



SESSION 3

Key Stakeholders

Phases of an Evaluation

Structure of the session

Stakeholders in an evaluation

- Evaluation manager
- Reference group
- Evaluation team
- Other stakeholders – Key informants



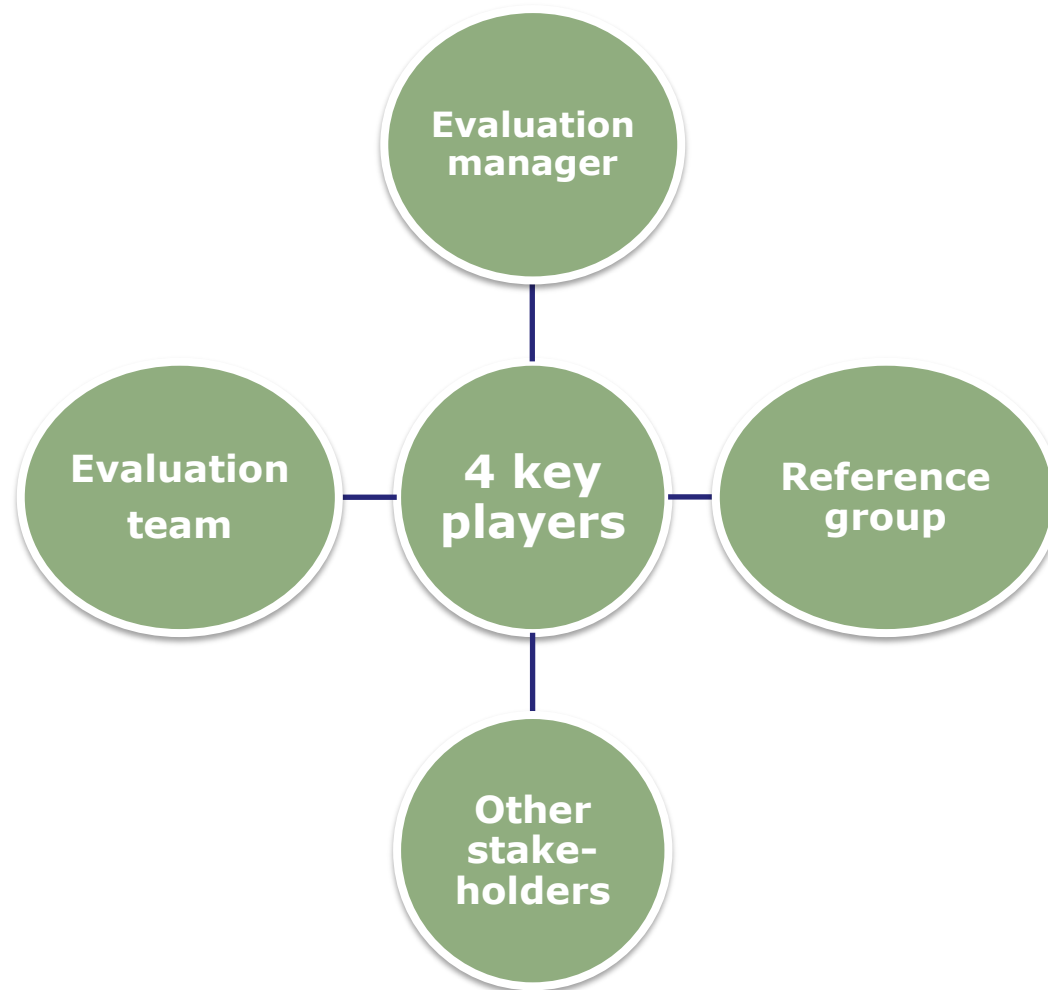
Phases of an Evaluation

- Preparation
- Inception
- Desk and Field
- Synthesis
- QA
- Dissemination and follow up



Key Stakeholders

Key actors and roles



Evaluation manager

Sets the scene

- Plan **timing of evaluation**
- Set up **reference group**
- Draw up **ToR**
- Recruit **evaluation team**

Manages the process

- Approve **methodology**
- Ensure **access to information**
- Organise **discussions** on evaluation results
- **Approve reports**
- Control **quality of evaluation**

Drives the change

- Ensure **dissemination of findings**
- Ensure **follow-up** of recommendations



Reference Group

Supports the evaluation manager

- **Comment on ToR**
- Summarise **stakeholders' views**
- Agree on **EQs**
- Comment on **deliverables**
- Play active role in **follow-up** of evaluation

Facilitates evaluator's work

- Act as **interface between evaluation team** and relevant **stakeholders**
- Ensure evaluation team has access to **all information sources**

Composition

- **EC experts**
- **Partner government**
- **Local government(s)**
- **CSOs**
- **Other donors or relevant stakeholders**

Be flexible...
For a small project 2 or 3 people might be enough for reference group



External evaluation team

Proposes evaluation methodology

- Propose/refine the **EQs**
- Propose the **judgement criteria**
- Propose **indicators, data collection & analysis methods**

Collects, compiles and analyses data & information

- Carry out **data collection, analysis and synthesis**

Cross checks, discusses and submits conclusions

- Produce a **judgement based on evidence and sound analysis**
- Participate in **meetings and seminars**
- Formulate and articulate **conclusions & recommendations**

**EVALUATION
TEAM**

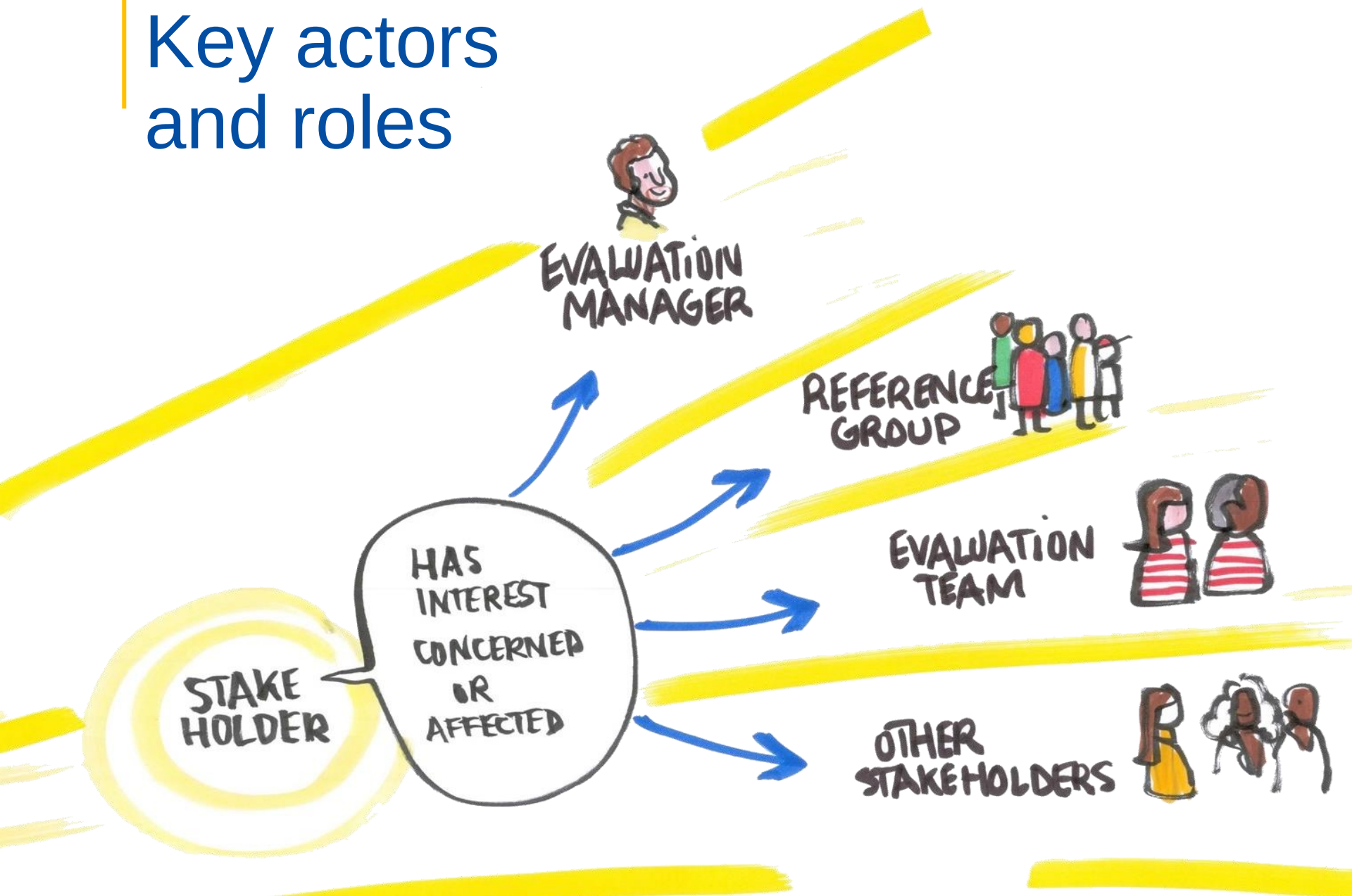


Other project stakeholders

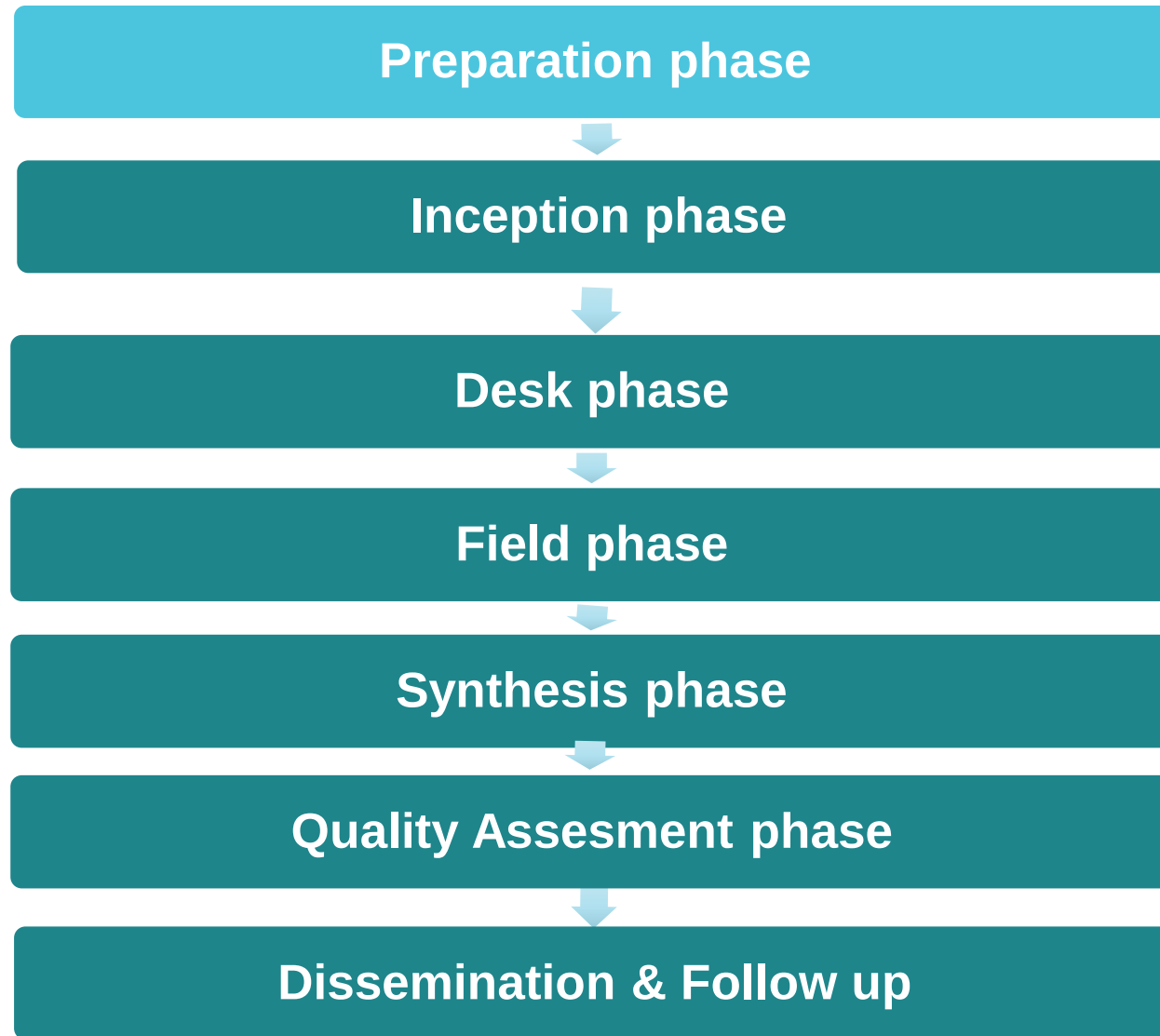
- Actors who have a responsibility/interest in the evaluation (whether or not they are directly affected e.g. other donors)
- Main source of information, sometimes end users of the evaluation
 - ✓ Evaluators consult stakeholders through **workshops, focus groups, individual interviews, surveys** etc. during field phase
 - ✓ Evaluators (in consultation with the evaluation manager) can debrief stakeholders at the end of the field phase
 - ✓ Are targeted by evaluation dissemination



Key actors and roles

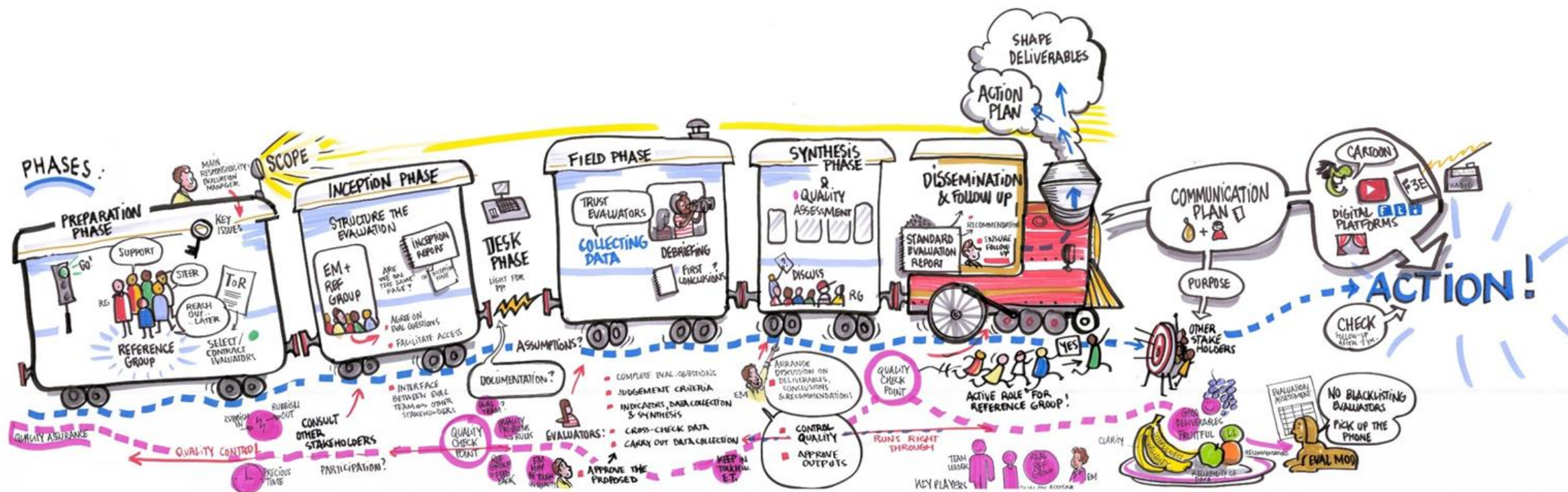


Phases of an Evaluation process



**Pilot the process
with flexibility!
e.g. merge phases**

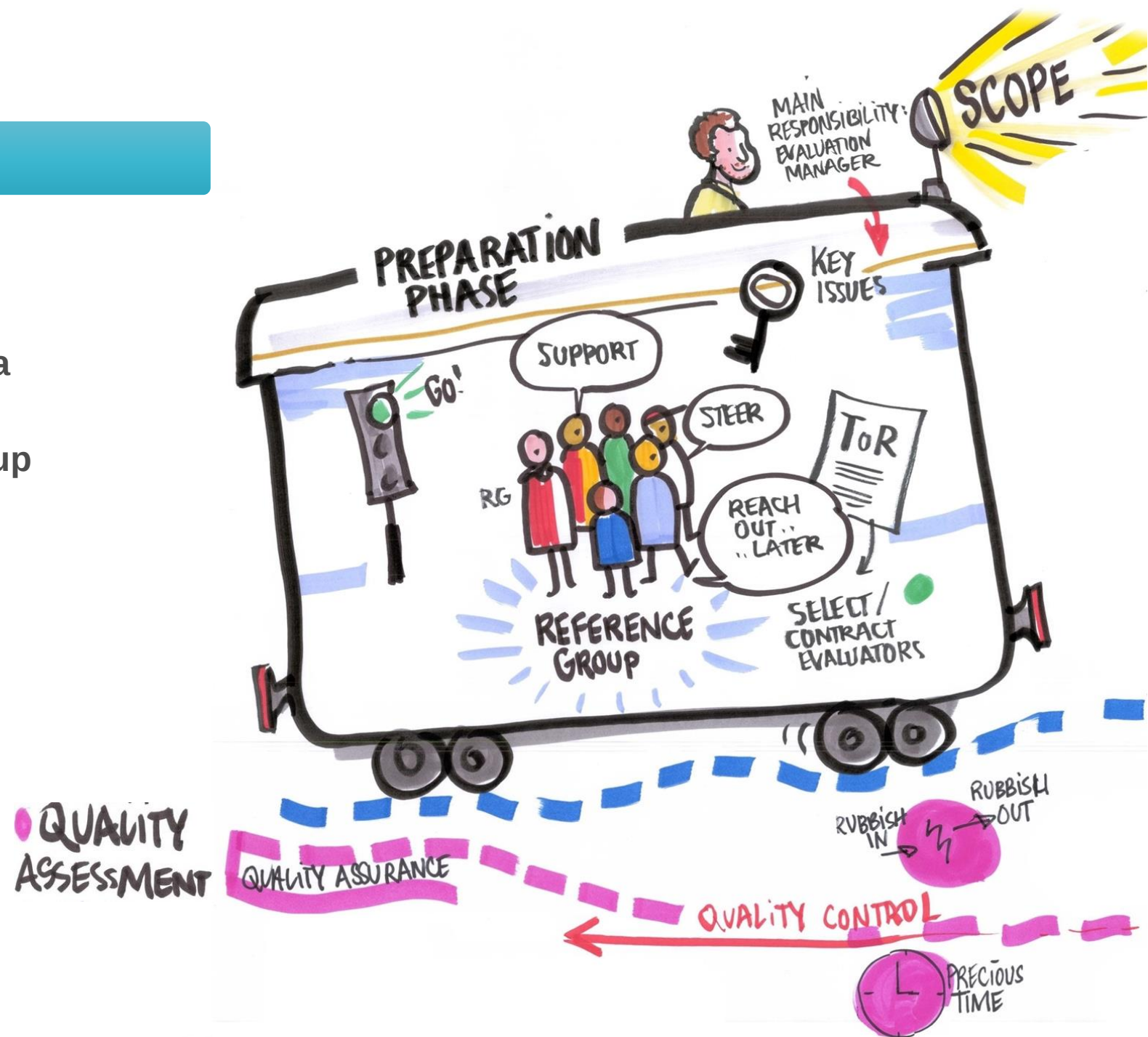
Phases of an evaluation process



Preparation phase

- Green light to conduct an evaluation
- Carrying out **preliminary data collection** on the project
- Setting up the **reference group**
- Defining **key issues**/drafting the **evaluation questions**
- Consolidating the **ToR**
- **Selecting & contracting evaluators**

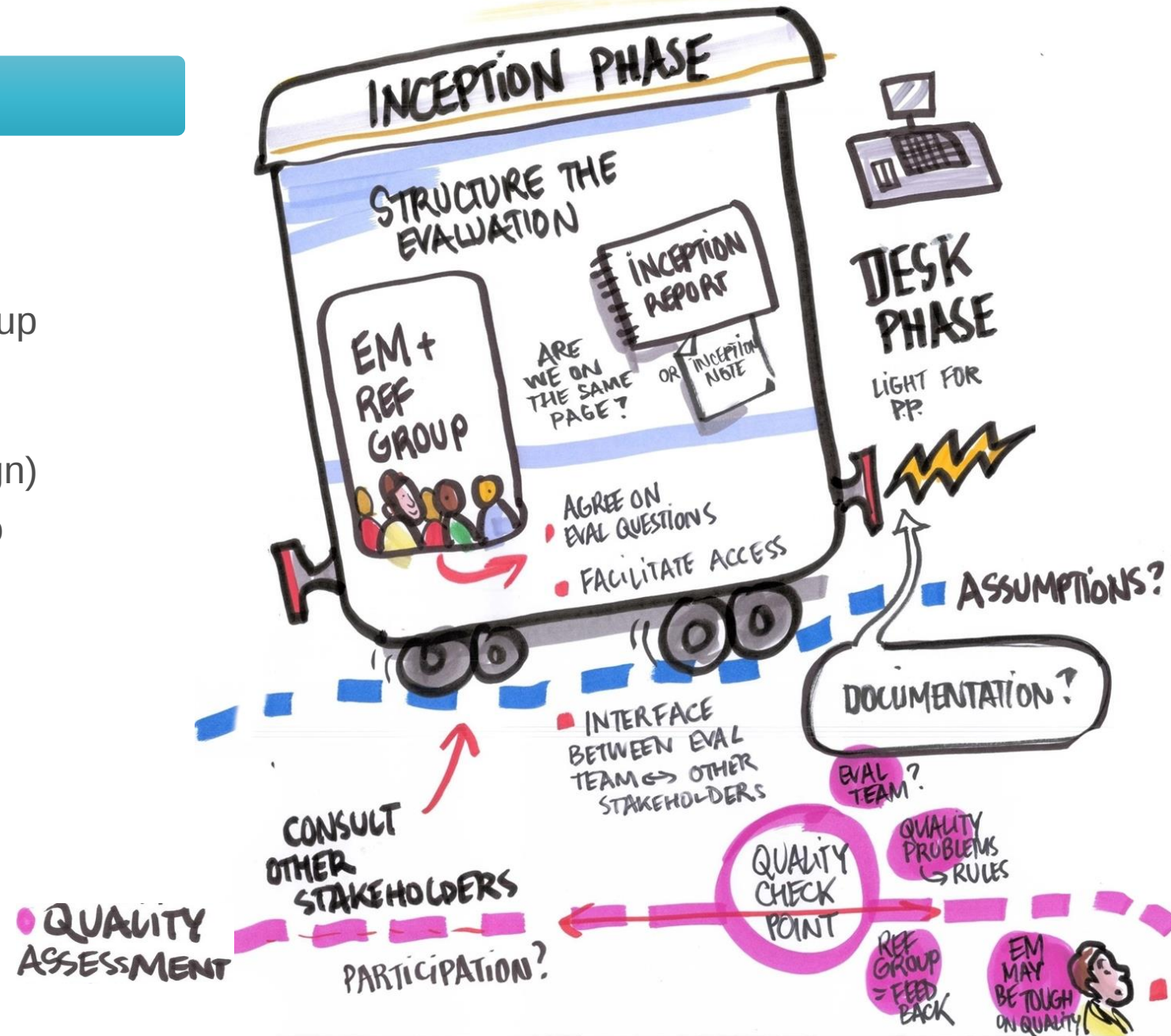
*Main
responsibility:
Evaluation
Manager !*



Inception phase

- **Kick off meeting** (evaluators & reference group)
- Evaluators propose, reference group validates
- **Detailed** methodology – tools and work programme (evaluation design)
- **Evaluation** questions according to ToR and project intervention logic
- Main output: **inception report**

Decision on the whole structure of the evaluation



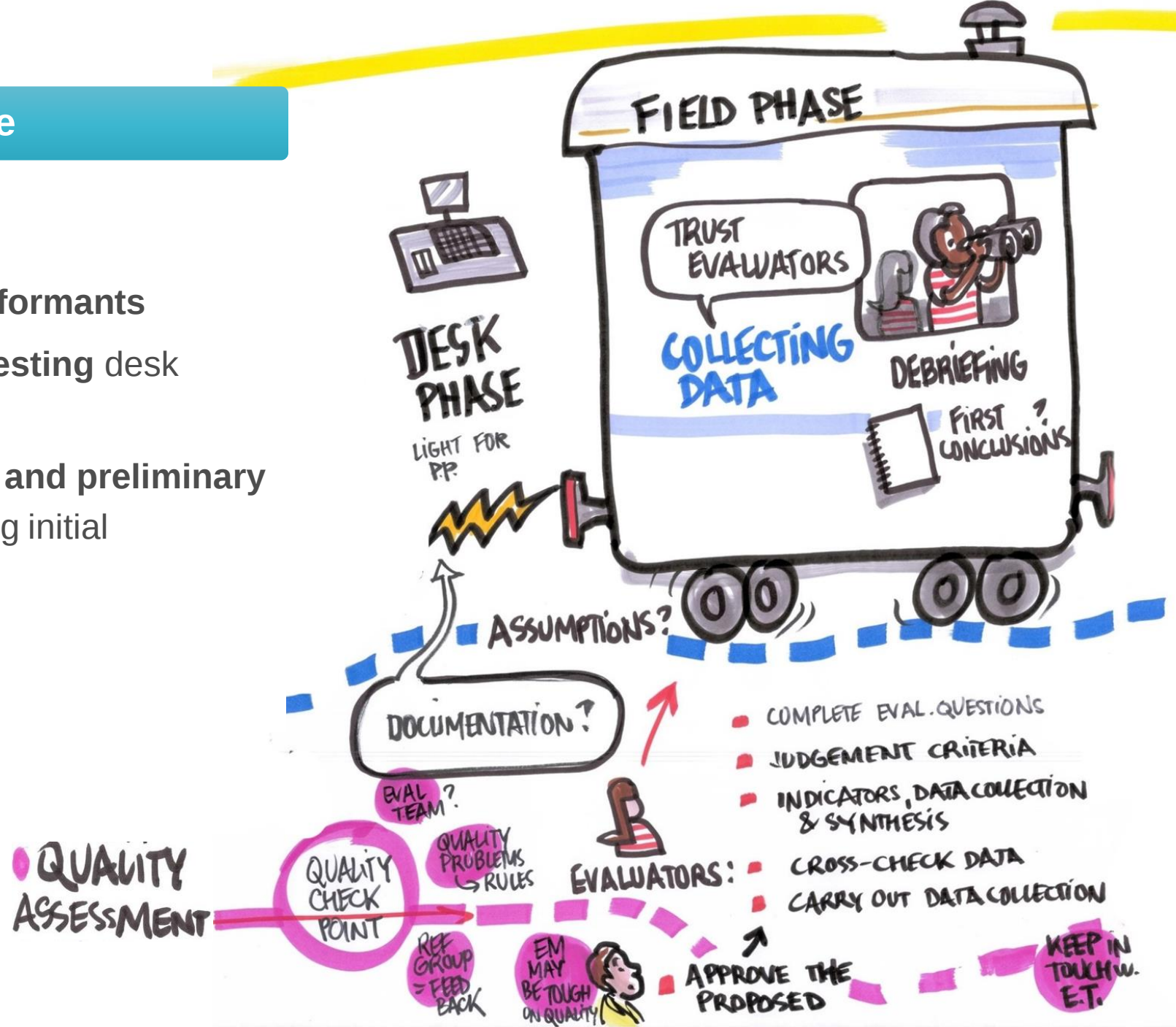
Desk phase

- **Researching and analysing** available documentation
- Providing **preliminary answers to evaluation questions**, specifying indicators
- Identifying initial **assumptions to be tested** in the field
- Refining/validating a proposed **field methodology** (work plan for data collection and analysis)
- Arranging **logistics for field phase including seeing up meetings**
- Drafting a **desk phase report** (optional, rare for projects)



Field phase

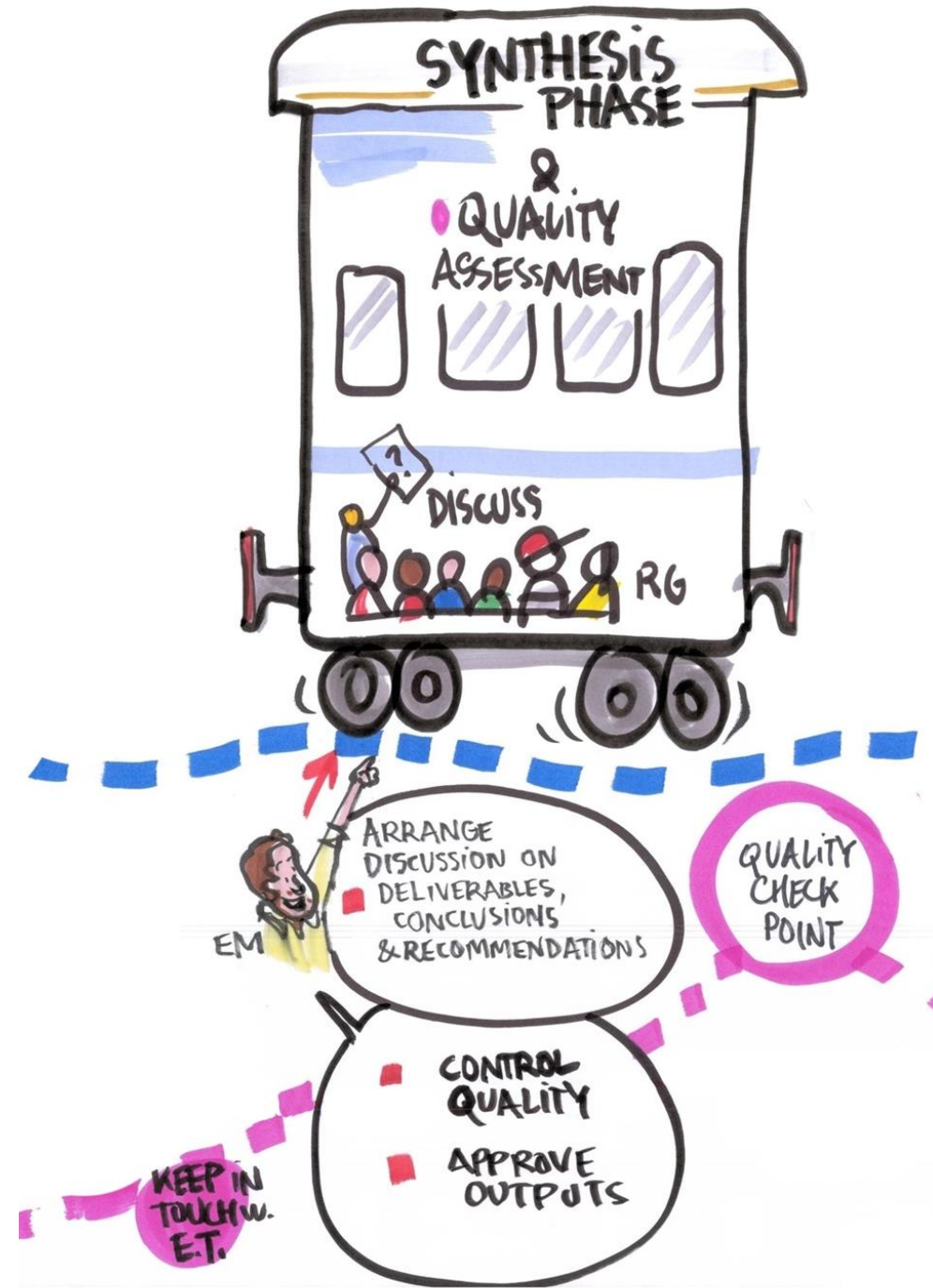
- Meeting stakeholders/informants
- Collecting data in situ, testing desk phase assumptions
- Debriefing on field work and preliminary conclusions, summarising initial reactions/discussions



Synthesis phase

- **Draft final report** with finding, conclusions, recommendations & executive summary
- **Discussion** on draft report
- **Revision** of final report
- **Validation** of final report
- **Quality assessment grid** on EVAL

• QUALITY
ASSESSMENT



Quality assessment

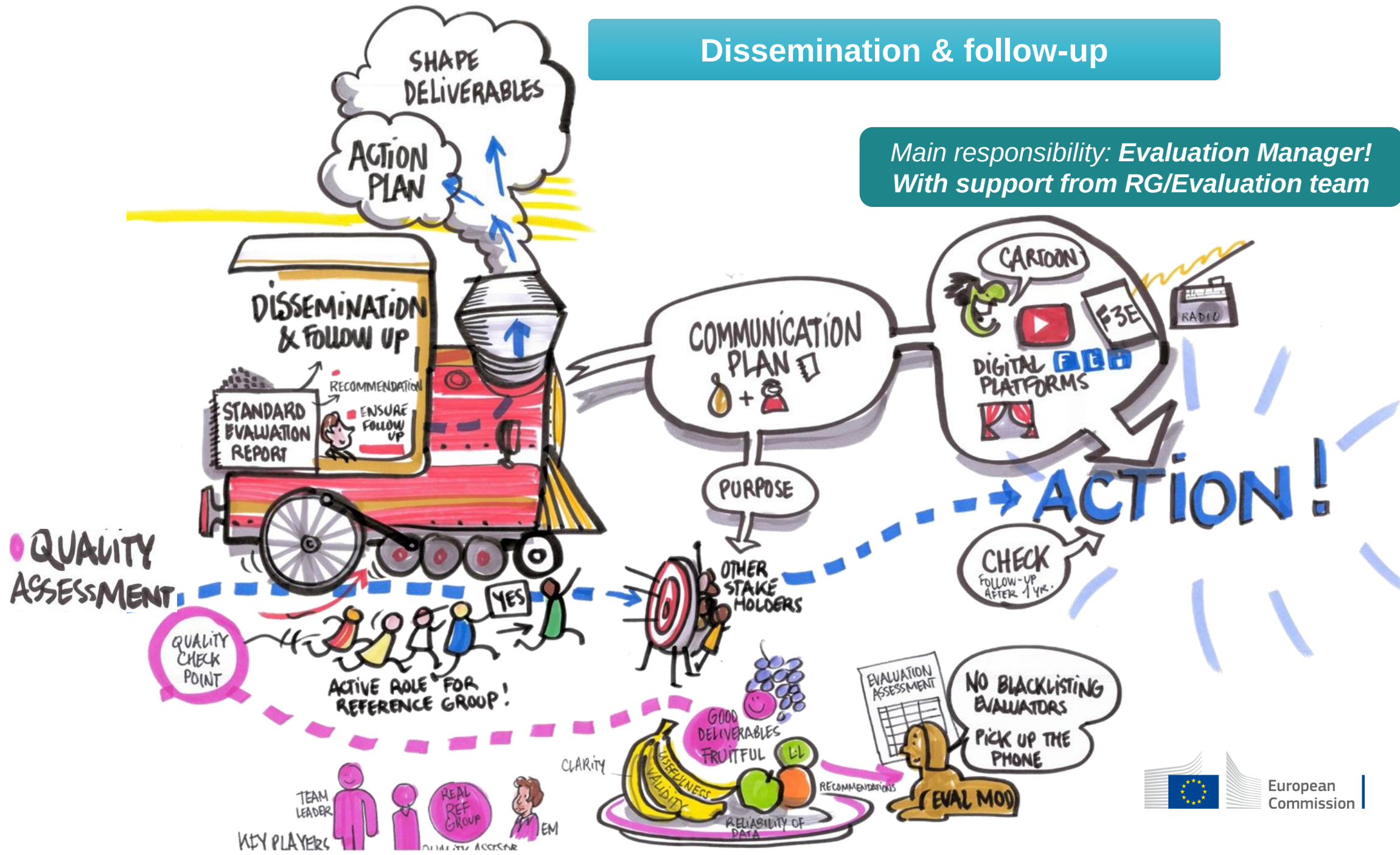
- **QAG** (validate and/or modify draft QAG)
- **Quality throughout the whole process**
- Set up **quality milestones**
- Assess **quality of all outputs**
- Agree on how to deal with **quality deficiencies**

 **QUALITY
ASSESSMENT**

*Main
responsibility
Evaluation
Manager with
support from
RG and
Contractor!*

Dissemination & follow-up

Main responsibility: *Evaluation Manager!*
With support from RG/Evaluation team



Main evaluation deliverables

- **Number, type and format** of the deliverables are **defined in the ToR** (or during the inception meeting at the latest!)
- For larger evaluations 3 reports are usually requested: inception report, desk report, final report + executive summary (in a format defined by EVAL; this helps to easily draw conclusions, recommendations for global analysis, meta evaluations etc... Sometimes an interim report (after field) or ppt.
- For small project evaluations: methodological note included in the initial offer, inception report and final report + executive summary
- Deliverables can take many shapes and forms eg: a report, a note, presentation slides, videos...





© European Union 2020

Unless otherwise noted the reuse of this presentation is authorised under the [CC BY 4.0](https://creativecommons.org/licenses/by/4.0/) license. For any use or reproduction of elements that are not owned by the EU, permission may need to be sought directly from the respective right holders.

