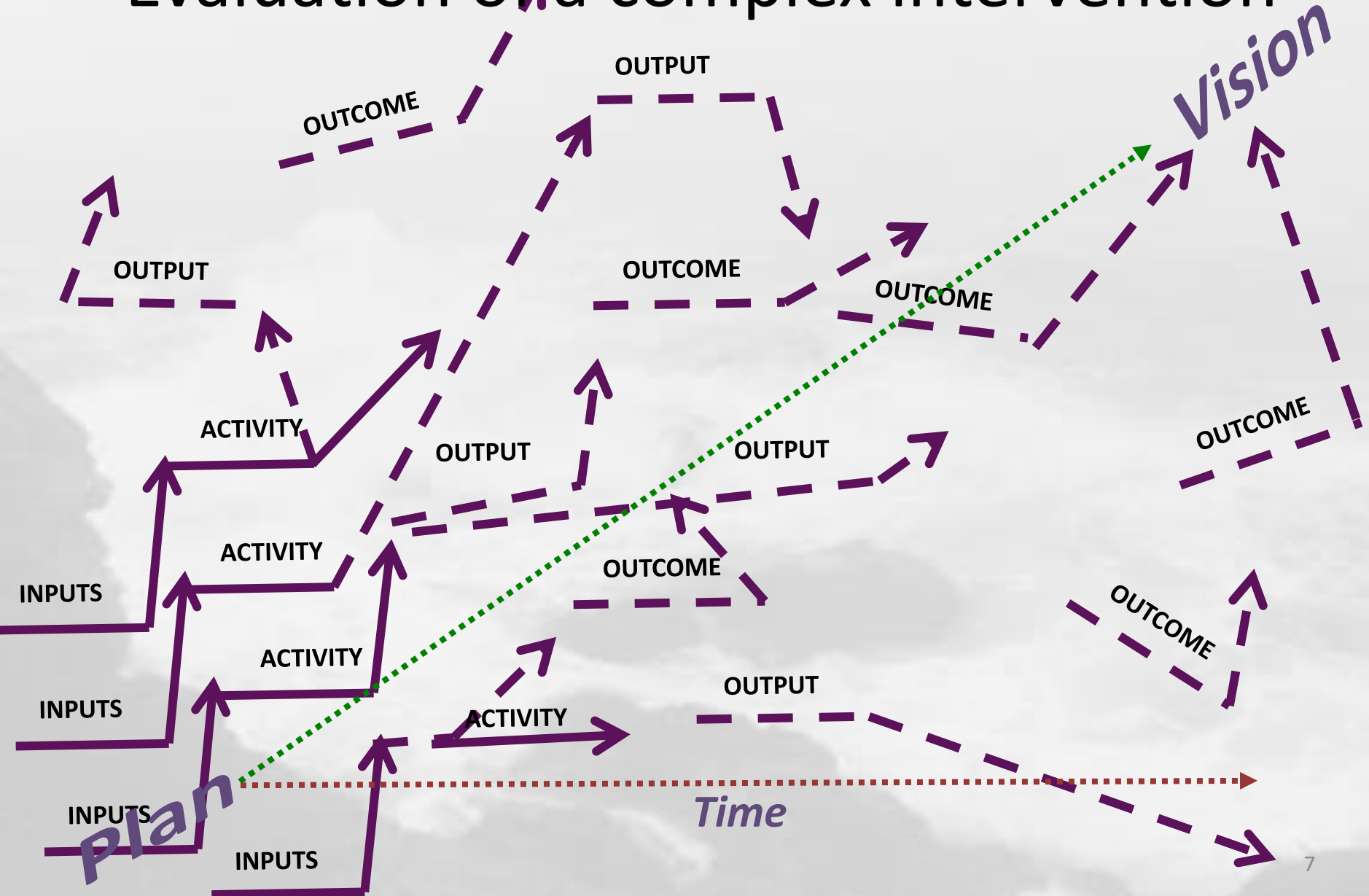


Complex

Disagreement on the challenge or on how to address it

Relationships of cause and effect are **UNKNOWN** when you decide what to do and achieve

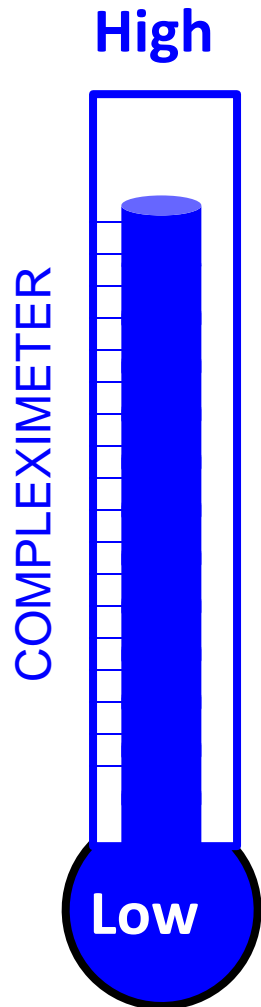
Evaluation of a complex intervention



- ✓ **Access to information** in Latin America
- ✓ **Art and culture** in Central America
- ✓ **Blended elearning**, China
- ✓ **Children's rights** in Latin America
- ✓ **Climate** change and food security, Colombia
- ✓ Conflict prevention and **peacebuilding**, globally
- ✓ Constitutional **health** mandates in Latin America
- ✓ **Competency Based Medical Education**, Canada and USA
- ✓ **Deforestation**, globally
- ✓ **Early child marriage**, India
- ✓ **Eco-health**, globally
- ✓ **Education** in the Philippines
- ✓ **Environmental rights** in Latin America
- ✓ European Union **environmental policy**
- ✓ **Health rights**, Costa Rica and Uruguay
- ✓ **Human rights** in Central America and Asia
- ✓ **ICT**, Africa and Asia
- ✓ Integrated **water** resource management, globally
- ✓ Local, national and international **governance**, globally
- ✓ North-South **competition** policy
- ✓ Open governmental **contracting** processes, world-wide
- ✓ **Organic farming** in Africa
- ✓ Pharmaceutical **procurement** and supply, Kenya, Tanzania and Uganda
- ✓ **Poverty and injustice**, Ghana and Tanzania
- ✓ **Primary health care system**, Nigeria
- ✓ **Public sector reform**, Burundi
- ✓ Solid **waste management**, Bosnia
- ✓ Strengthen international, national and local **civil societies**, globally
- ✓ Strengthen parliamentary oversight of national **budgets**, Africa
- ✓ **Violence** against women, globally
- ✓ **Water, sanitation and hygiene**, Honduras and Ghana
- ✓ Women's **entrepreneurship**, Africa
- ✓ **Women's rights**, globally

Achieving the SDGs?

Assess 3 factors of complexity



To what extent do you or your team:

1. **Disagree** about what is the development challenge?
2. **Disagree** about what is its solution?
3. Are **uncertain** about what will be the results of your actions to solve the development challenge?