clear evaluation francophone africa

CESAG

global evaluation initiative

Webinaire CLEAR FA #13 - GEI

How can evaluation help enhance Africa's autonomy in the face of a changing international cooperation ?

17 AVRIL 2025

Dr Edoé Djimitri AGBODJAN

Welcome

by Patricia Cocca

Introduction

Edoé Djimitri AGBODJAN, CLEAR FA

SIGNIFICANT progress in ECD across Africa over the past decade

Growing number of evaluation experts (Erasmus et al., 2020; 3IE)

Evaluation enshrined in Constitutions

19/20 Francophone Countries have at least one active VOPE

Emergence of national evaluation systems (Goldman et.al, 2023)

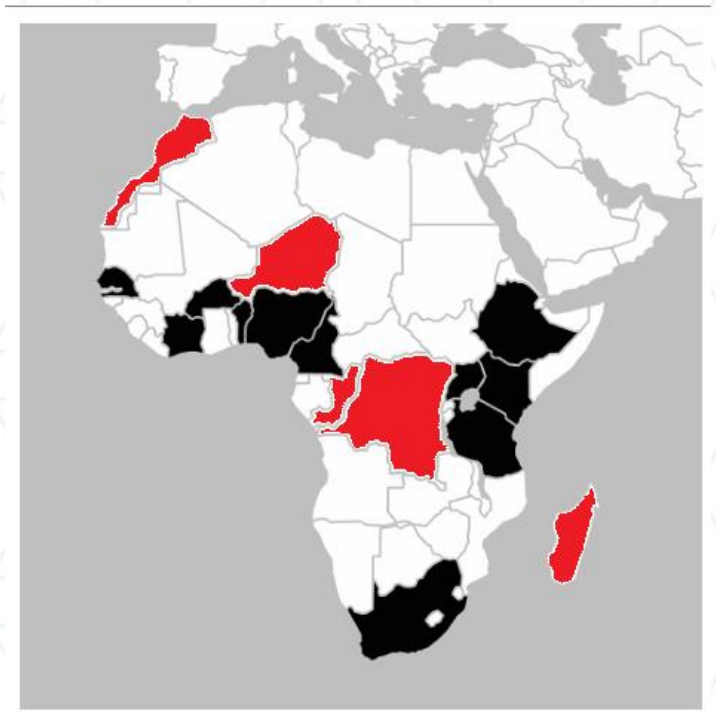
Innovation (Made in Africa, Rapid Evaluation, Systemic approach etc.)

Networks and Communities of practices etc. (APNODE, etc.)

UNEVEN progress in ECD across Africa

FIGURE 2: Overall evidence of greatest capacity by region.

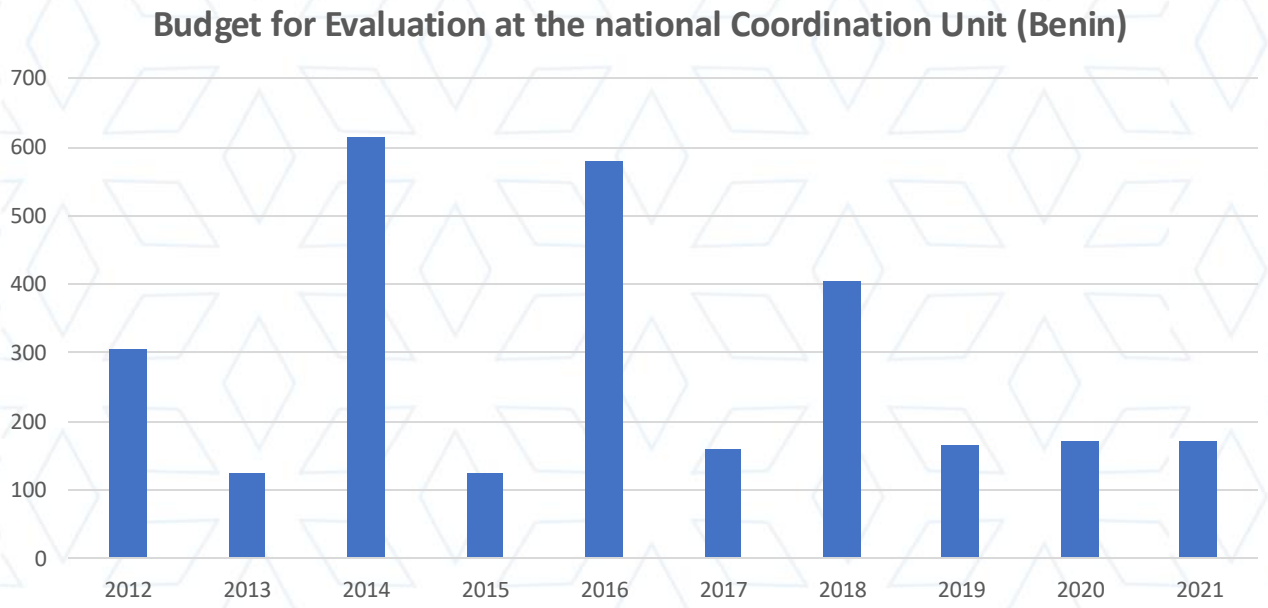
2020



2024

DEPENDANCY on international cooperation

Weak local capacity in funding evaluation and ECD



Changes in the field of international cooperation could significantly impact ECD for better or for worse

Optimistic Scenario: Local contribution substitutes gaps in international cooperation support

Pessimistic Scenario: The new international cooperation dynamic undermines progress in the field of evaluation and ECD

THE URGENCY :
Support local ownership/autonomy over ECD and evaluation

How the current international cooperation looks like (values, priorities, means for action)? **(Thomas Melonio)**

What are the challenges in building autonomy in the field of policy/project management? **(Ika Lavagnon)**

What are the available tools/approach to promote autonomy in the field of evaluation? **(Lynda Rey)**

How can we mobilize local actors and capacity for ownership and autonomy in the field of public policy and evaluation? **(Ngoné NDOYE)**

Thomas MELONIO

- **Chief Economist and Executive Director of Innovation, Strategy and Research at AFD**
- **Areas of Expertise: Development economics, development finance, human capital and education, migration, Africa, Silk Roads**
- **Editor of several research publications including: *La lettre des économistes*, *Afrique contemporaine*, *Regards sur la Terre***
- **Latest publications:**
  - « L'APD à l'âge des conséquences », 2022
  - « Doubles standards » dans le financement du développement, 2024
  - AI investment potential Index 2025

Melonio

Do the current changes in international cooperation herald a new era? What define this era?"

What are the implications/impacts on policies, the practice of evaluation, and cooperation in evaluation matters?

Official development assistance severely challenged in High-Income countries

- Domestic pressure is rising in HICs in line with growing internal needs
- The very idea of Multilateralism and International action is challenged, and becomes politically divisive
- Doubts remain on efficiency of ODA, since citizens in HICs typically do not observe the results of the investments finance
- ODA is challenged both in terms of policy content and metric.
- In developing countries, there are also calls for reforms and changes of international development finance

Evaluation and better monitoring can answer some of these questions, under certain conditions

Towards a more collaborative evaluation process: it must at the same time fit the priorities of the developing countries and their international partners

Impacts evaluations connected to public policies are an interesting novelty

New sources of data (live/mobile/drone/satellite) provide convincing and « at scale » pieces of evidence: in itinere monitoring is often a good substitute for ex-post evaluation

Clarity and transparency of objectives is key. Between States and public institutions, it’s a necessity to come out of the « fog of hypocrisy »

Lavagnon IKA

- Full Professor, project management and Director of the M.Sc. programs in management and health systems, Telfer School of Management, uOttawa.
- Founding Director of the Major Projects Observatory at the Telfer School of Management (uOttawa)
- Recent work: articulating the link between major global challenges (e.g. sustainable development, climate change and pandemics) and projects, and highlighting the complexity of their evaluation
- Associate Editor for the International Journal of Project Management (IJPM)
- Former Member of the Academic Boards of the Project Management Institute (PMI) and International Project Management Association (IPMA)
- Author of some 65 papers in peer-reviewed journals as well as over 30 conference proceedings

Ika

What strategies can ensure that management of development projects/policies addresses the urgency of empowering the African continent in response to the evolution of international cooperation?

CLEAR FA & Global Evaluation Initiative Webinar

Grand challenge projects do not succeed, they make impact.

But are the OECD evaluation criteria fit-for-purpose?

By

Prof. Lavagnon IKA, Ph.D.

Professor of Project Management

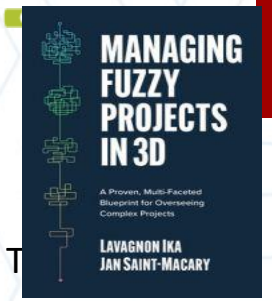
Telfer School of Management

@uOttawa (Canada)

Associate Editor, IJPM & CJDS

Co-author, Managing Fuzzy Projects in 3D

...gnon IKA, a little background



- Full Prof., Program Director, MSc., Telfer, uOttawa
- World Bank Fellow, Extra Professor, uPretoria; Carnegie Fellow
- Associate Editor, top IJPM and CJDS
- Board Member PMI and IPMA Academic Insights Team
- Taught in Canada, Australia, France, Benin, SA, Algeria, Lebanon, Morocco, T
- Visiting Prof Skema Business School, France; Swinburne, Aus., TJuT, China, GIMPA
- PMI David Cleland Book of the Year 2024
- APM Researcher Award Finalist 2023
- IPMA Researcher Award Winner 2017, 2022
- Emerald Best PM Paper Award 2017
- Telfer's Researcher Award 2017, 2022
- IPMA Young Research Award Winner 2012
- Emerald Highly Commended PM Paper 2011
- External Panel Advisory Member, 2023 Work Bank Project Performance Report
- Lead Scholar for 2024 PMI Reframing Project Succes
- Consultant and workshop instructor for Transport Can, CRA, TBS, Global Affairs Canada, ACBF/World Bank

Just published a Manifesto for PM Research and presented that at EuRAM in Dublin last week…

DOI: 10.1111/emre.12568

PERSPECTIVE

EMR

A Manifesto for project management research

Giorgio Locatelli[1] | Lavagnon Ika[2] | Nathalie Drouin[3] | Ralf Müller[4] | Martina Huemann[5] | Jonas Söderlund[4,6] | Joana Geraldi[7] | Stewart Clegg[8]

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[Correction added on 30 March 2023, after first online publication: The keywords have been updated in this version.]

Abstract
Project management research has evolved over the past five decades and is now a mature disciplinary field investigating phenomena of interest to academics, practitioners and policymakers. Studies of projects and project management practices are theoretically rich and scientifically rigorous. They are practically relevant and impactful when addressing the pursuit of operational, tactical and strategic advancements in the world of organisations. We want to broaden the conversation between project management scholars and other scholars from cognate disciplines, particularly business and management, in a true scholarship of integration and cross-fertilisation. This Manifesto invites the latter scholars to join efforts providing a foundation for further creative, theoretical and empirical contributions, including but not limited to tackling grand challenges such as climate change, pandemics, and global poverty. To this end, we identify five theses:

1. Projects are often 'agents of change' and hence fundamental to driving the innovation and change required to tackle grand challenges.
2. Much project management research leverages and challenges theories across disciplines, including business, organisation and management studies, contributing to developing new theories, including those specific to projects and temporary organisations.
3. 'Projects' are useful units of analysis, project management research is ideal for scientific cross-fertilisation and project management scholars welcome academics from other communities to engage in fruitful conversations.
4. As in many other fields of knowledge, the project management research community embraces diversity, welcoming researchers of different genders and various scientific and social backgrounds.
5. Historically rooted in 'problem-solving' and normative studies, project management research has become open to interpretative and emancipatory research, providing opportunities for other business, management and organisational scholars to advance their knowledge communities.

KEYWORDS
project management, temporary organization, organizational change

WHY WE NEED THIS MANIFESTO

The projectification of society and the need to tackle grand challenges

We live in a 'project society' where projects shape people, organisations and society (Lundin et al., 2015), a phenomenon that was dubbed 'projectification' in a business context about 30 years ago (Midler, 1995). In this 'project economy', projects (which drive change and innovation) and operations (which make organisations run daily) compete and collaborate as leading economic agents (Nieto-Rodriguez, 2021). This goes beyond the mere focus on single organisations since coalitions are

A longstanding interest: How PM can help alleviate global poverty reduction over the world?

PAPERS

Project Management for Development in Africa: Why Projects Are Failing and What Can Be Done About It

Lavagnon A. Ika, *Telfer School of Management, University of Ottawa, Ottawa, Canada*

ABSTRACT

This article discusses international development (ID) projects and project management problems within ID in Africa and suggests they may fall into one or more of four main traps: the *one-size-fits-all* technical trap, the *accountability-for-results* trap, the *lack-of-project-management-capacity* trap, and the *cultural* trap. It then proposes an agenda for action to help ID move away from the prevailing *one-size-fits-all* project management approach; to refocus project management for ID on managing objectives for long-term development results; to increase aid agencies' supervision efforts notably in failing countries; and to tailor project management to African cultures. Finally, this article suggests an agenda for research, presenting a number of ways in which project management literature could support design and implementation of ID projects in Africa.

KEYWORDS: project failure; problems; traps; international development projects; Africa

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Published online in Wiley Online Library (wileyonlinelibrary.com). DOI: 10.1002/pmj.21281

INTRODUCTION

Fifty years after their independence, many African countries have seen their economies overtaken by those of countries that were worse off in the 1960s. Ghana and South Korea had an almost equal per capita income in 1957 (US$490). Just 30 years ago, China lagged behind many African countries, including Malawi, Burundi, and Burkina Faso, on a per capita income basis. Yet, approximately US$1 trillion of aid has been transferred to Africa since the 1940s (Moyo, 2009).

At the dawn of a sixth decade of development aid, the enthusiasm of the first years has given way to controversy and even disillusionment. According to aid proponents, it is working, albeit not perfectly, and a "big push"—more aid[1]—will surely turn things around in Africa (Sachs, 2005; Sachs et al., 2004). Opponents argue, however, that aid is not effective, as there is little good to show for it (Easterly, 2006). Others argue that though aid may still be part of the solution, left alone it will fall short of addressing the needs of the "bottom billion" (Collier, 2007). Still others argue that it is actually part of the problem or even *the* problem and thus it should be cut in half (Calderisi, 2007) or even entirely (Moyo, 2009).

Though the heated debate among researchers and practitioners regarding the effectiveness of aid is still unresolved, two questions generally challenge authors and policy makers:

1. Macroeconomic perspective: Does aid contribute to international development (ID) in terms of growth and poverty reduction?
2. Microeconomic perspective: Do the projects and programs achieve their specific objectives? (Hermes & Lensink, 2001; Lancaster, 1999)

In particular, the scant literature that considers whether ID project success or failure primarily depends on countries' political economy (macroeconomic perspective) or project characteristics (microeconomic perspective) fails to achieve consensus (Chauvet, Collier, & Duponchel, 2010).

Although both perspectives are complementary, the focus of most ID research to date has been very narrow, examining projects and project management in general, despite the size of this industry sector (US$120 billion a year in 2009), project proliferation, the importance of projects in the prevailing program approach, and the questionable outcomes of projects (Ahsan & Gunawan, 2010; Crawford & Bryce, 2003; European Commission, 2007; Ika, Diallo, & Thuillier, 2010, 2012; Roodman, 2006). Whether "more aid" (Sachs, 2005; Sachs et al., 2004), "less aid" (Calderisi, 2007), or "dead aid" (Moyo, 2009),

[1]In July 2005 at Gleneagles, the G8 summit committed to doubling aid to Africa.

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Optimism Bias and World Bank Project Performance

LAVAGNON IKA* & SIMON FEENY**
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(Original version submitted June 2021; final version accepted July 2022)

ABSTRACT *This paper examines the correlates of optimism bias and its impact on World Bank project performance. We measure optimism bias in different ways using estimated Economic Rates of Return (ERR) of projects at approval and closure. We examine over 2,800 World Bank projects that were appraised between 1960 and 2019. We find that approximately 60% of projects in the sample were prone to optimism bias. Correlates of optimism bias include both project and country characteristics. Findings also indicate that the incidence of optimism bias reduces the chance of a satisfactory project performance rate at the time of evaluation by 17–20%. Recommendations include embracing complexity and uncertainty in considering projects for approval, providing organizational incentives for ensuring projects are successful rather than ERRs being accurate, shifting some resources from appraisal to implementation, and changing the nature of project supervision.*

KEYWORDS: Optimism bias; economic rate of return; project performance; project appraisal; project evaluation

JEL CLASSIFICATION CODES: D61; D83; F35; O22

1. Introduction

Project underperformance remains an everlasting puzzle in development theory and practice (Andrews, 2018; Hirschman, 1967; Ika, 2012). Consequently, project performance has been the subject of research, with three broad areas of interest (Denizer, Kaufmann, & Kraay, 2013; Feeny & Vuong, 2017; Ika, 2018). The first stream, which dates back to the 1970s, focuses on Cost-Benefit Analyses (CBA) and typically assesses the Economic Rates of Return of projects (ERRs), prospectively at project appraisal/approval and retrospectively at project completion/closure (e.g. Del Bo & Florio, 2010). The second and relatively recent stream focuses on rigorous impact evaluation through randomized control trials (e.g. Banerjee et al., 2015). In addition to these two streams which are in the micro-economic tradition, a third look into the inner workings of the project management 'black box' and explores how activities and processes are *actually* carried out to fill the void in practical insight on how projects really get done (e.g. Ika, 2015).[1]

Newer and topical subjects: How can PM help deal with global pandemics such as COVID-19?

Mass Vaccination: The Battle Will Not Be Easily Won

May 12, 2021

Des Seniors wait for their Covid-19 vaccines on March 1 in Montreal. The start of the vaccination campaign has been slow, but the government's goals remain ambitious. Are they realistic? The Canadian Press/Ryan Remiorz

Written by Lavagnon Ika, Chair professor Project Management, University of Ottawa and Gilles Paché, Professeur des Universités en Sciences de gestion, Aix-Marseille Université (AMU). This article was first published in The Conversation, an independent source of news and

AA telfer.uottawa.ca

Hence the question: How can PM help address grand challenges such as sustainable development,global pandemics, and climate change?

Contents lists available at ScienceDirect

International Journal of Project Management

journal homepage: www.elsevier.com/locate/ijproman

Essay

Tackling grand challenges with projects: Five insights and a research agenda for project management theory and practice

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ARTICLE INFO

Keywords:
Grand challenges
Project behavior theory
Strategy
Collaborative rationality
Rigor-relevance gap

ABSTRACT

The project management field has two blind spots: a focus on "run-of-the-mill" projects at the expense of pioneering "push-the-envelope" projects and a rigor-relevance gap in the research. There are simply too few scholarly works devoted to project management and grand challenges, those wicked, complex, uncertain, messy, boundary-crossing problems that confront the world. Drawing on the grand challenges of sustainable development and COVID-19 and the projects they provoke, this essay highlights five insights for theory and practice and suggests that selectionism and instructionism are worthwhile approaches, while collaborative rationality may trump linear rationality. We argue that project management *for* grand challenges is a promising land of "push-the-envelope" portfolios that can help overcome these two blind spots, regain relevance, avoid anomia, and revitalize theory and practice. To this end, we show that there is a concomitant need for a theory of grand challenge project behavior and offer an agenda for future research.

1. Introduction

As a field, project management has two blind spots that scholars and practitioners should worry about.

First, Lenfle and Loch (2010) complain that project management has a surprising focus on "run-of-the-mill" projects at the expense of pioneering "push-the-envelope" projects, and an ingrained penchant for a one-best-way approach where predictability and controllability prevail over flexibility and innovation. A case in point is the Manhattan Project to develop the nuclear bomb in the 1940s, which is often presented as being the origin of modern project management. While the Manhattan Project achieved success through "selectionism" (putting several teams to work and letting them come up with different solutions, then picking the best one), other projects have turned to "instructionism" (using detailed, directive project planning and risk management) to make things work (Pich et al., 2002).

Second, many observers lament the rigor-relevance gap of project management research. For example, Reich et al. (2013, p.1) complain that "*…much of project management research is mired in the middle, neither sufficiently rigorous for the academy nor sufficiently insightful for practitioners*". More recently, scholars have evoked similar themes in their essays reflecting on the past 40 years of project management research in this journal. Meredith (2022) suggests that, as project management research grows in age, it falls into the trap of "academic drift", that is, sophistication with little practical application. To avoid this problem, Pinto (2022) advises scholars to evaluate their research not merely against the "correct vs. incorrect" criterion but also the "so what?" or "useful vs. non-useful" criterion.

Still, we know very little about how project management can contribute to the delivery of portfolios such as the US Operation Warp Speed and the UK Vaccine Task Force, which were established to allocate resources to a few select global vaccine development projects (Bingham, 2021; Cohen, 2021; Winch et al., 2021) and programs such as national vaccination campaigns, which were launched in an attempt to curb the COVID-19 pandemic (Ika & Paché, 2021). Our assessment is based on a form of deficiency: too few and far between are the scholarly works devoted to project management and grand challenges, those wicked, complex, uncertain, messy, boundary-crossing problems that confront the world (Ferraro et al., 2015; George et al., 2016; Howard-Grenville, 2021). To make things worse, even rarer are those contributions that take a portfolio or program approach to the delivery of grand challenges (see, for notable exceptions, Ika and Munro, 2022 for sustainable development and Winch et al., 2021 for COVID-19). For example, Sankaran et al. (2020) highlight the interconnections between

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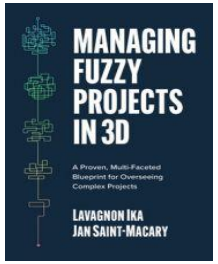
Grand challenge are fuzzy, policy-driven projects (Ika et al., 2024)

- Their overarching goals tend to be elusive
- They may evolve over time
- Their stakeholders are multiple with differing if not conflicting expectations
- Stakeholders may change their mind over the course of the project
- The operating contexts are socio-politically complex



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journal homepage: www.elsevier.com/locate/emj

ELSEVIER

EMJ EUROPEAN MANAGEMENT JOURNAL

Reflections on Europe

Check for updates

Policy-driven projects: Empowering the world to confront grand challenges

Lavagnon A. Ika [a,*], Giorgio Locatelli [b], Nathalie Drouin [c]

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ARTICLE INFO

Keywords:
Grand challenges
Grand challenge projects
Project management
Europe

ABSTRACT

The world is beset by grand challenges, those messy, multi-stakeholder, value-laden, complex, wicked, and constantly evolving problems like climate change, unsustainable development, economic inequality, and global pandemics. While these grand challenges call for projects to translate policies into actions and changes, these projects tend to fall short of their 'beautiful' goals- such as the United Nations' Sustainable Development Goals (SDGs). Yet, the management literature remains mostly silent about the role of projects and project delivery in tackling grand challenges. In this article, we discuss the contribution of projects to grand challenges and ask what type of project management they demand, particularly in Europe. In light of the sheer complexity and inter-dependency of grand challenges and the projects they provoke, we call for further collaboration between project scholars and management scholars to help policymakers shape a better world where no one is left behind.

1. Introduction

In a speech in June 2016 in Greece, Jean-Claude Juncker, then president of the European Commission, referred to Europe's interlocked and simultaneous crises, such as the sovereign debt crisis, the surge of migrants and refugees, and Brexit, and warned that the EU might be "sleepwalking from one crisis to another without waking up," only to claim twenty months later in another speech that "we have slowly but

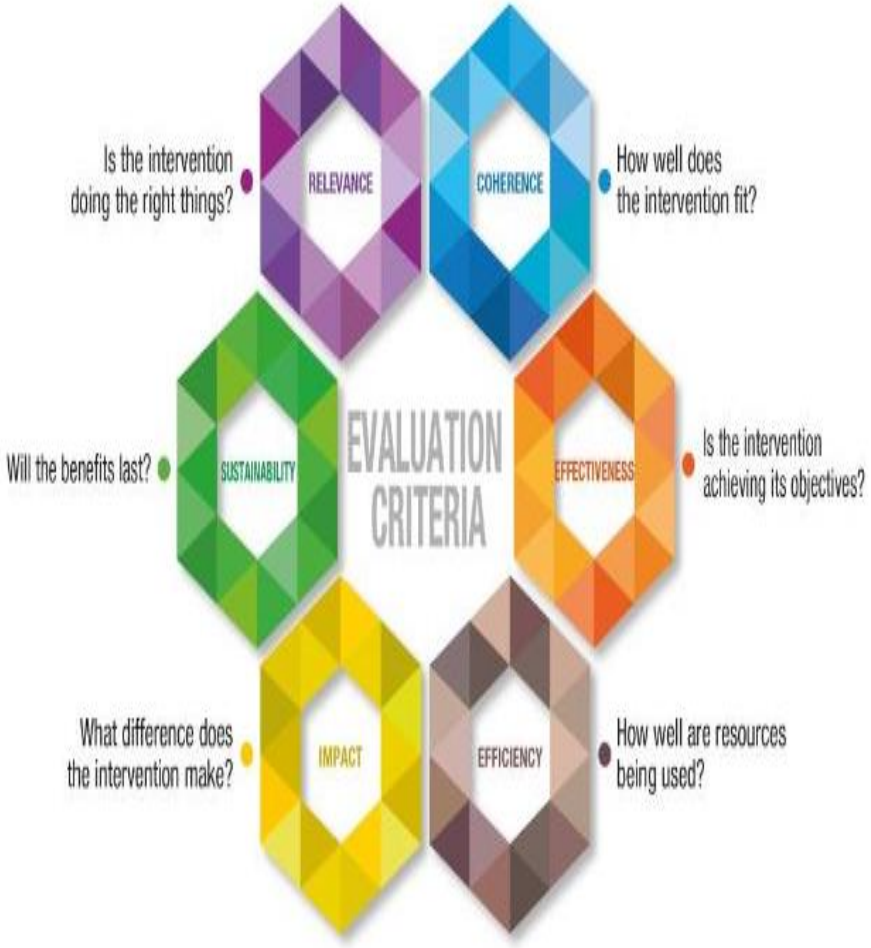
tumultuous and dark decades between 1914 and 1945" (Roubini, 2022).

We live in a 'world of grand challenges'. As George et al. (2023, p. 25) note: "The world is beset by social, environment, political, and economic challenges that show no signs of abatement." Indeed, policy-makers grapple with grand challenges imperilling our future, such as climate change, unsustainable development, economic inequality, and global pandemics, that is, those messy, wicked, multi-stakeholder, value-laden, complex, uncertainty-prone, and constantly evolving prob-

Moving from linear to collaborative rationality and from best practices to emergent practices (Rittel & Webber, 1973; Roberts, 2000; Ramalingam, 2014; Innes & Booher, 2015; Ika & Munro, 2024)

Problem Complexity	Risk/Uncertainty	Typical responses	Managerial Practices
Simple	Known-knowns	Authoritative	Best practices
Complicated	Known-Unknowns	Authoritative and/or Competitive	Good practices
Complex	Unknown-Unknowns	Collaborative	Best-fit practices

OECD evaluation criteria fall short of
grand challenge project complexity/fuzziness (Ika & Munro, 2024)



We all know what project success should look like…but we are nowhere near it, especially when it comes to sustainable development! (see Ika & Pinto, 2022)

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The "re-meaning" of project success: Updating and recalibrating for a modern project management

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ARTICLE INFO

Keywords:
Project success
Benefits realization
Complexity
Stakeholder views
Value

ABSTRACT

Decades of research demonstrate that practitioners and scholars may have only a vague notion of what project success is and thus settle for conflicting or inaccurate attributions of this still-elusive phenomenon. Stakeholder evaluations may differ as multiple groups and coalitions seldom hold the same viewpoint. A project that meets business expectations may have unintended consequences on society, highlighting the importance of sustainability. Thus, it remains challenging to devise a parsimonious success model that key stakeholders, internal and external, can *minimally* agree upon. This paper updates, recalibrates and further "complexifies" project success based on four multidimensionality sources: benefits realization, stakeholder perceptions, issues of timing, and sustainability. The paper proposes a four-dimensional model of success to assess project plan success, business case success, and green efficacy, along with the shared feeling of key stakeholders. The paper concludes with an agenda highlighting future research to further our understanding of the project success phenomenon.

1. Introduction

Project-based work is widespread as projects have increasingly become a preferred means by which organizations, both public and private, seek to deliver value, through products and services. Projects offer a methodology for realizing strategic goals, improve economic, social and environmental conditions for billions of people across the planet, and at the same time, organize work (Lundin et al., 2015; Shenhar & Dvir, 2007).

Yet, while project management as a theory and practice experiences a boom, projects tend to confront, over time, a multiple "whammy" of time and cost overruns, business case failures, stakeholder disappointments, and sustainability shortfalls (Flyvbjerg, 2017; Gil & Fu, 2022; Love et al., 2019; Wang et al., 2022). With such proliferation of the use of project-based work (Schoper et al., 2018) and modicum of success (Denicol et al., 2020), has arisen the need for a concomitant re-assessment of key organizing principles and target goals, leading to continued interest in not simply the use of projects, but the best means by which key stakeholder groups can *collectively* agree upon, at the business case approval, and assess, at the benefits realization phase, their success. In practice, this is a wicked problem (Rittel & Webber, 1973), as stakeholders often hold different if not conflicting views of success (Davis, 2017), and, over time, they may change their minds (McLeod et al., 2012) and the project may not actually deliver its target "goal value" or stakeholders' "desired value" (Browning, 2019).

Effectively, there are ways of working around this wickedness. As an example, for the last three decades, notably in international development project settings, the OECD policymakers have successfully championed the systematic and, *ideally*, contingent and adaptive use of their evaluation criteria. These criteria include: relevance (Is the project doing the right things?), efficiency (How well are resources being used?), effectiveness (Is the project achieving its objectives?), impact (What difference does the project make?) and sustainability (Will the project benefits last?) (Ika, 2018; Volden, 2018; Williams & Samset, 2010), to which, more recently, the coherence criterion was added (How does the project fit with other projects?), to better apprehend linkages, systems thinking, partnerships dynamics, and complexity (OECD, 2019).

Perhaps ironically, although some of the earliest scholarship on project success arose over three decades ago (c.f., Pinto & Slevin, 1988), work has continued apace as both practitioners and scholars continue to grapple with the challenge to devise a parsimonious set of key success dimensions (groupings of cognate success criteria) that project funders (seniors executives who commit funds to the project), project owners (senior managers tasked by funders to lead the project), project

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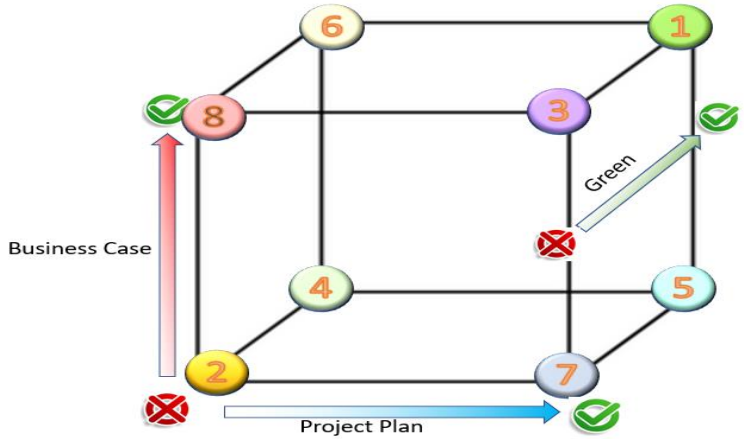
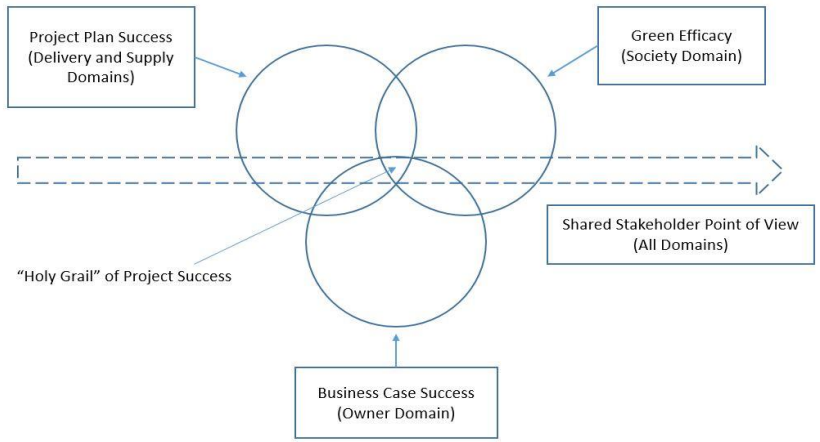
Available online 9 August 2022





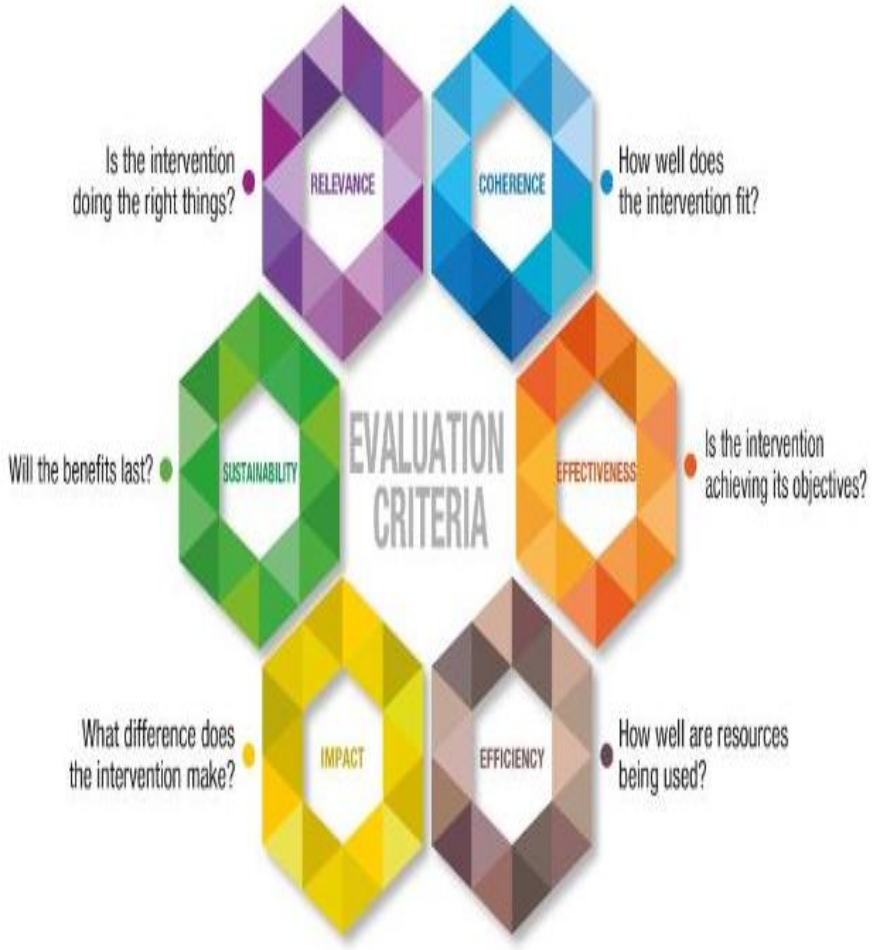
There is a need for evluation criteria for grand challenge projects (Patton, 2021; Ika & Munro, 2024)

Transformation criteria are needed including the extent the project:

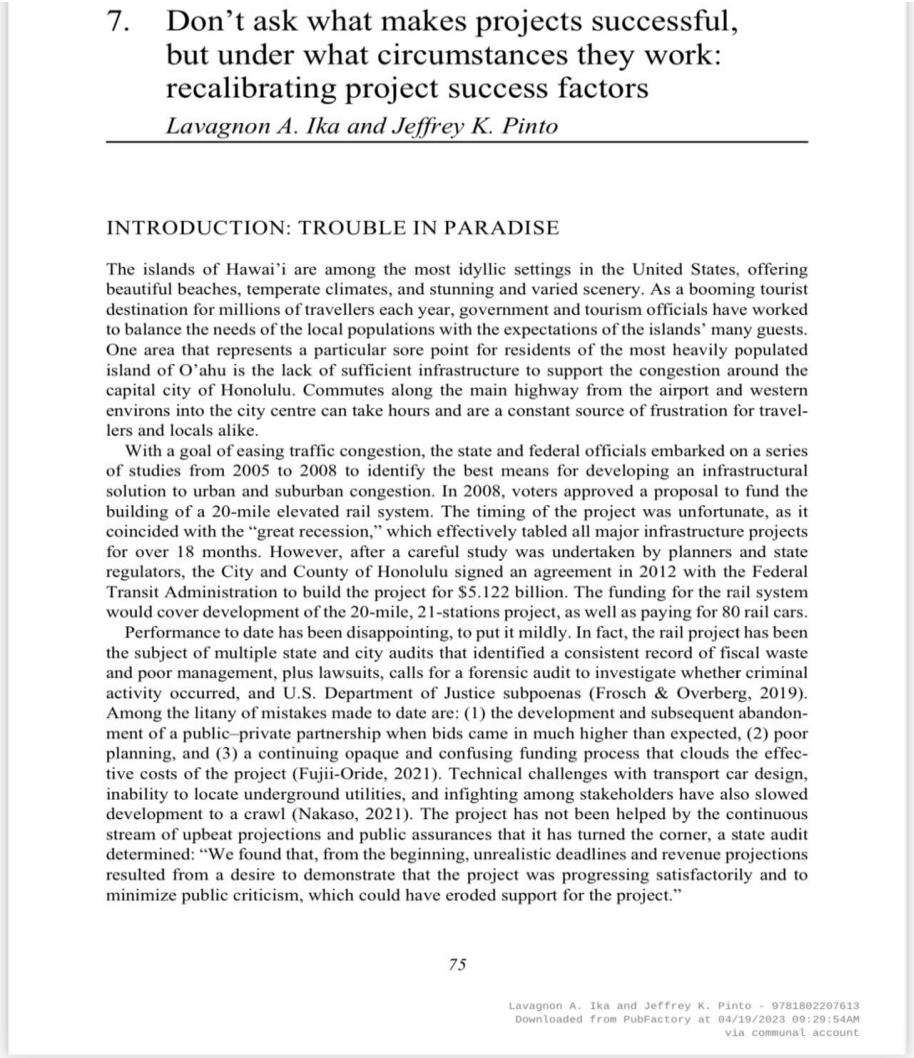
•employs adaptive view of sustainability

•uses systems thinking principles and complexity concepts

•Fosters systems-level EDI



Don’t ask what makes grand challenges projects successful but under what circumstances they work (Ika & Munro, 2024)



7. Don’t ask what makes projects successful, but under what circumstances they work: recalibrating project success factors

Lavagnon A. Ika and Jeffrey K. Pinto

INTRODUCTION: TROUBLE IN PARADISE

The islands of Hawai’i are among the most idyllic settings in the United States, offering beautiful beaches, temperate climates, and stunning and varied scenery. As a booming tourist destination for millions of travellers each year, government and tourism officials have worked to balance the needs of the local populations with the expectations of the islands’ many guests. One area that represents a particular sore point for residents of the most heavily populated island of O’ahu is the lack of sufficient infrastructure to support the congestion around the capital city of Honolulu. Commutes along the main highway from the airport and western environs into the city centre can take hours and are a constant source of frustration for travellers and locals alike.

With a goal of easing traffic congestion, the state and federal officials embarked on a series of studies from 2005 to 2008 to identify the best means for developing an infrastructural solution to urban and suburban congestion. In 2008, voters approved a proposal to fund the building of a 20-mile elevated rail system. The timing of the project was unfortunate, as it coincided with the “great recession,” which effectively tabled all major infrastructure projects for over 18 months. However, after a careful study was undertaken by planners and state regulators, the City and County of Honolulu signed an agreement in 2012 with the Federal Transit Administration to build the project for $5.122 billion. The funding for the rail system would cover development of the 20-mile, 21-stations project, as well as paying for 80 rail cars.

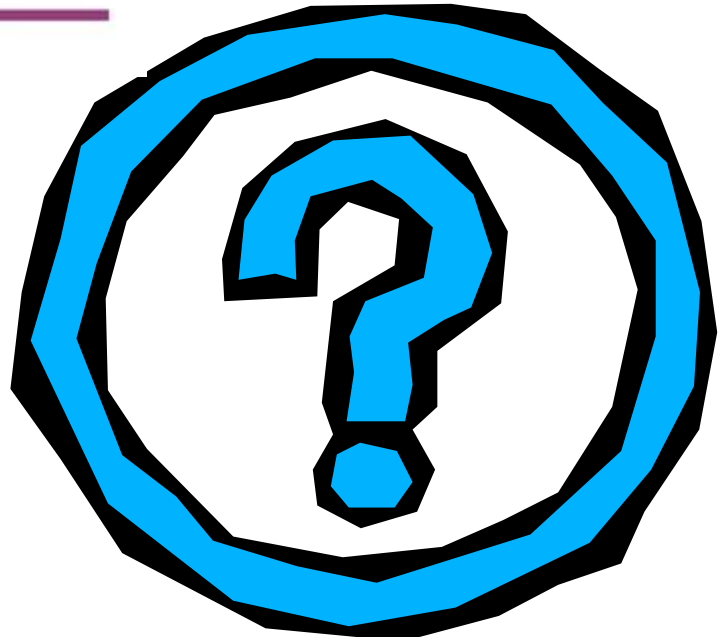
Performance to date has been disappointing, to put it mildly. In fact, the rail project has been the subject of multiple state and city audits that identified a consistent record of fiscal waste and poor management, plus lawsuits, calls for a forensic audit to investigate whether criminal activity occurred, and U.S. Department of Justice subpoenas (Frosch & Overberg, 2019). Among the litany of mistakes made to date are: (1) the development and subsequent abandonment of a public–private partnership when bids came in much higher than expected, (2) poor planning, and (3) a continuing opaque and confusing funding process that clouds the effective costs of the project (Fujii-Oride, 2021). Technical challenges with transport car design, inability to locate underground utilities, and infighting among stakeholders have also slowed development to a crawl (Nakaso, 2021). The project has not been helped by the continuous stream of upbeat projections and public assurances that it has turned the corner, a state audit determined: “We found that, from the beginning, unrealistic deadlines and revenue projections resulted from a desire to demonstrate that the project was progressing satisfactorily and to minimize public criticism, which could have eroded support for the project.”

75

- Availability of a high volume of resources
- Clear, shared, and adaptive strategy
- Shared leadership
- strong sponsorship
- Evolving coordination between different stakeholders
- Proper use of “strategic logic”, heuristics (rules of thumb), intuition, and agile experimentation
- Adaptive project management or agile delivery strategy in the face of changing circumstances
- “Best fit” to problem, context, organisation and purpose
- Strategic choice of collaborative rationality and responses
- Selectionism

TELFER

BUSINESS FOR A BETTER CANADA



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Lynda REY

- Professor at École nationale d'administration publique (ENAP) à Montréal
- Seasoned evaluator and knowledge broker
- Extensive experience collaborating with diverse not-for-profit organizations, foundations, and international aid agencies worldwide.
- Field of expertise: global health, water, sanitation and hygiene, and social innovation.
- Latest publication :
  - (2023) "Participatory Evaluation, Deliberation and Democracy"
  - (2022) « L'innovation sociale dans l'espace francophone : Politiques, pratiques et outils »
  - (2022) L'évaluation en contexte de développement : enjeux, approches et pratiques

Rey

What are the implications of ongoing changes on the practice of evaluation in the field of health? •

What methodological innovations are underway/should be made/scaled up to strengthen the empowering potential of evaluation in the field of development policies/projects?

BUILDING AFRICA'S AUTONOMY AMID THE CHANGING LANDSCAPE OF INTERNATIONAL COOPERATION

How can evaluation help?

Renforcer l'autonomie de l'Afrique dans un contexte de coopération internationale en pleine mutation

Lynda Rey, Ph.D.

- **We shall measure our progress** by the improvement in the health of our people; by the number of children in school, and by the quality of their education; by the availability of water and electricity in our towns and villages, and by the happiness which our people take in being able to manage their own affairs. **The welfare of our people is our chief pride, and it is by this that my Government will ask to be judged.**

Kwame Nkrumak, 24 December 1957

- **Nous évaluerons notre progrès** à l'aune de la santé retrouvée de notre peuple, au nombre croissant d'enfants sur les bancs de l'école et à l'excellence de leur éducation. Nous le verrons dans l'accès à l'eau et à l'électricité dans chaque ville, chaque village, et dans **la joie sincère de nos citoyens à pouvoir prendre en main leur destinée. Le bien-être de notre peuple est notre plus grande fierté — et c'est à cela que mon gouvernement souhaite être jugé**."

Des approches évaluatives **contextualisées, culturellement appropriées, équitables, inclusifs et décolonisées… capables de fournir des informations scientifiquement valides et susceptibles de se traduire en actions…**

- **Évaluation Made in Africa** souligne que le contexte, la culture, l'histoire et les croyances façonnent la nature des évaluations, en particulier dans la réalité africaine diversifiée et souvent complexe (Chilisa et al. 2016; Dlakavu et al. 2022, Frehiwot, 2019; Mbava, 2019) .

  - **Evaluation sensible à la dimension culturelle** /Culturally responsive evaluation
  - **Évaluation évolutive**/Developmental evaluation (Patton, 2011)
  - **Évaluation basée sur l'utilisation**/Utilization-focused evaluation (Patton, 1994;2008)
  - **Évaluation axée sur l'autonomisation**/Empowerment evaluation (Fetermann, 1994)
  - Evaluation axée sur l'équité/equity-focused evaluation (Bamberger et Segone, 2011)
  - **Évaluation réaliste**/Realist evaluation (Pawson et Tilley, 1997)
  - **Évaluation démocratique délibérative**/Evaluation démocratique délibérative (Chouinard et Cousins, 2009, SenGupta et al., 2004)
  - **Évaluation axée sur les valeurs**/Values-engaged evaluation (Greene et al. 2006;2011)
  - **Évaluation transformatrice**/Transformative evaluation (Mertens, 2009)
  - **Evaluation autochtone**/Indigenous evaluation (Bowman, 2006)

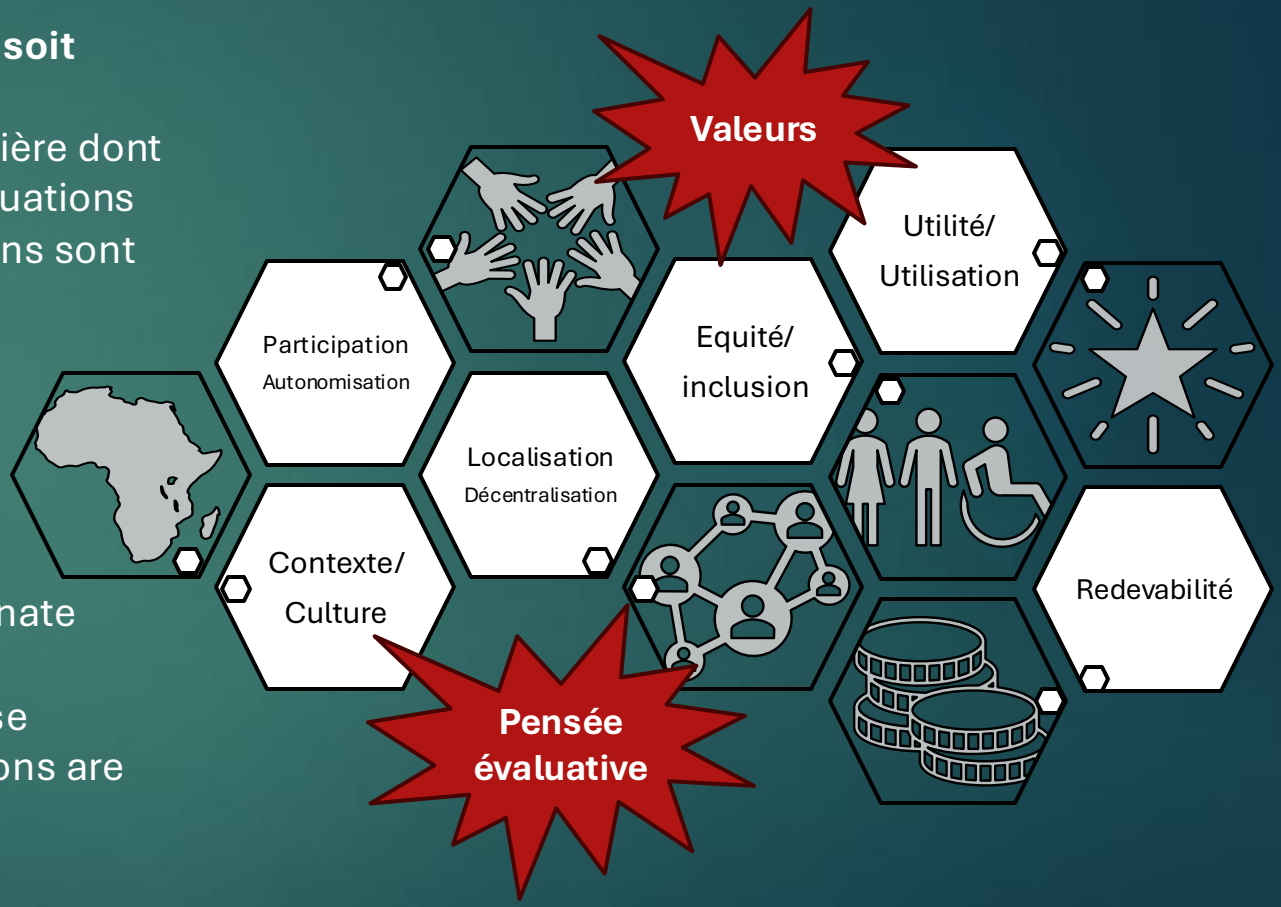
“Nothing about us without us”

Rien sur nous sans nous

- « **Différents types d'évaluations peuvent soit cacher soit éclairer les enjeux liés à l'inclusion, à la culture, à l’autonomisation et à la justice sociale**, selon la manière dont les évaluateurs planifient et mettent en œuvre ces évaluations ainsi que la manière dont les résultats de ces évaluations sont diffusés ».

- “Different types of evaluations can either hide or illuminate issues related to inclusion, culture, and social justice, depending on how evaluators plan and implement those evaluations as well as how findings from such evaluations are disseminated.”

Thomas & Campbell, 2021



Faire avec et laisser faire: favoriser l'appropriation et les échanges de compétences entre acteurs locaux/régionaux

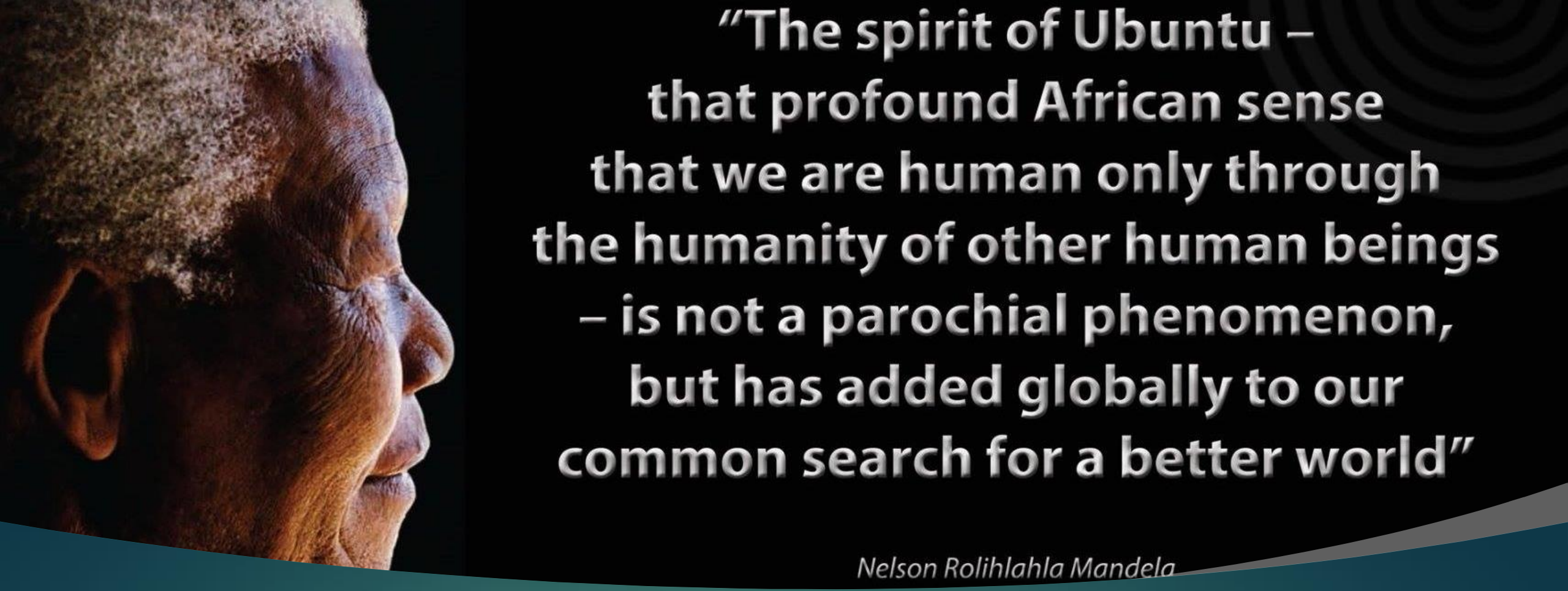
Promouvoir une culture évaluative à tous les niveaux	Renforcer les capacités techniques	Décoloniser les pratiques	Concevoir et mettre en œuvre des dispositifs participatifs et inclusifs	Encourager l'appui institutionnel et logistique local
• Plaidoyer auprès des décideurs et sensibilisation des communautés • Utilisation effective des résultats	• Modalités de formations diversifiées adaptées au contexte local • Méthodologies mixtes et innovantes • Analyse critique	• Remettre en question les cadres d'évaluation standardisés issus du Nord • Favoriser la souveraineté méthodologique (approches endogènes/dialogues communautaires) • Forger des partenariats équitables et durables	• Implication tout au long du cycle de programmes • Co-construction des outils • Valorisation du savoir local	• Réseaux locaux de soutien (ANE) • Accès au ressources • Mentorat et accompagnement • Apprentissage par les pairs

Comment les résultats des évaluations peuvent-ils être utilisés pour orienter les décisions politiques et renforcer la résilience économique?

« Pouvoir, vouloir, savoir »

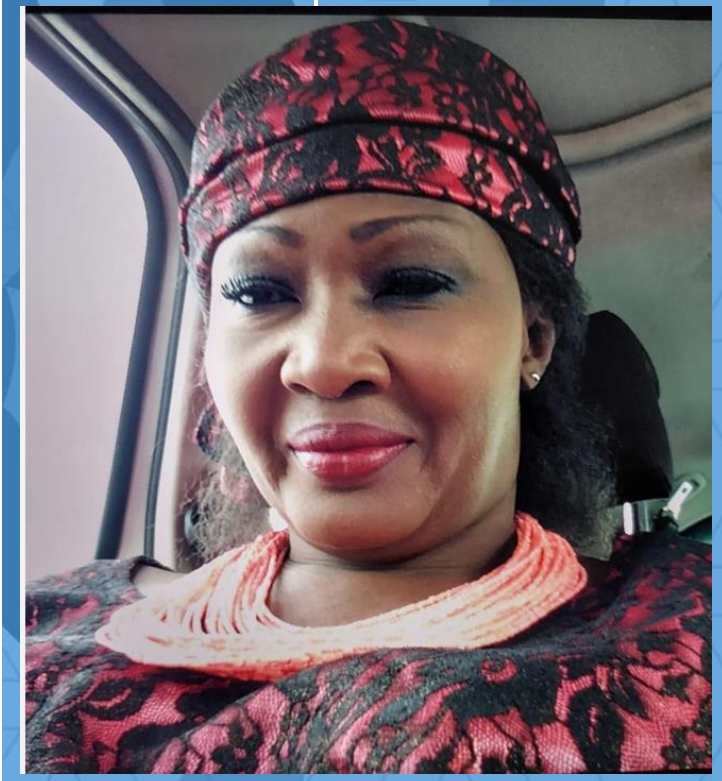
- Les décideurs doivent **connaitre** les résultats d'évaluation **(savoir)**
  - les données probantes doivent être générées par des approches fournissant des informations utiles et utilisables par les décideurs pour prendre des décisions éclairées: *un bon équilibre entre efficacité et efficience*
  - *Types d'utilisation: instrumentale, conceptuelle, politique ou symbolique*
  - *Implication dans le processus d'évaluation*
  - *Outils de dissémination*
- Les décideurs doivent **vouloir utiliser** les résultats d'évaluation
  - Clarifier les conséquences de ne pas prendre de décision
  - Favoriser l'apprentissage et l'adaptation dans l'action: *aligner le temps de la décision politique et le temps des résultats d'évaluations, des recommandations concrètes et actionnables*
  - Promouvoir les résultats des évaluations comme base de plaidoyer: *évaluateur-citoyen et le citoyen-évaluateur*
- Les décideurs doivent **pouvoir utiliser** les résultats d'évaluation
  - Promouvoir la culture évaluative et encourager la redevabilité
  - Reconnaitre que l'évaluation est un objet politique et que ses résultats d'évaluation doivent refléter les débats de société, questionner les dynamiques de pouvoir et susciter la collaboration
  - Plaider pour des résultats d'évaluation qui suscite le dialogue, la délibération et contribuer au débat citoyen

Crédit: Rohan Chakravarty



L'esprit d'Ubuntu – ce profond sentiment africain selon lequel nous ne sommes humains qu'à travers l'humanité d'autres êtres humains – n'est pas un phénomène local, mais a contribué globalement à notre recherche commune d'un monde meilleur.

Ngoné NDOYE



- Former Minister of the Senegalese Diaspora
- Senator, Republic of Senegal
- Mayor of Rufisque, Senegal
- Founding President of the FEMIDEC (Femmes, Enfants, Migrations et Développement Communautaire),
- President of Centre international de formation européenne (CIFE Sénégal)
- President of the Sahelian Network for Sustainable Development (Réseau Sahel pour le Développement Durable -SDSN).

Ndoye

What are the effects of changes in international cooperation on local dynamics in the monitoring and evaluation of public policies?

What levers are available to mobilise local stakeholders in promoting the evaluation of public policies, in the face of reduced international funding?

Merci pour votre attention!