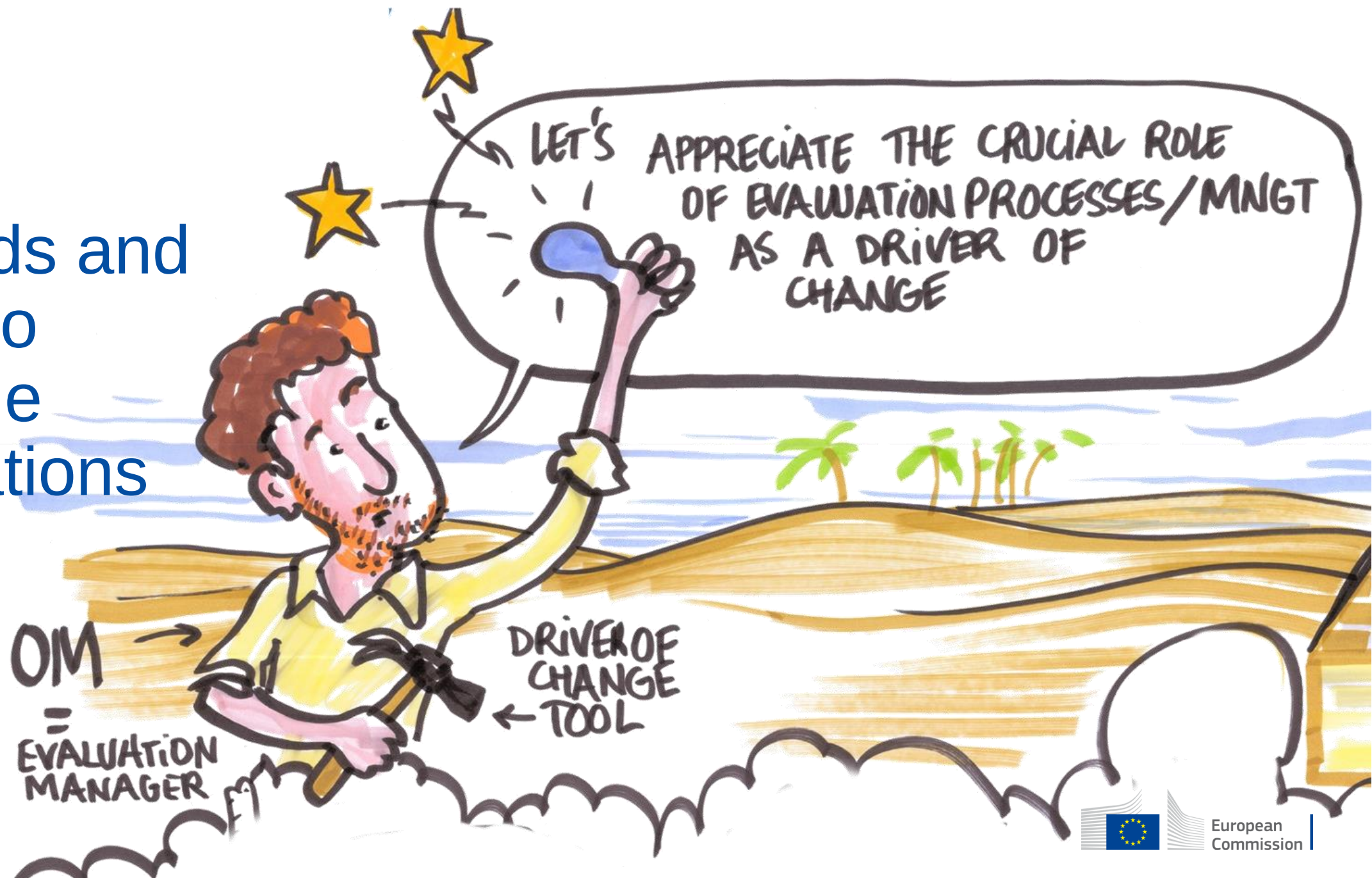


Methods and Tools to Manage Evaluations



Housekeeping Notes



Our daily sessions are scheduled to last 4.5 hours (3x10 minutes break included).



Please ensure you have your webcam ON during the sessions.



If you have any questions, please raise your hand and ask the trainers. For all technical related issues, please send a private message to the MKS team.



Please mute yourself when not talking.



Keep next to you a good coffee and a bit of patience, sometimes technology is not perfect.... And let colleagues and supervisor know you are on training!



SESSION 1

Introduction

Introduction – Session 1 Outline

- **Introduction & presentation of the course**

Learning objectives

Agenda + test in

- **Introduction to basic concepts**

Evaluation, monitoring, audit and ROM

Evaluation as part of a broader EC M&E system

- **Why evaluate?**

- **Uses and users of evaluations**

Project/Programme Management

Knowledge Sharing/Learning

Accountability



Learning Objectives

To appreciate the **crucial role of evaluation management as a driver of change**

- **Improved knowledge** and **practical understanding** of:
 - ✓ The role of Unit 04 – Evaluation and Results, and of ESS (Evaluation Support Service)
 - ✓ Why we evaluate; objectives, uses and users of evaluations
 - ✓ What we evaluate: planning of evaluations – OEP - EVAL module
 - ✓ When we evaluate, timing of evaluations, and their respective advantages
 - ✓ Who does what in evaluation: key players, role of Unit R4/evaluation section, role of ESS
 - ✓ How we evaluate: main methods and mix of approaches & tools for project and programme evaluations (including Gender Responsive Evaluation, Evaluation in Hard to Reach Areas – HRA, Evaluation in Crises, Budget Support Evaluations)
 - ✓ Best practices for drafting ToR
 - ✓ How to disseminate evaluation results and ensure learning & change management
 - ✓ How to ensure the quality of evaluations



Methodological References

“Evaluation methodology for European Commission external assistance”

Better Regulation toolbox

Guidance to the ToR template P/P evaluations under SIEA FWC

Guidance to the ToR template BS evaluations under SIEA FWC

Guidance on the evaluation of gender as a x-cutting dimension

https://ec.europa.eu/international-partnerships/system/files/evaluation-matters_en.pdf

Day 1

S
1

- *Introduction to Course*
- *Basic MEL Concepts*
- *Uses and Users of Evaluations*

S
2

- *Timing and Types of Evaluation*
- *Defining the Scope of an Evaluation*

S
3

- *Key Stakeholders and Phases*

Day 2

S
4

- *Who does what ? Introduction to Unit D4 and the ESS*
- *Planning Evaluations: the OEP*
- *The EVAL Module*

S
5

- *Evaluation Methods: contribution/attribution analysis, evaluation criteria, evaluation questions*
- *Case Study 1: purpose, scope and type of evaluation*

S
6

- *Gender Responsive Evaluation*
- *The cases of complex evaluations & Budget Support evaluations*

Day 3

S
7

- *Quantitative/ qualitative/ mixed approaches to evaluations*
- *Group activity on evaluation tools*

S
8

- *Adaptive approaches: Evaluation in HRA*
- *Adaptive approaches: Evaluation in crises*

S
9

- *Case Study 2: Evaluation methods:*

Day 4

S
7

- *Experience & practice sharing on ToR drafting*
- *Terms of Reference for an evaluation: structure and content*

S
8

- *Typical mistakes in ToR drafting: Lessons learned from ESS reviews*

S
9

- *The evaluation team profile*
- *ToR: key points to remember*

Day 5

S
10

- *Dissemination and feedback of evaluation findings and recommendations*

S
11

- *Managing the quality of an evaluation process*

S
12

- *Conclusion*
- *Course evaluation & feedback*

Content of the
course
=
Content of
evaluation ToR

TEST IN





Introduction to Basic Concepts

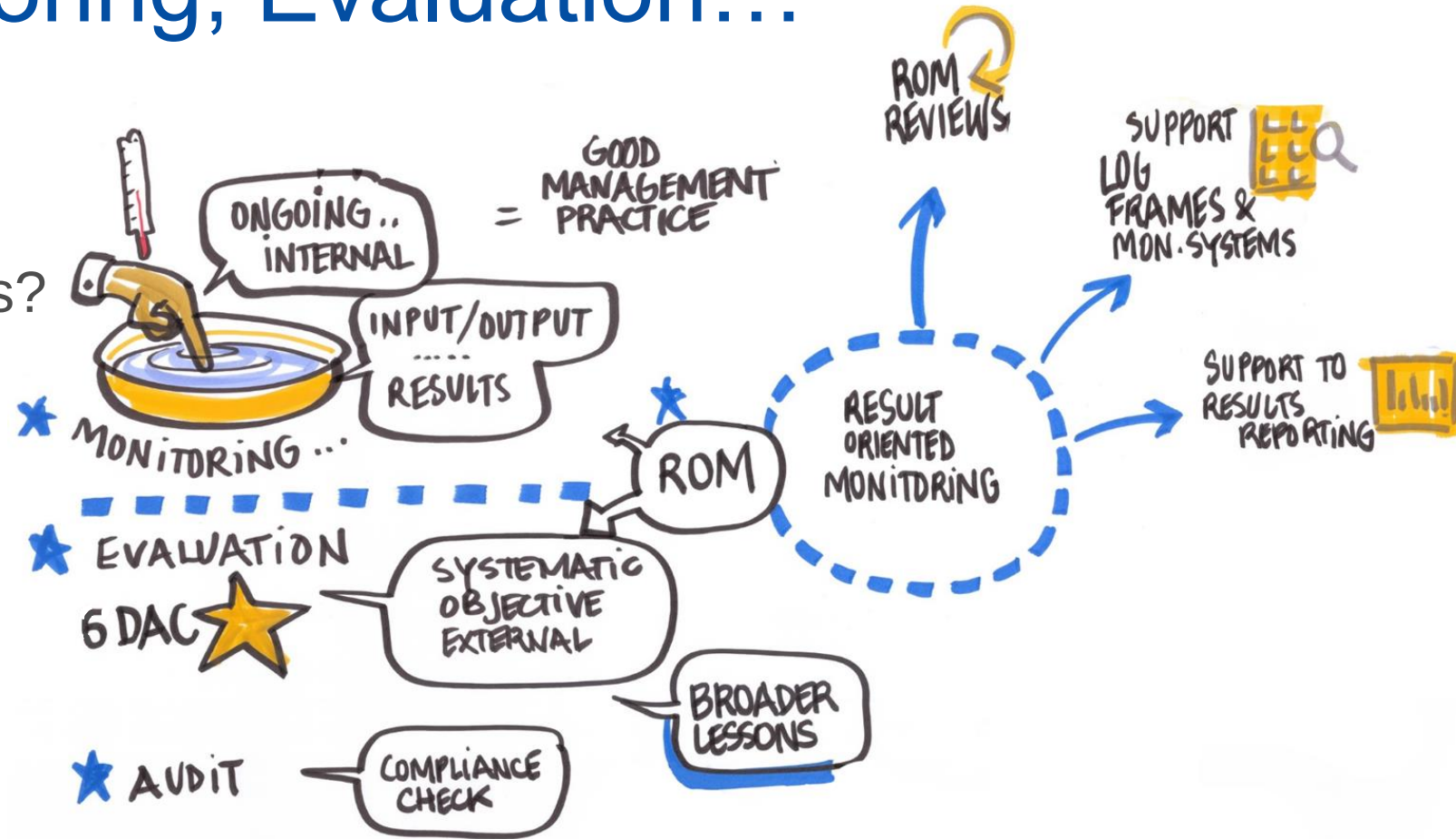
Activity | Monitoring, Evaluation...

Question:

What do you understand by the following concepts?

- Monitoring
- Evaluation
- Audit
- ROM

Any common points?



Activity – in group

Key Definitions

EVALUATION
(OECD/DAC)

MONITORING

AUDIT

- A **systematic** and **objective** assessment of a planned, on-going or completed operation; its design, implementation and **results**.
- Assessment of the **worth** or **significance** of a **planned, on-going, or completed project/programme or policy**.
- Assessment of **relevance, efficiency, effectiveness, impact, sustainability and coherence**.
- Provision of **credible** and **useful information** to build on, for knowledge sharing, and input for management and the decision-making process.

Key Definitions

EVALUATION
(OECD/DAC)

MONITORING

AUDIT

- A standard **good management practice**
- **Continuous** and systematic **collection of data** on specified indicators to assess progress re achievement of objectives and use of funds (*inputs-activities-outputs-outcomes*);
- Analysis of this information to **identify problems** (deviation between what was planned and reality, risks and assumptions);
- Steering of action - **corrective measures** in response to **internal issues** and **external environment**.

Key Definitions

EVALUATION
(OECD/DAC)

MONITORING

AUDIT

An **independent, objective assurance activity** designed to add value and improve an organisation's operations.

Financial audit: focus on compliance with applicable statutes and regulations

Performance audit: focus on relevance, economy, efficiency and effectiveness.

Internal audit: assessment of internal controls.
Compliance is key aspect

Definitions – Monitoring vs. Evaluation

	Monitoring	Evaluation
What?	Daily management activity (piloting the operation)	Analysis for an in-depth assessment
Who?	Internal management responsibility – all levels	Usually incorporates external inputs/resources (objectivity)
When?	Ongoing	Ex-ante and periodic – mid-term, final, ex-post
Why?	Check progress, take remedial action, update plans	Learn broad lessons applicable to other programmes/projects, policy review, etc.
Main focus?	Inputs, activities, outputs, outcomes	Rationale, relevance, outcomes, impact, sustainability and coherence

ROM SERVICES



ROM SYSTEM



Support to Logframes &
Monitoring Systems

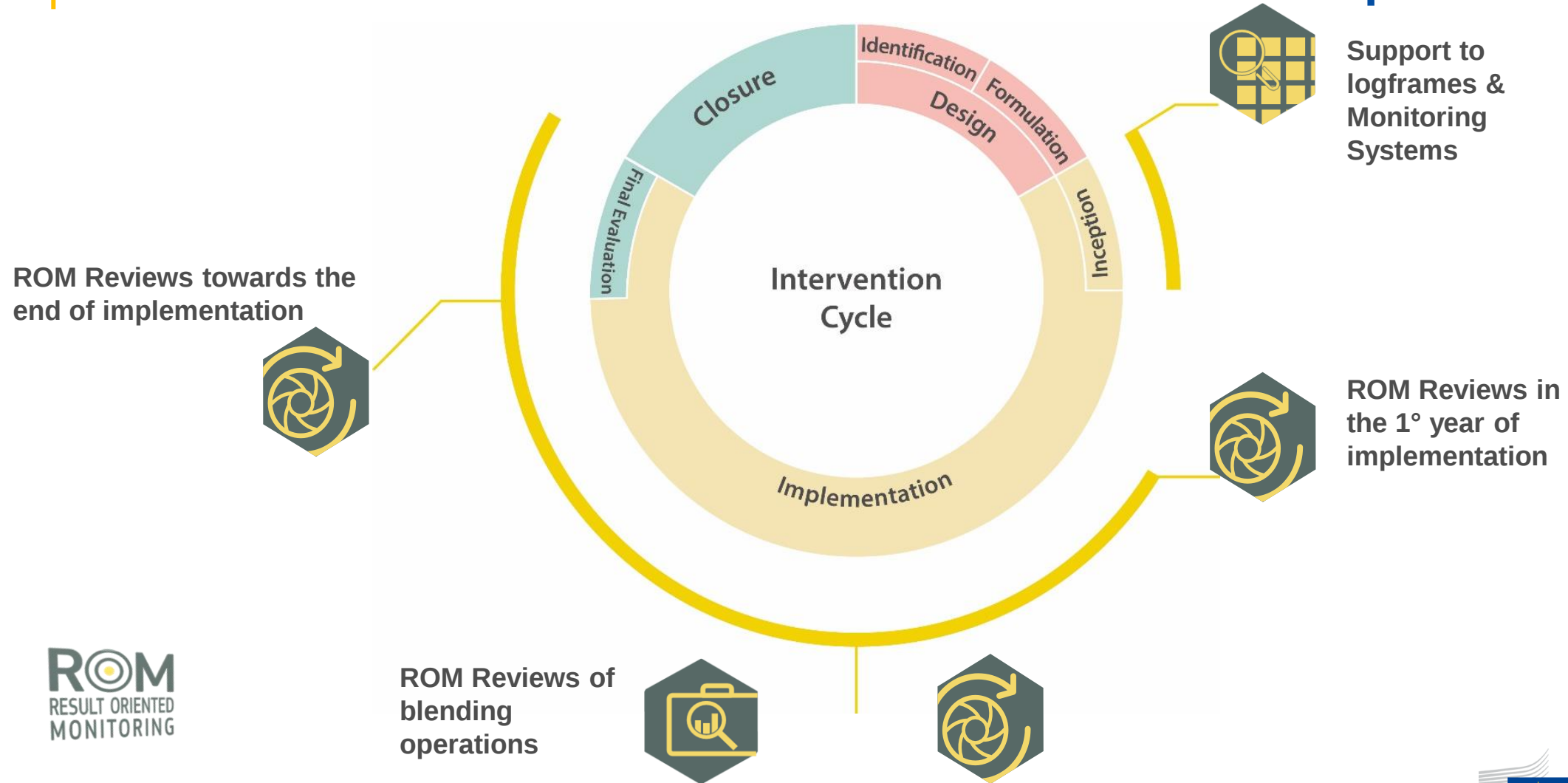


ROM Reviews

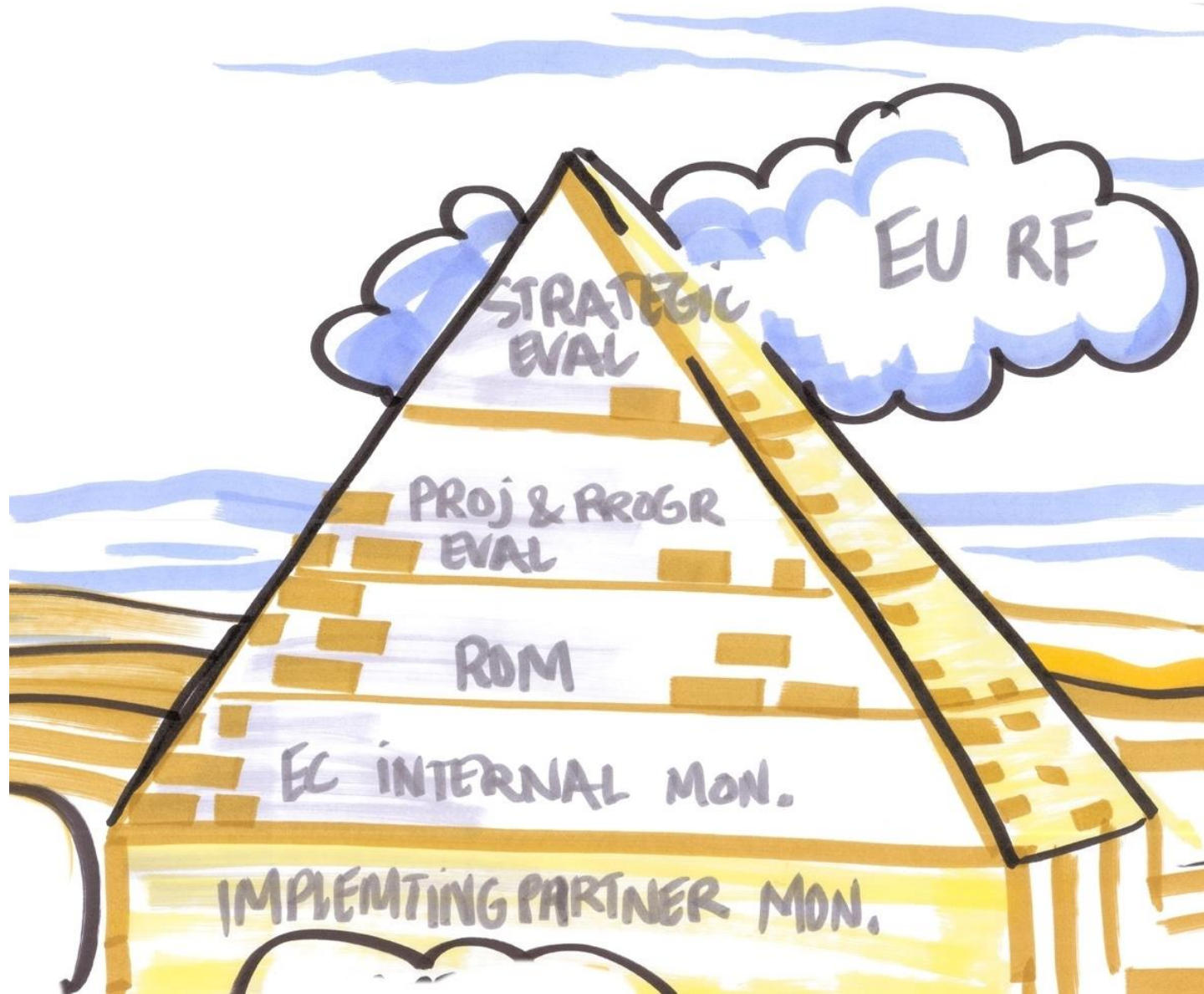


Support to Results Reporting

Overview of new ROM services and products



Linking Monitoring, ROM & Evaluations





WHY Evaluate?

Evaluation:

Integral part of PCM; by providing evidence of what works and what doesn't (and under which circumstances):

Improves the way we engage with our partners (political and policy dialogue)

Enhances the impact of our development co-operation

Informs programming of subsequent Actions/ Interventions

Enhances visibility of results

WHY Evaluate?



The benefits of the knowledge generated through evaluation extend beyond the commissioning Delegations / Units because it is a source of institutional memory for now and for the future.

Evaluation is a learning process supporting management and planning; it is not meant to be a box ticking exercise

A context that pushes for evaluation

Accountability

Citizens are demanding results

Aid community & partners are demanding effectiveness

Learning culture; “evaluate first”

The EC is committed to promoting evaluation; key to aid effectiveness

data words analysis results success
tools measurement management performance
planning program groups improvement
surveys evaluation numbers
stories achievement focus instruments
interviews reports technology

Commitment to Effectiveness, Learning and Accountability

Commitment

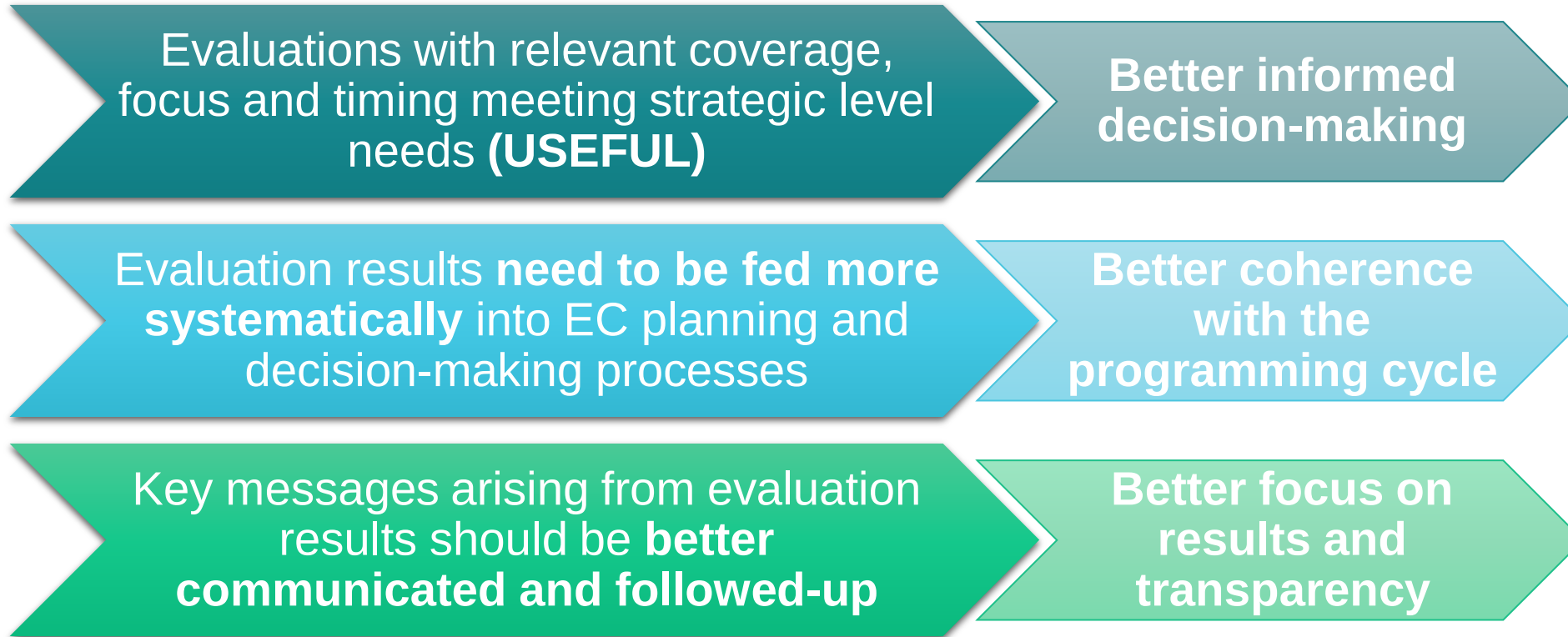
Evaluation as core part of EU development practice; build and maintain a culture of accountability and learning

Implication

Focus on results, transparency, accountability, informed debates, what works, what doesn't, good coordination and partnerships

Evaluation is **key** to facilitate this process

Key objectives of the EC strategy for reinforcing the use of evaluations



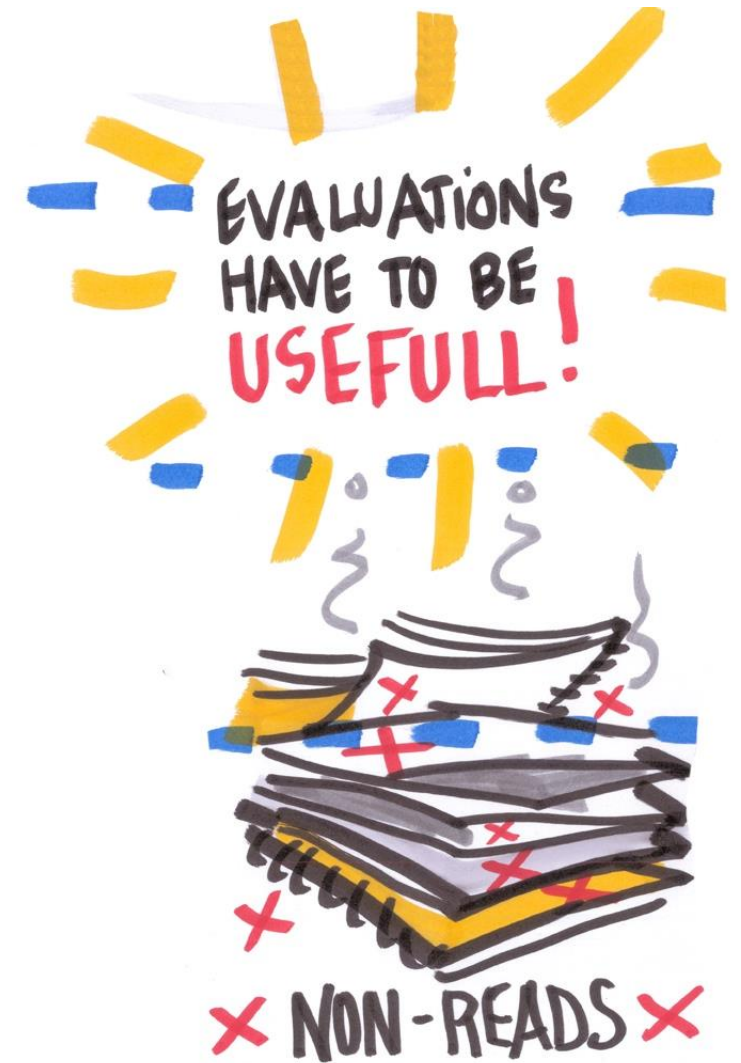
SEC(2007)213 Communication to the Commission; Responding to strategic needs: reinforcing the use of evaluation » and Better Regulation Guidelines 2015

https://ec.europa.eu/international-partnerships/system/files/evaluation-matters_en.pdf

And if we don't evaluate?

Failure to understand what is being achieved (or not) can lead to ineffective, miss-targeted or poorly implemented assistance...

Which is not only a waste of money, but also costly in terms of lost lives and livelihoods for those who are meant to benefit from aid – people around the world suffering from poverty and exclusion i.e. lost opportunities





Uses and Users of Evaluations

Evaluation uses/purposes

What for?

KNOWLEDGE
MANAGEMENT

ACCOUNTABILITY

PROJECT/PROGRAMME
MANAGEMENT

NB: can be a mix; key point is that it **must be useful!!!**

We do not evaluate for the sake of evaluating

Project and Programme Management

- How does an evaluation serve management Purposes?
- Who will use the information?
- Timing? Which phase of the project cycle?
- Which aspect(s) of an evaluation is of particular importance for this purpose?
- Internal or external evaluation?
- Dissemination of findings?

Discussion

Knowledge Management

- What type of knowledge?
- Whose knowledge?
- To do what?
- Timing? Which phase of the project?
- Which aspect(s) of evaluation is of particular importance for this purpose?
- External or internal?
- Dissemination of findings?

Discussion

Accountability

- What does accountability mean?
- Who is accountable? What are they accountable for? And to whom?
- Timing? Which phase of the project cycle?
- Which aspect(s) of evaluation is of particular Importance for this purpose?
- External or internal?
- Dissemination of findings?

Discussion

Evaluation uses/purposes

What for?



Evaluation users and their levels of involvement

- Policy makers
- Project/programme designers (a good design needs experience: this is collected through evaluations)
- Managers and organisations/entities in charge of implementation
- Partner governments
- Donors
- Public authorities conducting linked or similar interventions
- Experts/academics
- Civil society organisations
- Beneficiaries...

Evaluations by Partners

Evaluations by Partners/Third Party Evaluations - contracted or carried out by entrusted entities (Actions under indirect management) and implementers of Actions (under direct management) financed with EU funds

- Evaluations of indirectly-managed Actions implemented by entrusted entities carried out according to their rules
- Evaluations of grants carried out as defined in the grant agreement (normally by the grantees) –

However, EC reserves the right to conduct evaluations of these Actions itself

EVAL module will allow the storing of key docs related to these evaluations (e.g. Final Reports and Terms of Reference)





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