



SESSION 4

INTPA support to evaluations

Planning Evaluations

The Eval Module

INTPA support to evaluations: Session Outline

INTPA D4, Evaluation section & Evaluation support service (ESS)

Planning Evaluations – the Operational Evaluation Plan (OEP)

The EVAL module

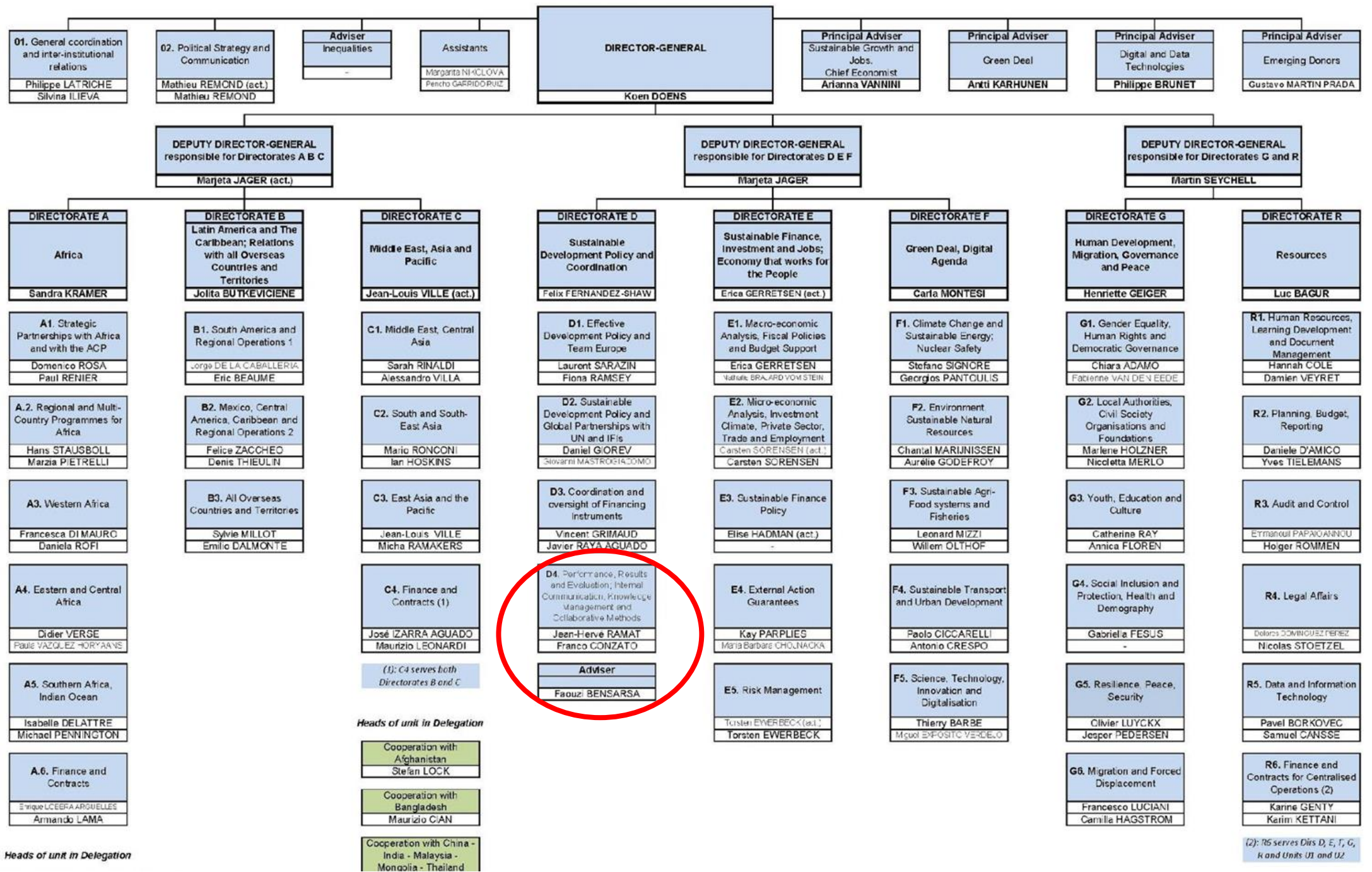




Who does what?

Introduction to the evaluation section
of INTPA Unit D4

DIRECTORATE-GENERAL FOR INTERNATIONAL PARTNERSHIPS



Unit D4 - Evaluation and Results

- **Mission**

Unit D4 aims at **improving the quality and enhancing the impact of EU development cooperation** at each stage of the intervention cycle.

- **Vision**

Is for INTPA to become an **accountable organisation** delivering results, and a **learning institution** proactively sharing knowledge and best practices to **improve current action** and build **policy making on evidence and lessons learned**

Unit D4 Performance, Results and Evaluation; Internal Communication, Knowledge Management and

Collaborative Methods

26/01/2021

Internal groups

Evaluation Correspondents Network (ECN)

Chair: TBD

External groups

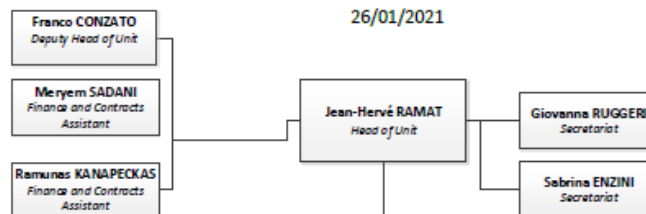
EU-UN FAFA working group

D4 participation: Franco Conzato (meet 1/year)

OECD DAC working group

- Results (meet 2/year)

- Evaluations (meet 2/year)



Weekly Task Force meetings

D4 participation: Franco Conzato

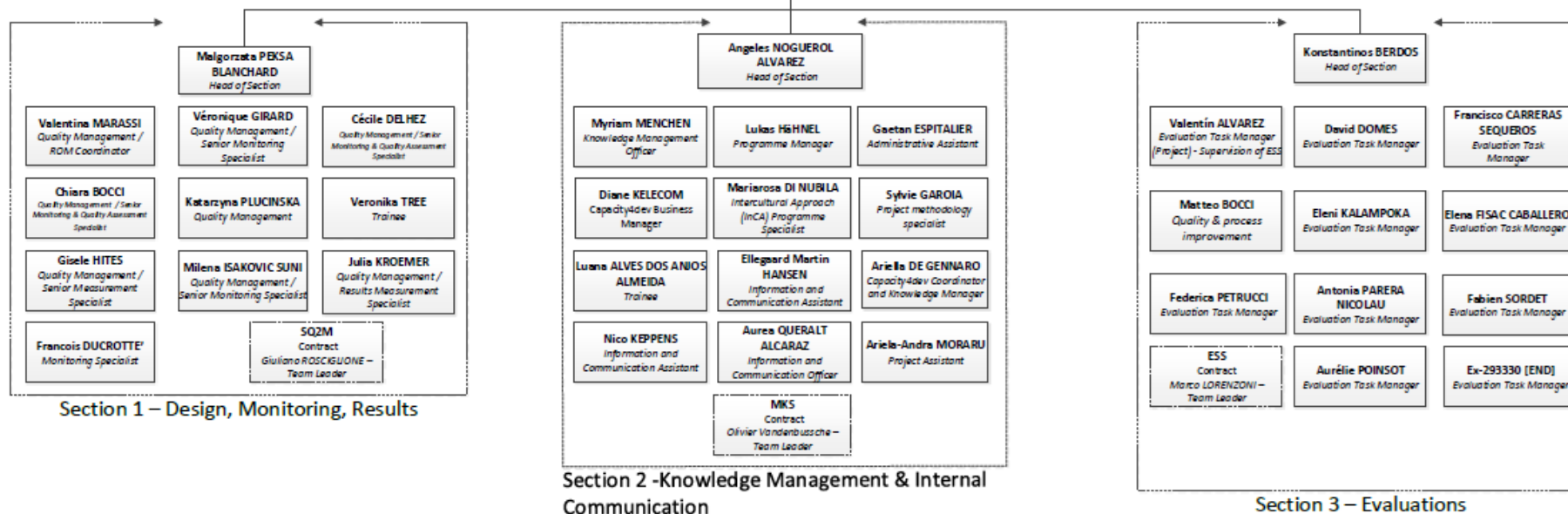
Strategic Steering Committee

D4 participation: Franco Conzato

Gender focal point: Julia Kroemer

Data protection focal point: Franco Conzato

Contact Point for Intra-muros: Malgorzata Peksa-Blanchard



Section 1 – Design, Monitoring, Results

Section 2 - Knowledge Management & Internal Communication

Section 3 – Evaluations

Internal groups

Evaluation Network of the Commission (managed by SG)

D4 participation: Franco Conzato

External groups

Group of Heads of EU Member States' Evaluation Services for External/Development Cooperation and the European Commission (EU-HES)

Chair: Franco Conzato (meet 1/year)

External groups

EU expert group on results

Chair: Franco Conzato (meet 1-2/year)

Internal groups

DEVCO methodological network

Chair: TBD (meet 3-4/year)

Communication Coordination Network: Ariella De Gennaro

Knowledge Management Correspondent: Ariella De Gennaro



European Commission

Unit D4 - Evaluation and Results

- **Section 1: Design, Monitoring, Results:**

This Section supports INTPA services in the **Quality of Design: Identification and Formulation; Monitoring and Data Collection and Corporate Performance Assessment.**

- **Section 2: Knowledge Management & Internal communication:**

This section supports INTPA (HQ and EUDs) in the areas of **Training and Knowledge Dissemination** (MKS, C4D, events) and **Methodology** (PPCM, ROM, EU RF)

- **Section 3: Evaluations:**

This section contributes to **enhancing the quality of EU development cooperation** as well as its management through the steering, coordination, monitoring and reporting on the evaluation activities of the Directorate-General.

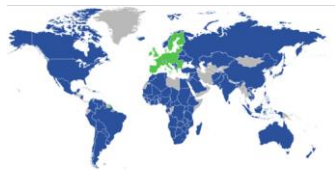
Evaluation: who does what?



- The **Evaluation and Results (INTPA D4) unit** is responsible for **steering, supporting and co-ordinating the evaluation function**



- INTPA D4 (**Section 3**) manages **strategic/complex evaluations** (10-15 per year)



- **Project and programme evaluations** are managed by the **EUD / Operational Units** (150 - 175 per year) through the **Eval module** and supported by INTPA.D4 (**Section 3**)



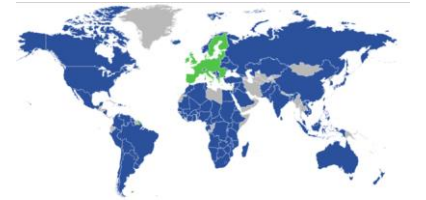
- Evaluations are contracted out through **framework contracts** (SIEA 2018 for P/P, COM2015 for SE)

Strategic evaluations

- D4 is directly responsible for **planning and managing** strategic evaluations
- These include evaluations of: **strategies, policies, instruments, themes, country and regional programmes and implementation modalities**;
- They produce evidence to inform **decision making** processes across the organisation, while also serving an **accountability** objective;
- Main users: INTPA Management, units in INTPA/ EEAS and EU Delegations;
- They also contribute to **wider debates at international level** on what works, what doesn't and why.

Evaluations in Delegations and Units

- Unit D4 **coordinates** and **assists** the evaluations carried out by **Delegations and Units**
- Unit D4 aims at reinforcing the **horizontal analysis** and **uptake of knowledge** produced by this type of evaluation
- Unit D4 launches and coordinates evaluation **planning** (OEP)
- Unit D4 is the business manager of the **EVAl module**

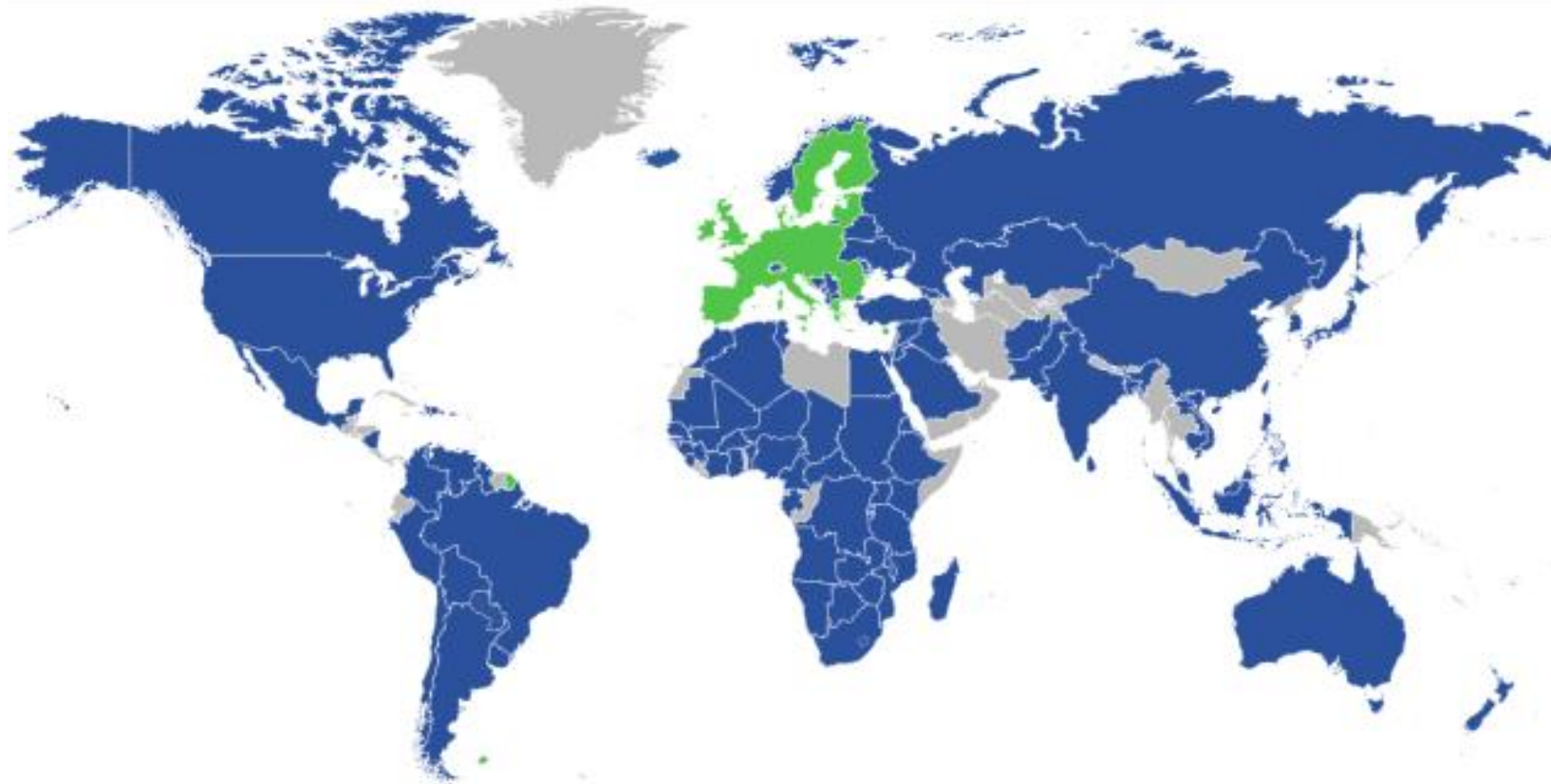


Unit D4 supports the work of DG INTPA and EU Delegations:

- To strengthen the **quality** of evaluations
- **To improve the capacities** of INTPA staff in evaluation
- To stimulate **knowledge sharing and learning**

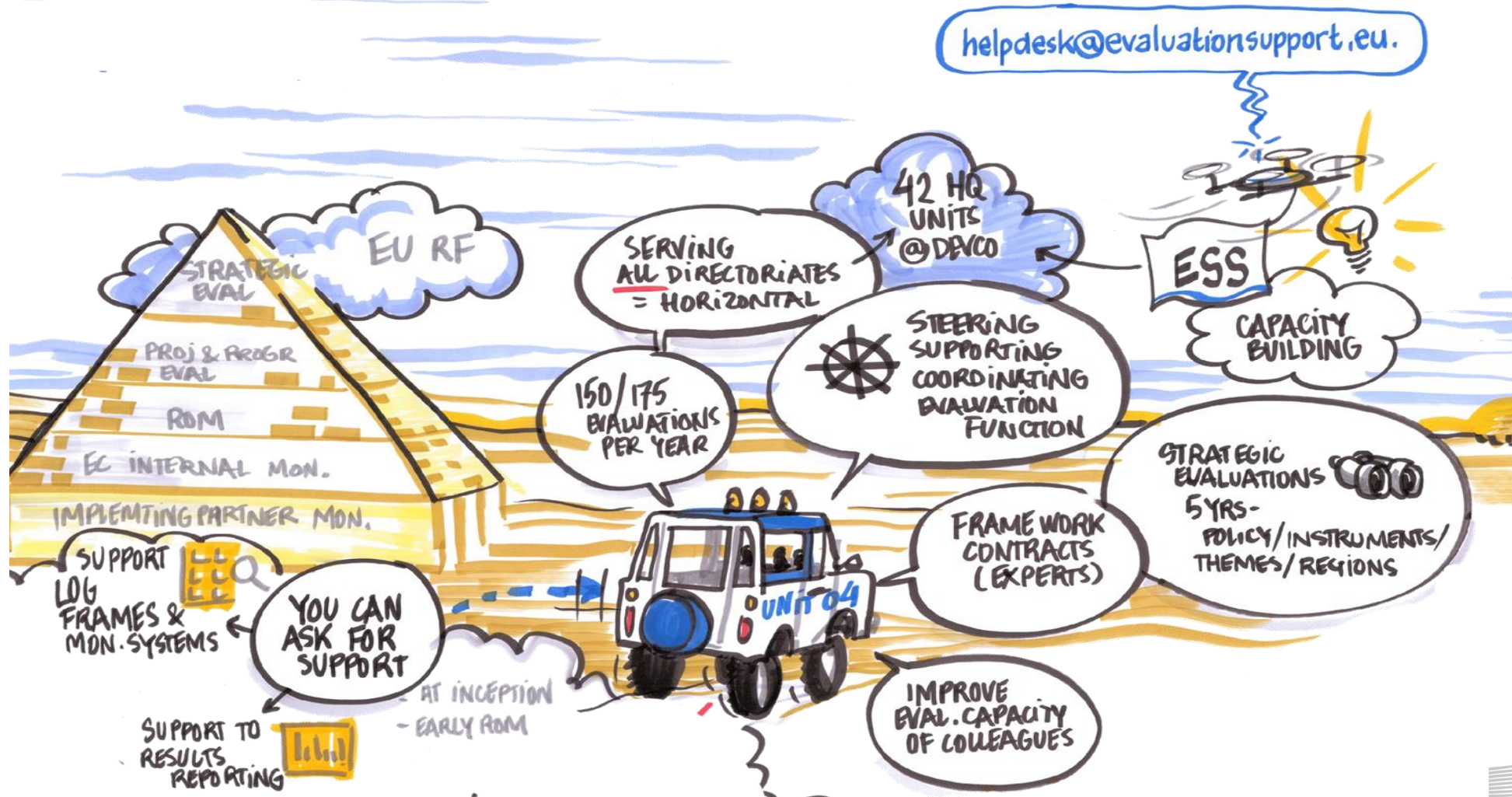


143 EU Delegations



European Union Countries with EU delegations

The Evaluation Support Service



The Evaluation Support Service

- The ESS supports INTPA D4 and provides support to Delegations and Units at HQ, and carries out analytical work to reinforce the uptake and use of information produced by evaluations.

ESS Team

Core team

- Marco LORENZONI, *Team Leader and Senior Evaluation Expert*
- Michael POTAR, *Evaluation Network Expert*
- Hur HASSNAIN, *Senior Evaluation Expert*
- Matteo BOCCI, *Senior Evaluation Expert*
- Saskia VAN CRUGTEN, *Senior Evaluation Expert*
- Saskia BRAND, *Senior Evaluation Expert*

1500 wd of NON CORE experts

Forms of support
(since March 2017):

- online/telephone
- onsite events in Delegations and HQs,
- non IT support EVAL module,
- Evaluation Correspondent Network,
- Capacity 4 Development,
- Webinars

Typical questions answered through
helpdesk@evaluationsupport.eu

- ✓ Please comment on the objectives of my evaluation.
- ✓ Can you review the proposed Terms of Reference?
- ✓ Could you review my Evaluation Questions?
- ✓ Whom should I involve in my reference group?
- ✓ What are the ideal profiles for my evaluators?
- ✓ How can I judge the quality of the methodology and tools proposed by contractors?

Average response time:
less than a working day !
Satisfaction rate: 98% !

The Evaluation Support Service



EVERYTHING STARTS WITH GOOD PLANNING...

It is impossible to evaluate all interventions; therefore, those to be evaluated are to be **carefully selected**.

Have you considered discussing your selection criteria (OEP) with us?



EVALUATION MUST BE USEFUL TO YOUR WORK

It is not a box-ticking exercise. **What do you want to achieve** with your evaluation?

Even before writing your Terms of Reference we are here to help you in defining its scope, focus and type; a simple phone call may help.



ARE THE OBJECTIVES AND SCOPE OF YOUR EVALUATION CLEAR?

What are your key **evaluation questions**? Are the **resources** and **evaluators' profiles** consistent with the evaluation scope?

70% of the complex requests we receive are to revise a draft ToR, and rightly so! A good evaluation starts with clear and unambiguous ToR, and **resources must be consistent with the evaluation scope**.

Looking for an expert review and revision of your ToR? Share your draft with us.



IS THE METHODOLOGY PROPOSED BY THE EVALUATORS GOOD FOR MY EVALUATION?

One size does not fit all, and we know this for a fact: a methodology that is good for one evaluation could be inappropriate for another. Sometimes a small change can make a big difference in terms of quality... and quality matters!

IS THE EVALUATION REPORT GOOD?

Is your evaluation report based on sound **evidence**, are **conclusions derived from findings** and do **recommendations follow from conclusions**?

This analysis can be tricky, but you can rely on us: after your revision, send us your report for a critical friend's advice.

WHAT ABOUT DISSEMINATION OF THE EVALUATION RESULTS?

Evaluations provide an ideal opportunity to **communicate about the results of our cooperation** work to a wide audience; this important step is sometimes overlooked.

Since preparing your ToR, you may want to involve us for an opinion on the dissemination strategy for your evaluation: products, messages, channels...

SEMINARS, WEBINARS, ONSITE SUPPORT

We regularly co-animate the **regional seminars** on Monitoring and Evaluation organised by DEVCO Unit "Results and Evaluation" and we offer **webinars** on different evaluation topics. Contact us to find out about upcoming dates for your diary. You and your colleagues may also want to have **dedicated on-site support** on specific themes, such as evaluation in hard-to-reach areas or others.

Get in touch with us to explore possible options.





Planning Evaluations

Planning Evaluations: INTPA Operational Evaluation Plan (OEP)

OEP - part of the planning obligations of EU Delegations and HQ Units; evaluations planned for Year X should be included in the respective Management Plan and reported on within the framework of the EAMR exercise. OEP done on EVAL module (deadline end of January year X)

Importance of planning P/P evaluation activities with the objective of obtaining **meaningful, useful and timely information** on the **results** and **impact** of EU funded interventions in order to strengthen INTPA **evidence-based decision making** process.



Planning

Planning is important to ensure that:

- Significant portion of portfolio of Actions is evaluated for accountability and transparency purposes – NB **legal obligation to evaluate all actions with a significant budget.**
- Evaluations are conducted **at the right time** to be useful for learning and “uptake” purposes
- **Resources** to be devoted to managing the evaluations are efficiently allocated within each Unit and Delegation

Neither feasible nor justified to evaluate every Action; each Delegation/Unit must select a sample of Actions to be evaluated – based on needs in terms of decision making, learning and accountability.



Prioritising

Some possible selection criteria

- **Operational and decision-making needs for evaluation:** does the Action need some redress? Are activities going according to plan?
- **Possible follow on action:** is the Action going to be continued in some way in the future/would it be useful to have elements/insights for the next programming phase?
- **Good possibilities for learning:** actions that reflect the priorities of EUD/Unit, that are innovative or that seem particularly successful/unsuccessful.



How many evaluations in INTPA?

- Average evaluations per year: 160 (1.63 evaluations / year / Delegation)
- 2015-2017: the average number of **evaluations per EUD was low**; the EUDs can be grouped in 4 different clusters:
 - ✓ EUDs that conducted **between 3 and 5.2** evaluations/year; 12 (**16%**)
 - ✓ EUDs that conducted **between 2 and 3** (excluded) evaluations/year; 21 (**28%**)
 - ✓ EUDs that conducted **between 1 and 2** (excluded) evaluations/year; 29 (**38%**)
 - ✓ EUDs that conducted **less than 1 evaluation/year**; 14 (**18%**)

The OEP Operational Evaluation Plan:

Michael POTAR (potarmi)



EVAL MODULE

Operational Evaluation Plan

European Commission > Directorate-General for Informatics > EVAL Module > Operational Evaluation Plan

NEW EVALUATION

MY EVAL

OPERATIONAL EVALUATION PLAN

SEARCH

MY NOTIFICATIONS

ADMINISTRATION

PAST EVALUATION

IT/METHODO HELP

Planning Operational Evaluation Plan

Submitted Operational Evaluation Plans

1. Sort projects

Overview for planning

Filters:

Show only CRIS ref. with EU Contribution >= 5.000.000 EUR

Show only CRIS ref. in the EAMR list of projects

Delegation / Unit in charge

RW - Rwanda

	CRIS ...	Title	Ev...	OM in charge	EU Cont...	Projec...	Projec...	DAC Sector	Modality	Instrument	K...	K...	Date ...	ROM pl...	Evaluati...	R...
	<input type="checkbox"/>	<input type="text"/>		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
	<input type="checkbox"/>	C-332... Sector Policy Support Pr...		PEDRETTI MASS...	36,000,...	14/11...	13/01...	21020 - Ro...	Budget sup...	European D...				No	No	
	<input type="checkbox"/>	C-341... Prepaid Energy. Rent to...		PEDRETTI MASS...	6,000,0...	17/07...	31/12...	23230 - Sol...	Project	European D...			28/07...	No	No	
	<input type="checkbox"/>	D-327... Energy Water and Sanit...		MUGAMBIRA JU...	23,000,...	19/03...	19/03...	23630 - Ele...		European D...			11/09...	No	No	
	<input type="checkbox"/>	C-375... Budget Support Compo...		PEDRETTI MASS...	156,00...	20/05...	09/05...	23630 - Ele...	Budget sup...	European D...				No	No	
	<input type="checkbox"/>	C-376... Budget Support Compo...		ZAHONERO PAS...	182,00...	23/06...	22/06...	31120 - Agr...	Budget sup...	European D...				No	No	
	<input type="checkbox"/>	C-382... Basket fund to support ...		KAYITENKORE M...	9,800,0...	07/12...	06/11...	16062 - Sta...	Project	European D...				No	No	
	<input type="checkbox"/>	D-380... ACCOUNTABLE DEMOCR...		MORONI XAVIER	14,000,...	16/12...	16/06...	15110 - Pu...		European D...				No	No	
	<input type="checkbox"/>	C-386... EU support to the Bask...		MORTON SION	9,800,0...	06/06...	05/07...	15111 - Pu...	Project	European D...				No	No	

10 items per page

1 - 8 of 8 items

Definitions

To plan an evaluation, select one or more CRIS ref. in the table above the table **Plan Evaluation**

To export the rolling operational evaluation plan of a Unit or Delegation, select the Delegation / Unit in charge in the filter above the table **Export Preview OEP**

3. Submit OEP

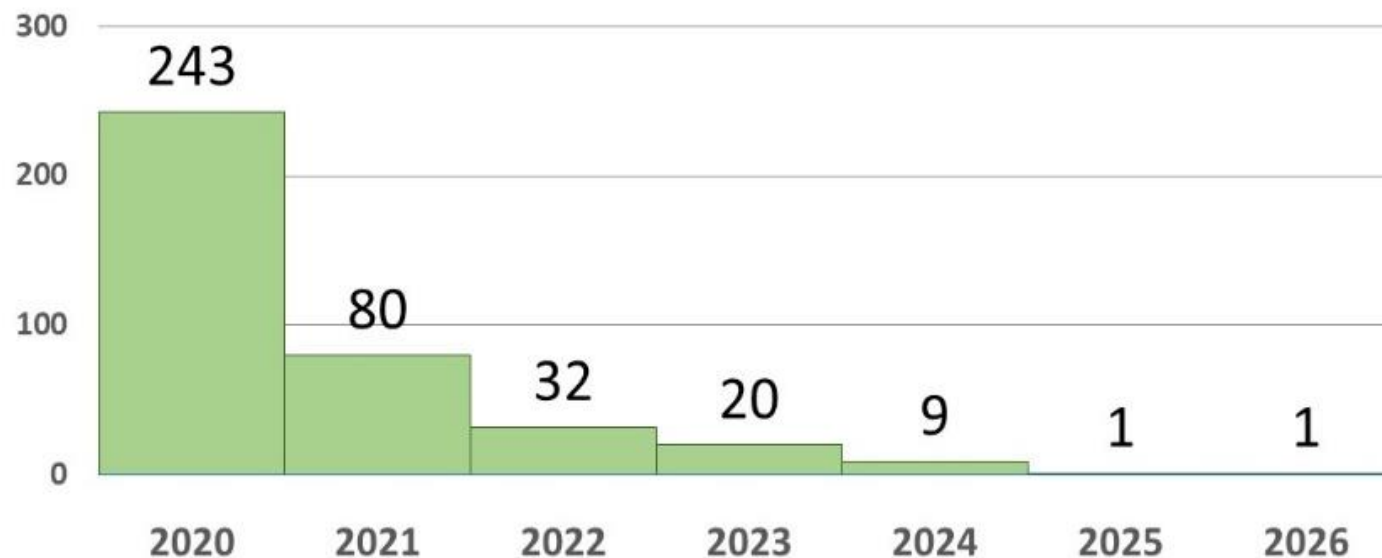
Submit Operational Evaluation Plan

The OEP Operational Evaluation Plan (2020):

Distribution of planned evaluations per year (2020)

Total on graph = 386, incl. HQ and Delegations

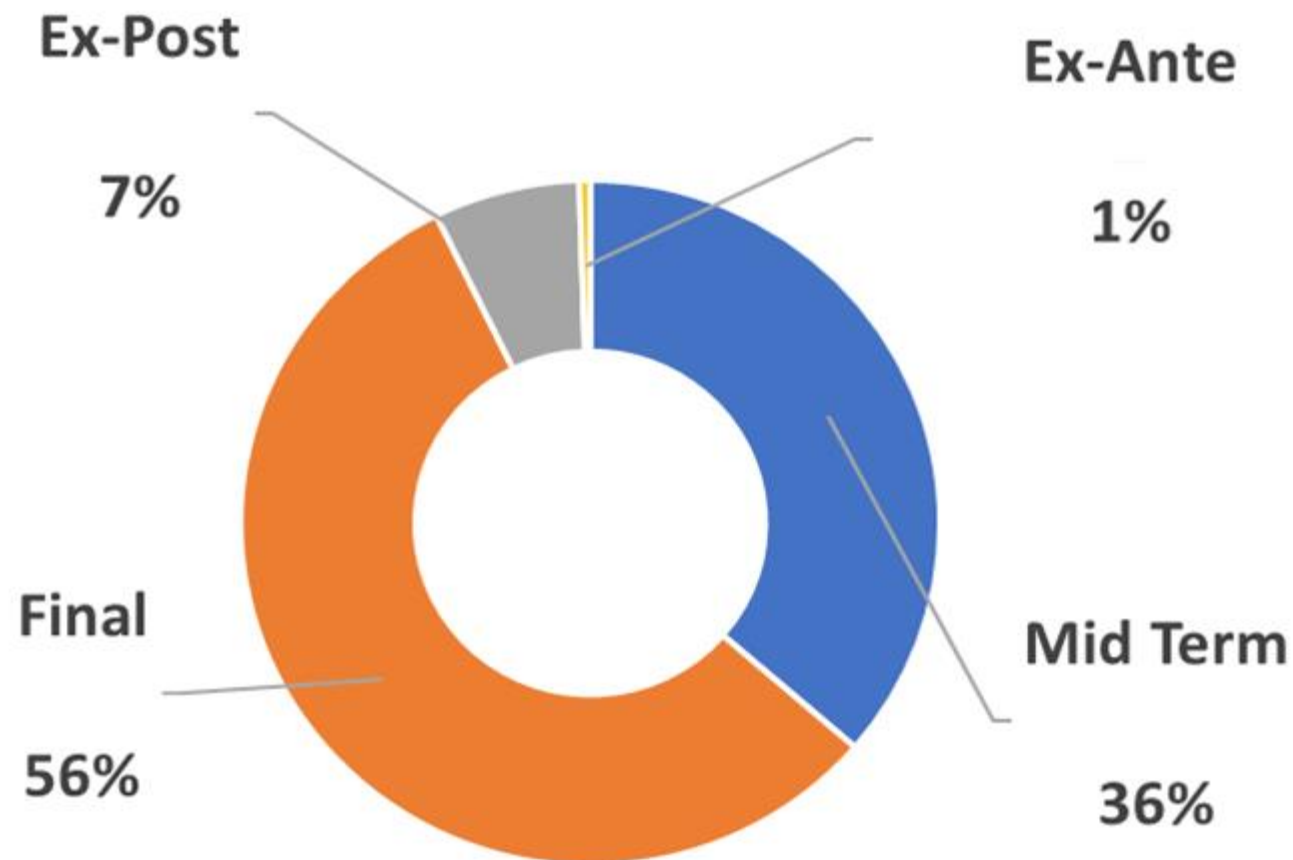
OEP 2020 - Planned evaluations breakdown by year



Evaluations planned in the 1st year are likely to be postponed to the next year (as was also seen on OEP 2018 and 2019).

The OEP Operational Evaluation Plan:

Planned evaluations, per type



Main Findings of the OEP assessment 2018-19, by ESS

- Conclusion 1:** Evaluations of the **portfolio of interventions** does not satisfy the “**significant coverage**” criterion: low in number of interventions (INTPA 36% - NEAR 37%) and low in volume of budget covered (INTPA 25% - NEAR 22%).
- Conclusion 2:** The recommendation to evaluate all interventions above **5M€** (INTPA) and to - prioritise interventions above **10 M€** (NEAR) **is not sufficiently followed**.
- Conclusion 3:** The **share of budget assigned** to evaluation activities is very low compared to worth of Actions evaluated (0.4% ratio-to-budget in INTPA – 1.4% in NEAR).
- Conclusion 4:** EUDs and Units mostly report evaluations planned in the **current year**.
- Conclusion 5:** It is not clear for EUDs/Units **which projects can/should/must be evaluated**.
- Conclusion 6:** **Evaluation planning is not respected. Roughly, only 30% of planned yearly evaluations in INTPA evaluations – 10% for NEAR – are contracted** as planned (in the year).

Recap of the key points on the OEP

Go to the Evaluation Support Service (INTPA-ESS) playlist:

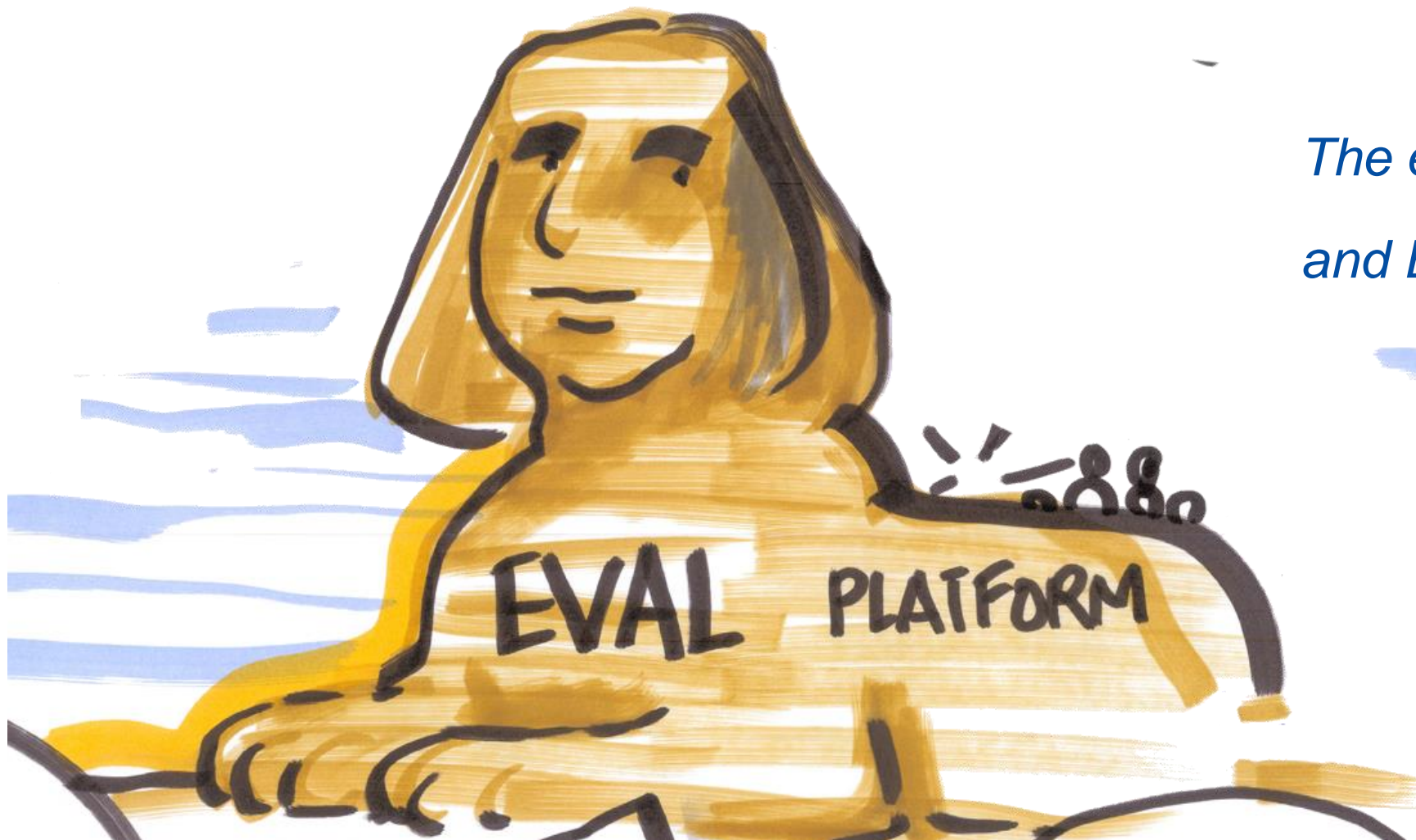


https://www.youtube.com/watch?v=92BOnwduB_8&list=PLp9Zi5-UNdneDVLvxaALWPxBmxcWWuMUr&index=6

Webinar on “**Operational Evaluation Plan (OEP) 2020 and planning principles (EN)**»



*The e-Evaluation Tool
and EVAL Library*



A few lines about the EVAL module

- Was **launched in May 2016**
- Available for DG INTPA, DG NEAR and FPI staff, in HQ and Delegations, with your **“EU Login” Commission credentials**
- Available through **Firefox and Chrome** in **English** and in **French**
- Since September 2016, it is to be used for **all project and programme evaluations managed by DG INTPA and DG NEAR and FPI**
- As of April 2018, it is also used to encode **Country sector level, Thematic and Budget support evaluations**
- Currently EVAL covers more than **1762 Evaluation(s)** (714 Mid-term, 938 Final and 110 Ex-post) with total EU contribution of **32,371,373,945.56 €**

**On average, more than 170 evaluations
per year are managed in EVAL module**

Users: Roles and Permissions

Internals

- **Evaluation Managers** - DG INTPA and DG NEAR staff, as well as designated FPI staff, can launch and manage an evaluation through EVAL.
- **Evaluation Correspondents**
- **Head of Section, Head of Unit, HoC**
- All INTPA, NEAR and FPI staff for consultation

Reference Group Members (**internals** and **externals**)

- **Internal:** HQ Thematic experts, International Aid / Cooperation Officers (**Geo-coordinators**)
- **External with limited access:** following the evaluation manager's decision, a partner country, civil society organisations

Externals

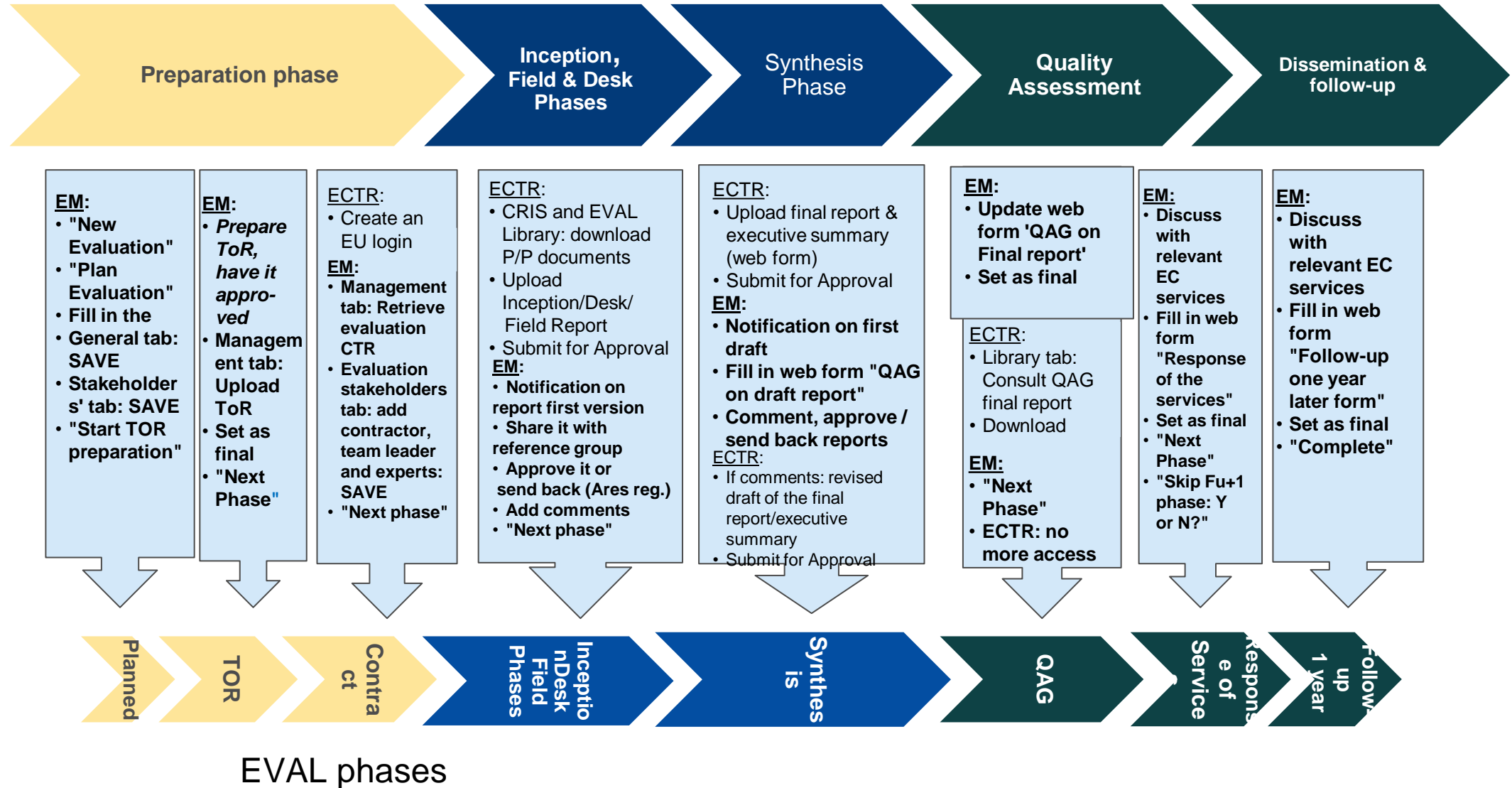
- Contractors, Team Leader, evaluation experts: with limited and secure access during the evaluation process.

Process flowchart

Business Layer

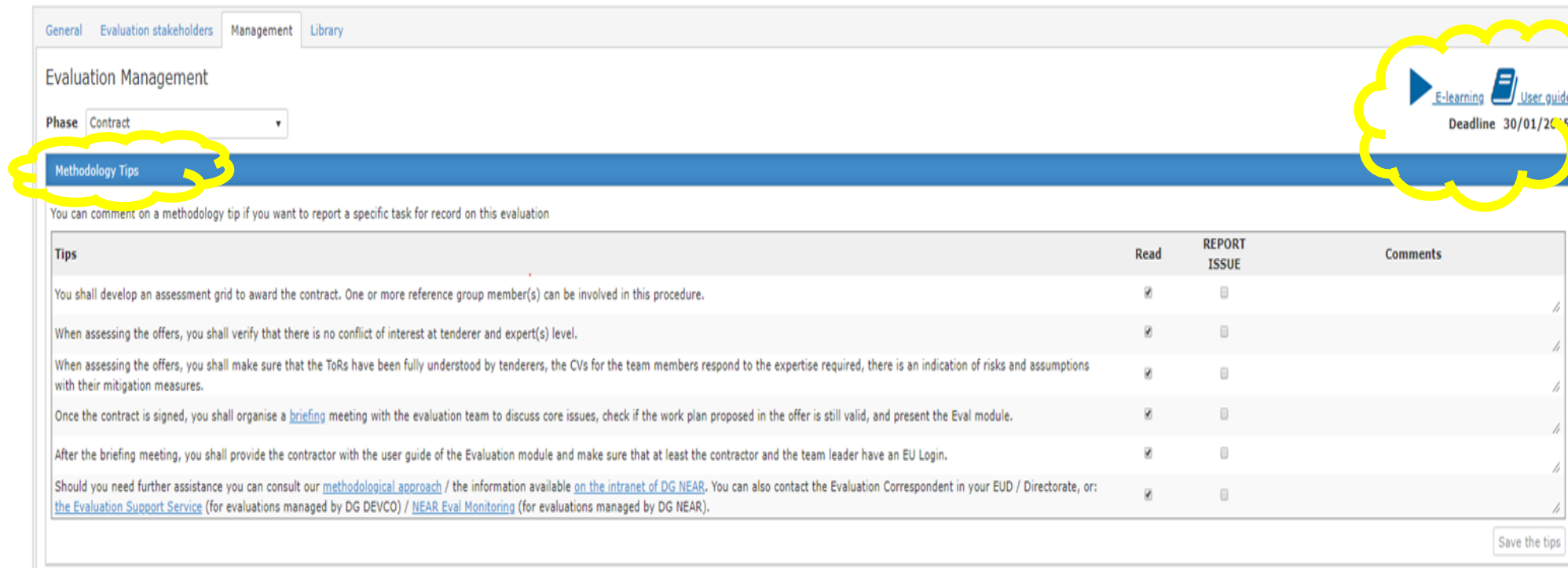
EM: Evaluation Manager
ECTR: Evaluation Contractor

Italics: step taken out of the IT system



EVAL is a knowledge-based management tool, acting as...

➤ An "evaluation coach"



General Evaluation stakeholders Management Library

Evaluation Management

Phase Contract

Methodology Tips

You can comment on a methodology tip if you want to report a specific task for record on this evaluation

Tips	Read	REPORT ISSUE	Comments
You shall develop an assessment grid to award the contract. One or more reference group member(s) can be involved in this procedure.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//
When assessing the offers, you shall verify that there is no conflict of interest at tenderer and expert(s) level.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//
When assessing the offers, you shall make sure that the ToRs have been fully understood by tenderers, the CVs for the team members respond to the expertise required, there is an indication of risks and assumptions with their mitigation measures.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//
Once the contract is signed, you shall organise a briefing meeting with the evaluation team to discuss core issues, check if the work plan proposed in the offer is still valid, and present the Eval module.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//
After the briefing meeting, you shall provide the contractor with the user guide of the Evaluation module and make sure that at least the contractor and the team leader have an EU Login.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//
Should you need further assistance you can consult our methodological approach / the information available on the intranet of DG NEAR . You can also contact the Evaluation Correspondent in your EUD / Directorate, or: the Evaluation Support Service (for evaluations managed by DG DEVCO) / NEAR Eval Monitoring (for evaluations managed by DG NEAR).	<input checked="" type="checkbox"/>	<input type="checkbox"/>	//

Save the tips

➤ A management tool



EVAL is a knowledge-based management tool, acting as...

- EVAL is also a tool that supports decision-making, by means of its library search functionality

NEW EVALUATION Search result

495 Evaluation(s) found(228 Mid-term, 251 Final and 16 Ex-post) with total EU contribution of 13,007,735,364.46 €

Search for an
Fields underlined: Basic

Eval ref	CRIS ref	Evaluation title
2018-F-1577	C-378487, C-390428	Evaluation Finale du Projet PAS
2019-F-1701	D-23474	Évaluation finale du Programm
2018-M-1643	C-352355, C-384520, C-...	Mid-Term Review of the Partne
2018-M-1570	D-23819	Evaluation du programme d'Ap
2018-F-1604	D-22838	Final Evaluation of the Institut
2019-M-1630	C-258219, C-268938, C-...	Mid-term evaluation of energy
2018-F-1573	C-381444	Evaluation finale du projet COI
2019-F-1765	C-399841, D-22802	Final Evaluation of the Program
2018-M-1608	C-346964, C-347094, C-...	Evaluation of contracts implem
2019-M-2134	D-23245	Mid Term Evaluation of Support to Agricultural SMEs (...)

31120 - Agricultural development, Egypt

10 items per page 1 - 10 of 495 items

Export to excel

Type of evalua...	Phase	Start date	End date	EU contribution
Final	Completed	01/05/2019	29/07/2019	5,200,000.00 €
Final	Completed	11/03/2019	06/09/2019	34,000,000.00 €
Mid Term	Completed	15/02/2019	14/06/2019	5,220,842.32 €
Mid Term	Completed	11/02/2019	10/07/2019	29,550,000.00 €
Final	Completed	04/02/2019	21/04/2019	4,823,293.77 €
Mid Term	Completed	04/02/2019	02/08/2019	46,885,617.94 €
Final	Completed	15/01/2019	14/04/2019	5,000,000.00 €
Final	Completed	15/01/2019	13/06/2019	249,155,005.57 €
Mid Term	Completed	14/01/2019	13/05/2019	76,918,847.88 €
Mid Term	Completed	08/01/2019	09/02/2021	22,000,000.00 €

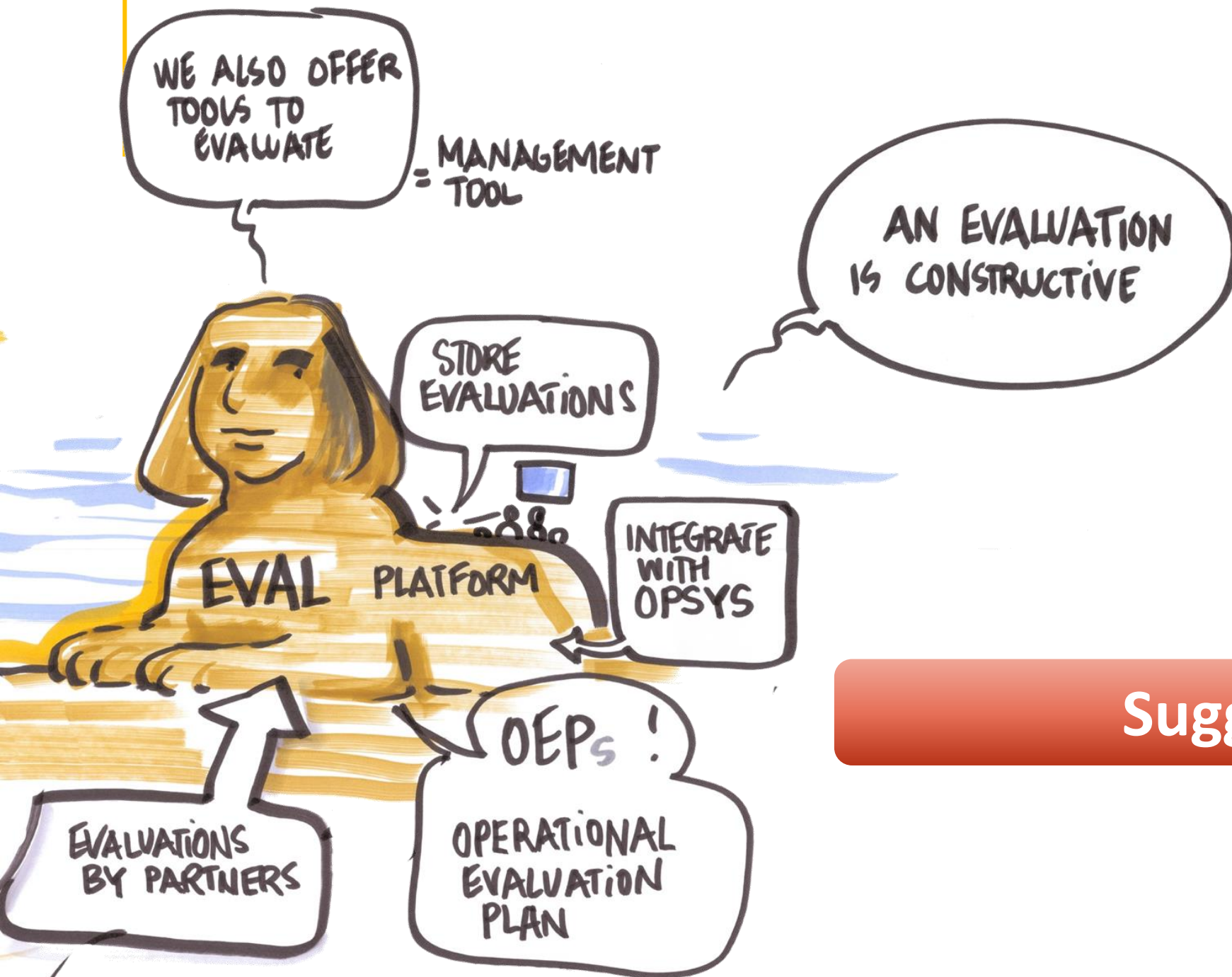
DECISION-MAKING

- An interactive platform for Contractors



On-going developments

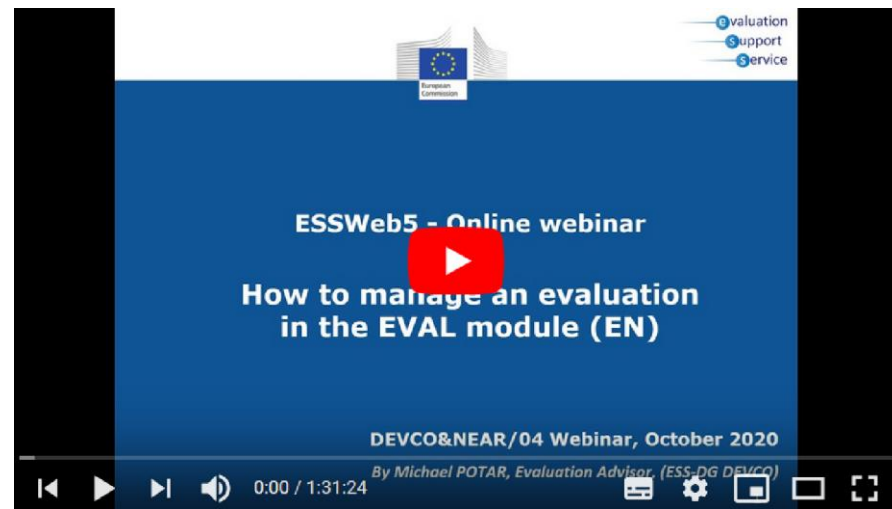
- Integration with OPSYS; **Ongoing**
- ARES Integration; **Done**
- Evaluations possible for procedures not linked to a CRIS contract (e.g. Strategic evaluations, EU Trust Funds); **Directly in OPSYS**
- Multiple DAC sectors linked to a single evaluation; **Done**
- Library for “Evaluations done by partners”. **In production**



Suggestions?

Recap of the key points on EVAL module

Go to the Evaluation Support Service (INTPA-ESS) playlist:



<https://www.youtube.com/watch?v=NbstuBAXjNc&list=PLp9Zi5-UNdneDVLvxaALWPxBmxcWWuMUr&index=5>

Webinar on “**How to manage an evaluation in EVAL, tips and tricks & online demo**»



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