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NEW PARADIGMS FOR EVALUATING
DIPLOMACY IN THE 21ST CENTURY
June 8–9, 2010

Democracy and Governance Track

PowerPoint presentation from workshop on
Mega-Communities:
Exploring a New Paradigm for
Diplomacy and Development Evaluation

Session transcript:
Department of State Evaluation Conference Presentation

Megacommunities
Exploring a New Paradigm for Diplomacy and Development Evaluation

Washington, DC
June 8, 2010

This document is confidential and is intended solely for the use and information of the client to whom it is addressed.
At the highest levels of the U.S. government there has been an increased discussion on the importance of collaboration across all elements of the government, private sector and civil society...

“Government should be collaborative. Collaboration actively engages Americans in the work of their Government. Executive departments and agencies should use innovative tools, methods, and systems to cooperate among themselves, across all levels of Government, and with nonprofit organizations, businesses, and individuals in the private sector.”

~President Obama

“…the State Department will be firing on all cylinders to provide forward-thinking, sustained diplomacy in every part of the world; applying pressure and exerting leverage; cooperating with our military partners and other agencies of government; partnering effectively with NGOs, the private sector, and international organizations; using modern technologies for public outreach; empowering negotiators who can protect our interests while understanding those of our negotiating partners.”

~Secretary Clinton
The megacommunity brings to bear the combined power and resources of business, government, and civil society

A megacommunity is a collaborative socio-economic environment in which business, government, and civil society interact according to their common interests, while maintaining their unique priorities

- Tri-Sector Engagement
- Overlapping Vital Interests
- Convergence
- Structure
- Adaptability

Megacommunities exist naturally around any serious issue such as climate change, food security and global health – The challenge comes in activating the stakeholders
A strategic simulation exercise successfully brought together a megacommunity around the issues of HIV/AIDS in India

**HIV/AIDS in India**

- Booz Allen hosted a three-day strategic simulation
- Participants from all sectors tested possible courses of action against HIV/AIDS in India and worked through the potential economic, social, and political impacts of each
- Based on the simulation’s metrics, similar real-world measures could ultimately prevent 40 million cases of the disease over the next 20 years
- Such could have a combined estimated impact of more than $31 billion in regained GDP
- Participant organizations continue to work together towards results
A megacommunity focused on Alzheimer’s disease offers an example of how megacommunities can overcome challenges to achieve significant results

Key outcomes:
- LEAD members provided funding and strategic input for the *National Strategic Plan for Alzheimer’s Disease*
- LEAD members partnered to develop the World Alzheimer's Report 2009 to raise awareness of the international challenges with the disease
- LEAD briefed the Acting Surgeon General, the FDA, and other key Administration leadership on major issues in Alzheimer’s research and awareness

Key challenges:
- Members had competing priorities
- Leaders had difficulty ceding authority and hierarchy
- Members disagreed over the organizational structure
Comprehensive program management, stakeholder engagement and international affairs expertise initiated a megacommunity supporting a complex diplomatic and development effort.

**Palestine Investment Conference**

- Booz Allen provided strategic support to the PIC-Palestine in the development, preparation and execution of a Business Investment Conference in Bethlehem May 21-23, 2008.

- The PIC conference was designed to show the international community the scope of opportunity for private investment in Palestine, feature the entrepreneurial spirit of the Palestinian private sector and demonstrate the commitment of the Palestinian National Authority to enact necessary legislative reforms to create a sound business enabling environment.

- The conference consisted of more than 1500 participants from the public sectors, private sectors and civil societies of nations throughout North America, the Middle East, Europe and Asia.

- Coordination and collaboration across all sectors developed a real-time megacommunity that generated billions in investment and development commitments to Palestine.

Source: [http://ekawaaz.wordpress.com/category/hivaid/](http://ekawaaz.wordpress.com/category/hivaid/)
The Megacommunity Lifecycle Development Model provides a framework for moving a group to collaborative action and results.

### Phases of Booz Allen Megacommunity Lifecycle Development Model

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#### Laying the Groundwork
- Launch collaborative technology platform
- Conduct environmental scan
- Develop hypotheses and overlapping vital interests
- Identify key stakeholders
- Conduct stakeholder interviews

#### Convening Initiators
- Identify potential initiators to serve in leadership roles
- Conduct Initiators Conference to clarify and gain consensus around issues and opportunities

#### Initiating the Megacommunity
- Identify other potential members to round out the megacommunity
- Organize megacommunity summit to convene stakeholders
- Conduct simulation exercise to help stakeholders assess the current reality and explore potential future scenarios
- Gain consensus on issues, overlapping vital interests, and collective objectives

#### Establishing the Megacommunity and Moving to Action
- Formalize critical issues and overlapping vital interests
- Form Organizing Committee to design governance and administrative functions
- Form Workgroups to determine and implement collective objectives
- Publish a collaborative action plan to move the megacommunity forward

#### Sustainability
- Provide ongoing advisory, facilitation, and project management functions
- Develop evaluation, measurement, and reporting tools
- Publish findings, best practices, benchmarks
A key component within the framework is developing evaluation, measurement and reporting tools for a Megacommunity

Phases of Booz Allen Megacommunity Lifecycle Development Model

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5. Sustainability
   - Provide ongoing advisory, facilitation, and project management functions
   - Develop evaluation, measurement, and reporting tools
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Booz Allen uses several tools to engage stakeholders and evaluate outcomes which have been applied to megacommunities.

Social media tools encourage the use of existing social and professional networks to share information.

StakeholderID is an assessment tool for understanding stakeholders’ attitudes regarding an initiative or change.

Relational Network Analysis (RNA) enables the quantification and visualization of relationships (ties) among people, groups of people and their environment.
Recent international affairs engagements indicate a strong potential for using the megacommunity framework to tackle diplomatic and development challenges.

**Megacommunities in Action: Diplomacy and Development Evaluation**

- Donor-funded economic development projects present an opportunity to leverage megacommunities framework to support key socio-economic milestones such as WTO accession, EU accession and multiple regional trade agreements.
- Large scale or multilateral diplomatic efforts can use megacommunities as the baseline for an evaluative approach to stakeholder engagement and ultimately behavior change.
- Multilateral institutions such as the World Bank could look to megacommunities for structuring partnership initiatives and increasing collaboration across all sectors to improve development ROI.
- United State global engagement will require blended sector involvement, and extensive collaboration – evaluation will be key driver of resource allocation and strategic planning.