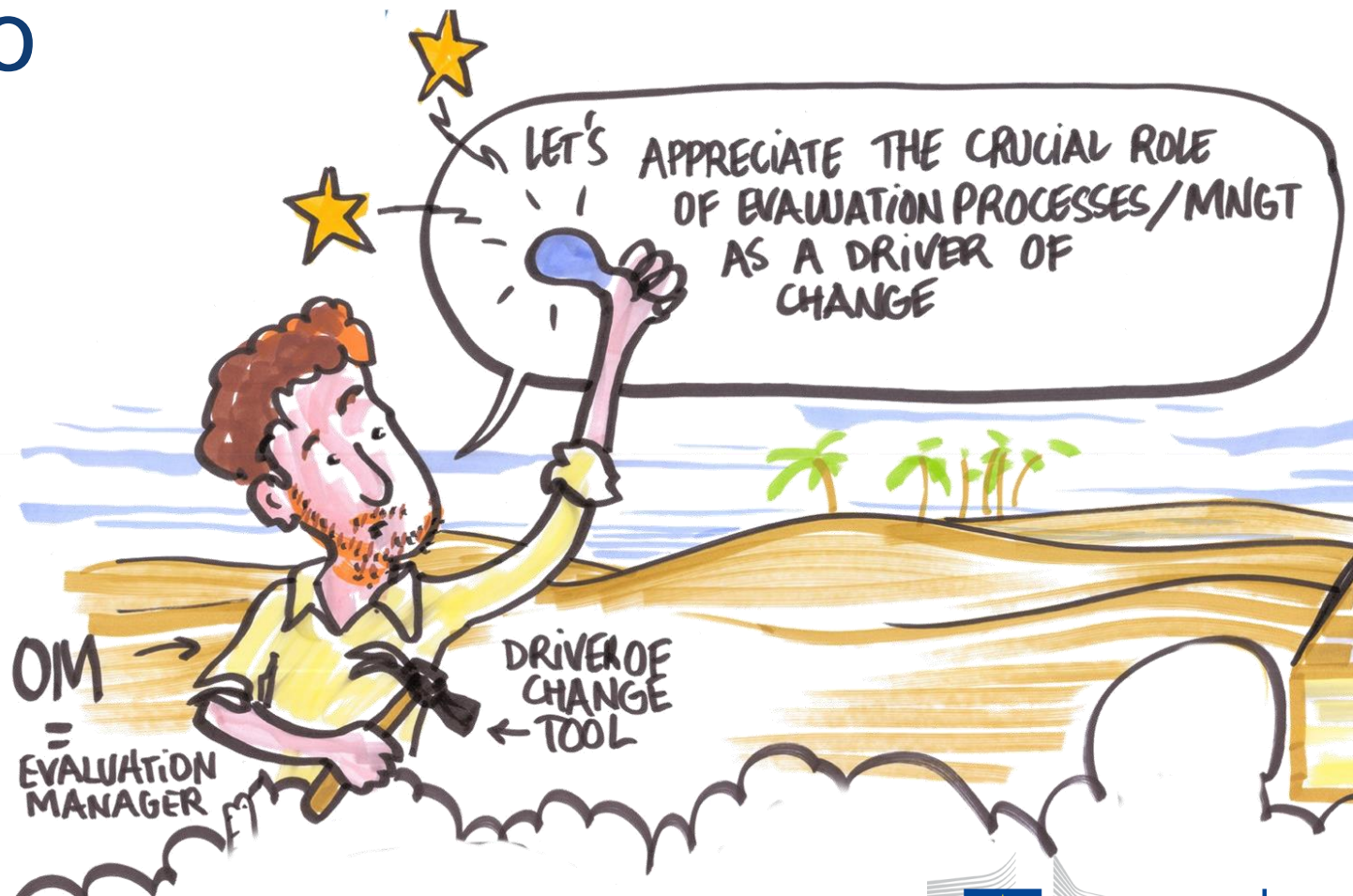


Methods and Tools to Manage Evaluations

DG INTPA Unit D4

4 – 7 July 2022

Delivered by: Karen McHugh
& Saskia Van Crugten



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 or else use the chatbox. For all technical related issues, please send a private message to the MKS team.



Please mute yourself when not talking.



Keep a nice cup of coffee close by, plus a bit of patience; sometimes technology is not perfect.... And let colleagues and your supervisor know you are following a training course so you are not disturbed!



SESSION 1

Introduction

Introduction – Session 1 Outline

- **Introduction & presentation of the course**

Learning objectives

Agenda + test in

- **INTPA support to evaluations**

- **Introduction to basic concepts**

Evaluation, monitoring, audit and ROM

Evaluation as part of a broader EC M&E system

Why evaluate?



Learning Objectives

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

- **Improved knowledge** and **practical understanding** of:
 - ✓ 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, roles and responsibilities
 - ✓ 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
 - ✓ The role of Unit D4 – Evaluation and Results, and of ESS (Evaluation Support Service)
 - ✓ 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 (40')*
- *Introduction to Unit D4 (30')*
- *Basic MEL Concepts: Evaluation, monitoring, audit and ROM (20')*

S
2

- *Uses and Users of Evaluations (50')*
- *Timing and Types of Evaluation (20')*
- *Defining the Scope of an Evaluation (20')*

S
3

- *Key Stakeholders (45')*
- *Conclusion of the day & Instruction to offline Case study 1: individual exercise on purpose, scope and type of evaluation (15')*

Offline homework:
Case study 1 on evaluation type & scope, & questions on mentimeter

Day 2

S
4

- *Debrief day1 & case study 1 debrief (15')*
- *The evaluation phases (25')*
- *Evaluation Methods: contribution/ attribution analysis, evaluation criteria, evaluation questions, judgement criteria and indicators (50')*

S
5

- *Mentimeter exercise on EQ formulation (20')*
- *Intro on evaluation matrixes (15')*
- *Case Study 2: group work on Evaluation method (55')*

S
6

- *Debrief of the case study 2 & Q&A (45')*
- *Conclusion of the day & instruction to offline exercise (15')*

Offline homework:
video on adaptive approaches & questions on mentimeter

Day 3

S
7

- Debrief day 2 (15')
- Quantitative/ qualitative evaluation tools (30')
- Adaptive approaches: Evaluation in HRA & Evaluation in crises: Debrief of video/menti offline exercise (30')

S
8

- Group activity on evaluation tools & debriefing (30')
- mixed approaches to evaluations (30')
- Experience & practice sharing on ToR drafting (15')

S
9

- Evaluation ToR: structure and content (45')
- The evaluation team profile (15')
- Recap exercises: do's and don'ts in ToR drafting (20')
- Recap of the day and instruction to offline exercise (10')

Offline homework:
Typical mistakes in ToR drafting:
Lessons learned from ESS reviews

Day 4

S
10

- Debrief day 3 (15')
- Debrief of offline exercise on ToR (15')
- Gender Responsive Evaluations (30')
- Complex Evaluations & Budget Support evaluations (30')

S
11

ESS session (90'):

- Introduction to the ESS services, meeting the team
- QA in evaluations
- Planning Evaluations: the OEP
- The EVAL Module

S
12

- Dissemination & feedback of evaluation findings & recommendations (20')
- Conclusion & recap of the course: Managing the quality of an evaluation process (20')
- Course evaluation & feedback (20')



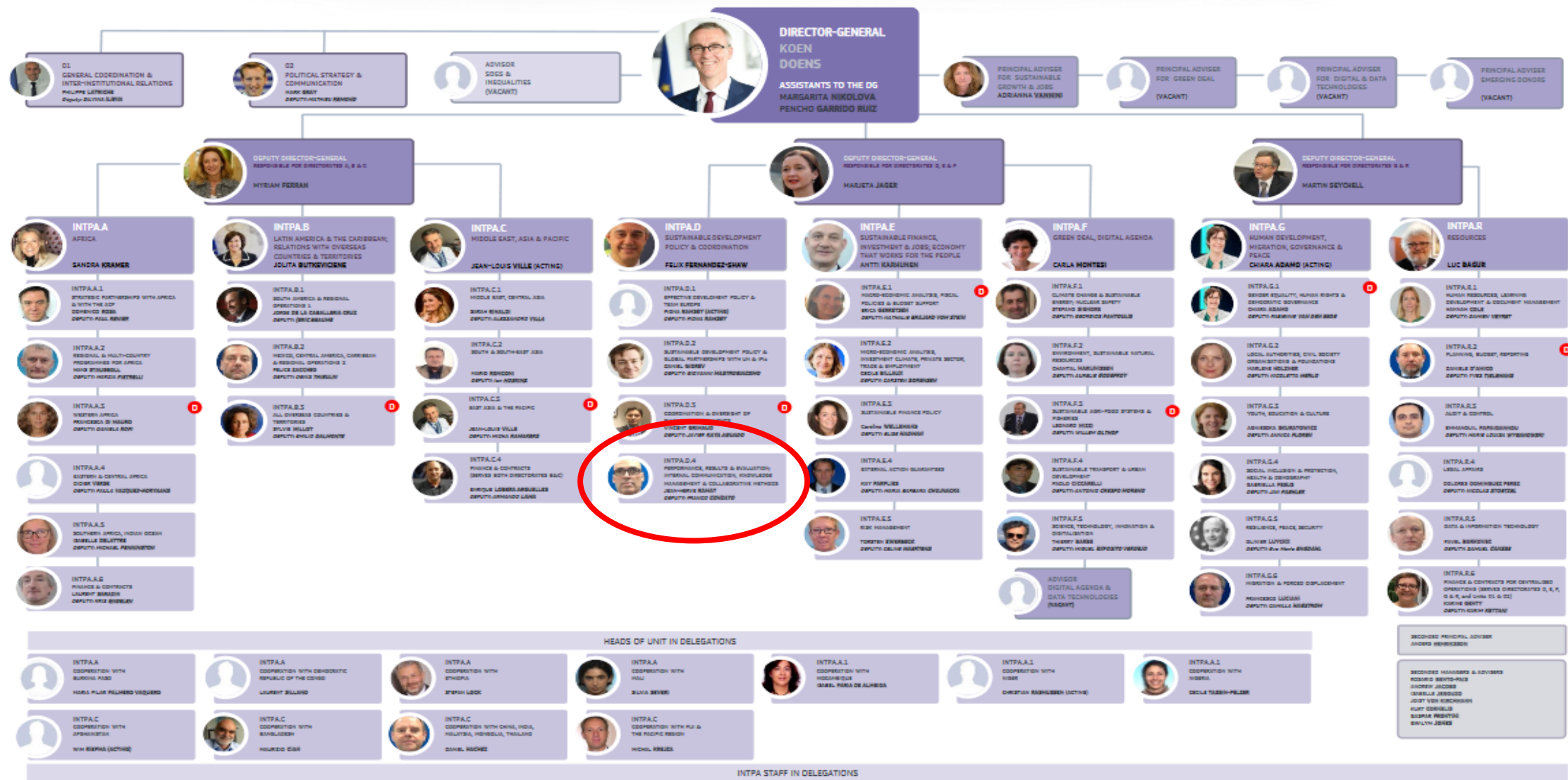
TEST IN





Who does what?

Introduction to the evaluation section
of INTPA Unit D4



Unit D4 - Evaluation and Results

- **Mission**

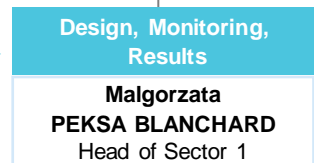
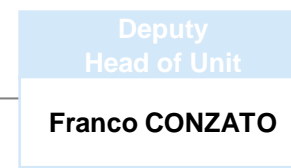
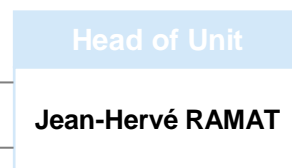
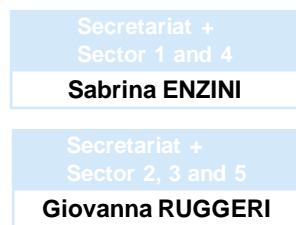
Unit D4 aims at **improving the quality and enhancing the impact of EU development cooperation** at each stage of the intervention cycle.

- **Vision**

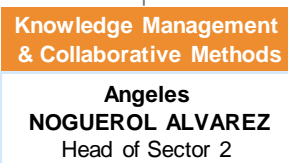
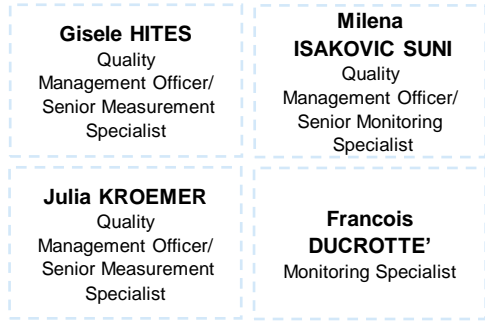
Is for INTPA to become an **accountable organisation** delivering results, and a **learning institution** proactively sharing knowledge and best practices to **improve current action** and build **policy making on evidence and lessons learned**

Unit INTPA D4 - Performance, Results and Evaluation; Internal Communication, Knowledge Management and Collaborative Methods

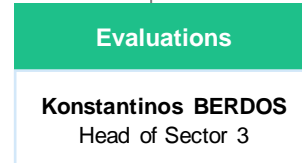
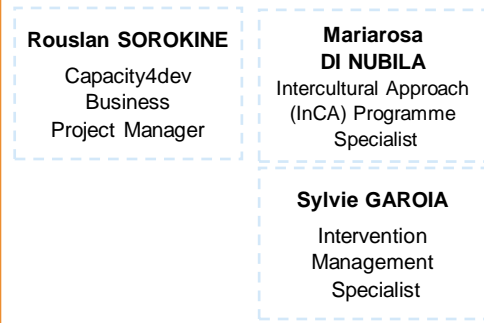
01/10/2021



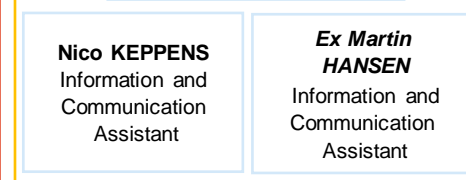
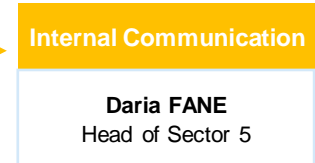
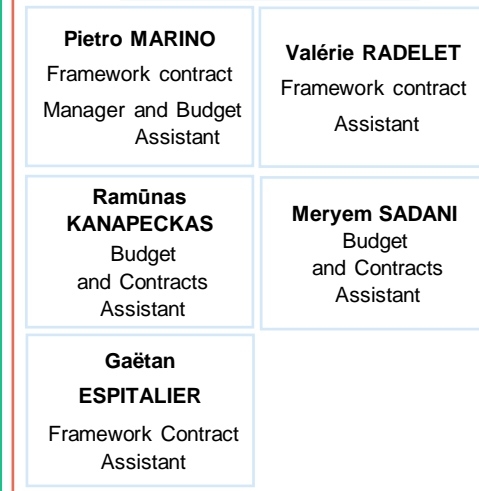
In-house service providers



In-house service providers



In-house service providers



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.

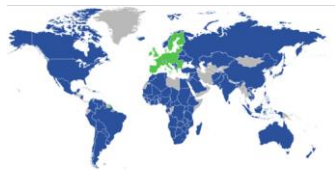
Evaluation: who does what?



- 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**)



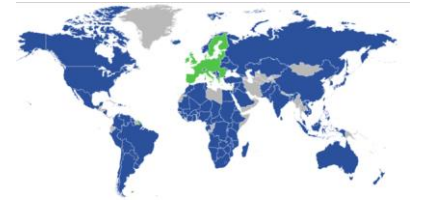
- Evaluations are contracted out through **framework contracts** (SIEA 2018 for P/P, EVA2020 for SE)

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

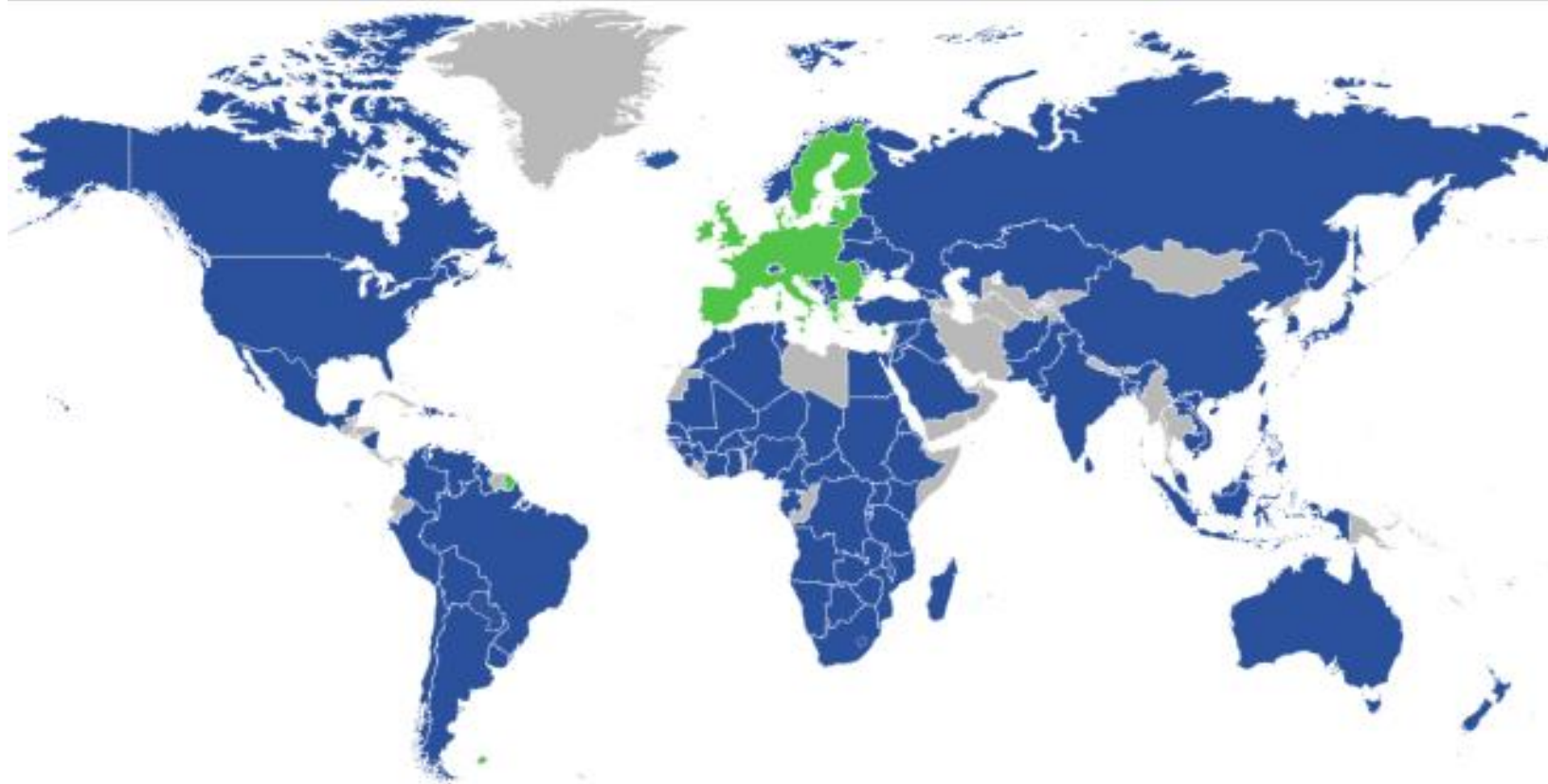
- Unit D4 **coordinates** and **assists** the evaluations carried out by **Delegations and Units**
- Unit D4 aims at reinforcing the **horizontal analysis** and **uptake of knowledge** produced by this type of evaluation
- Unit D4 launches and coordinates evaluation **planning** (OEP)
- Unit D4 is the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





European Union Countries with EU delegations



Introduction to Basic Concepts

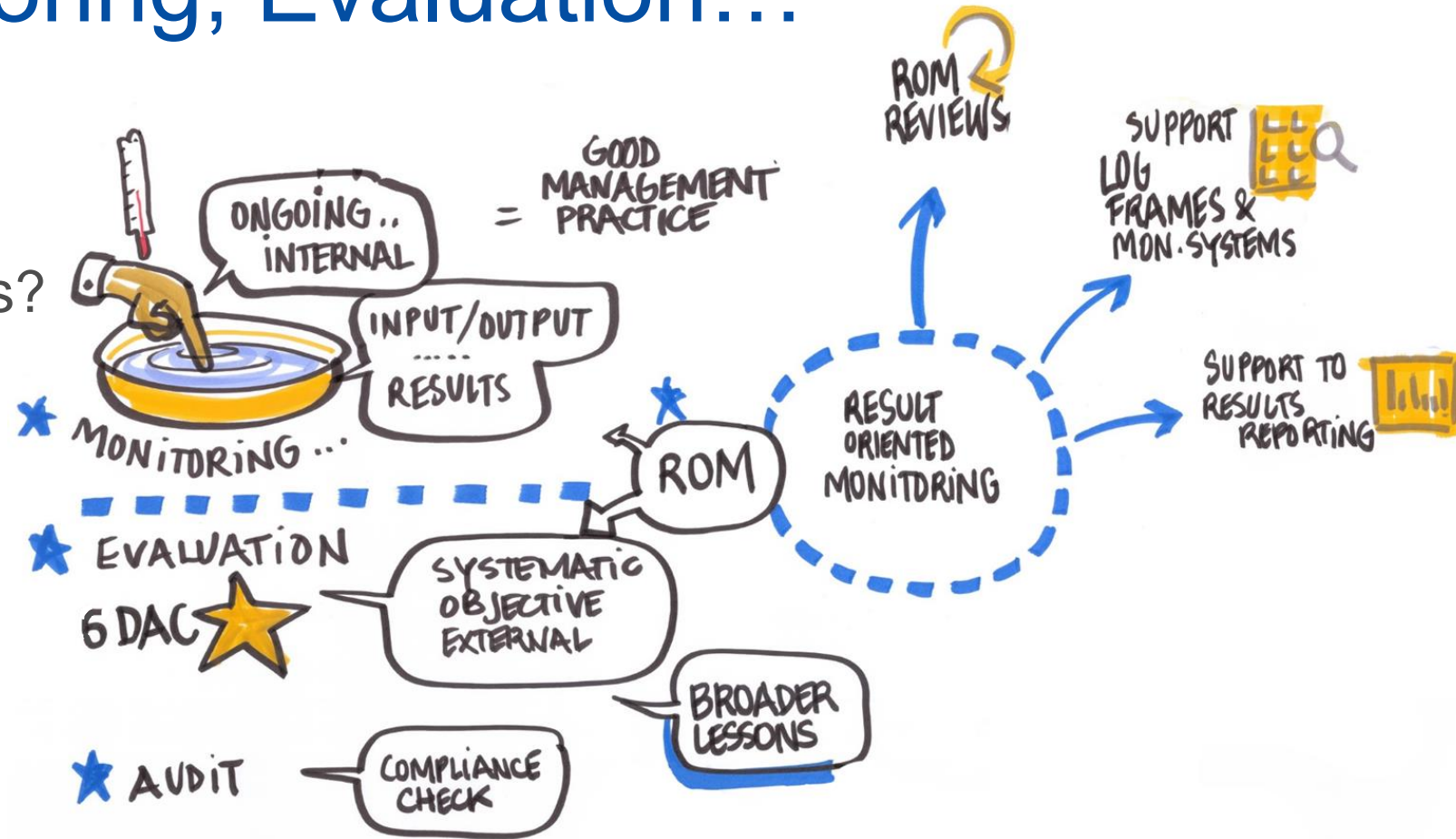
Activity | Monitoring, Evaluation...

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

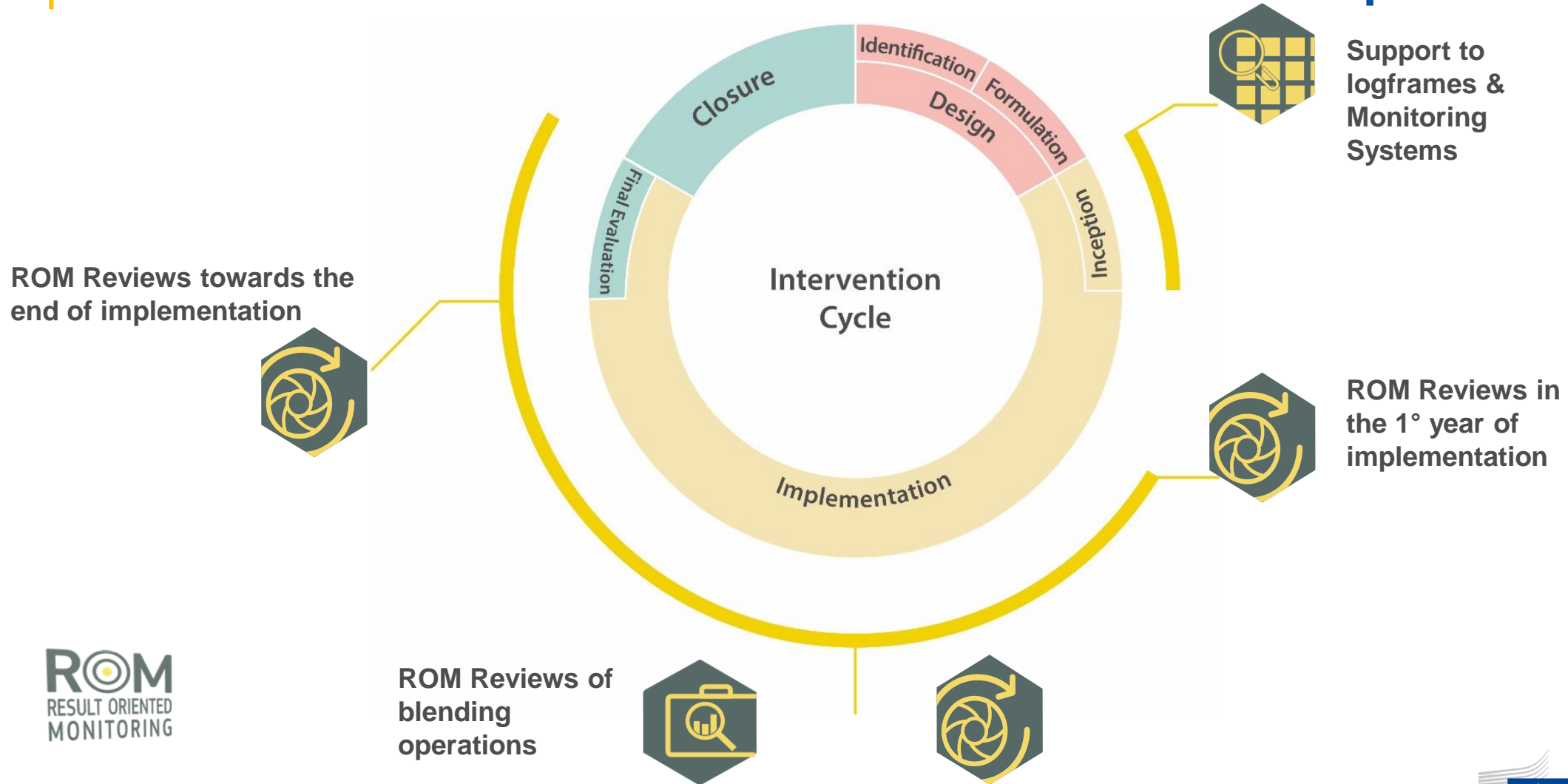


ROM Reviews

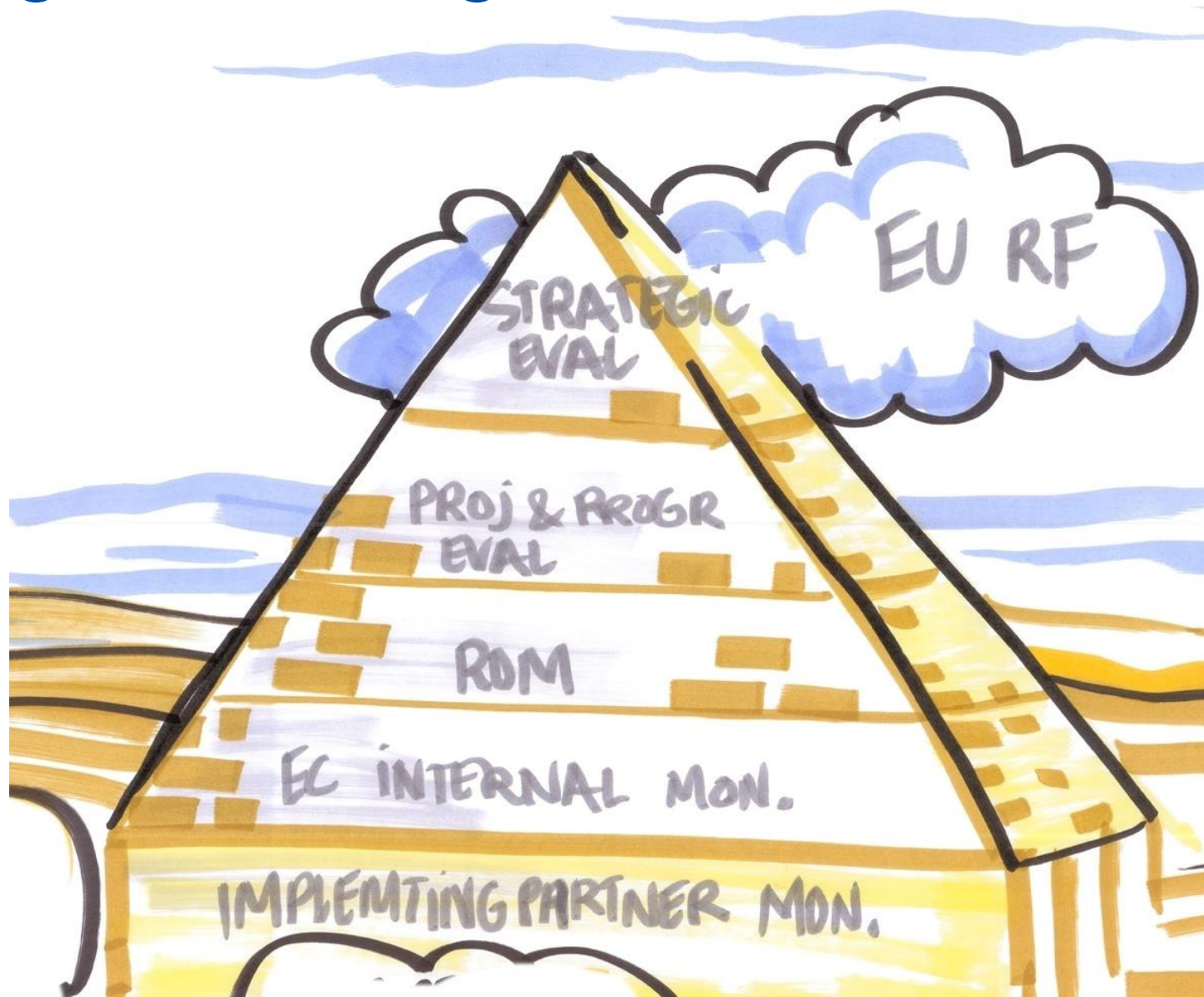


Support to Results Reporting

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 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

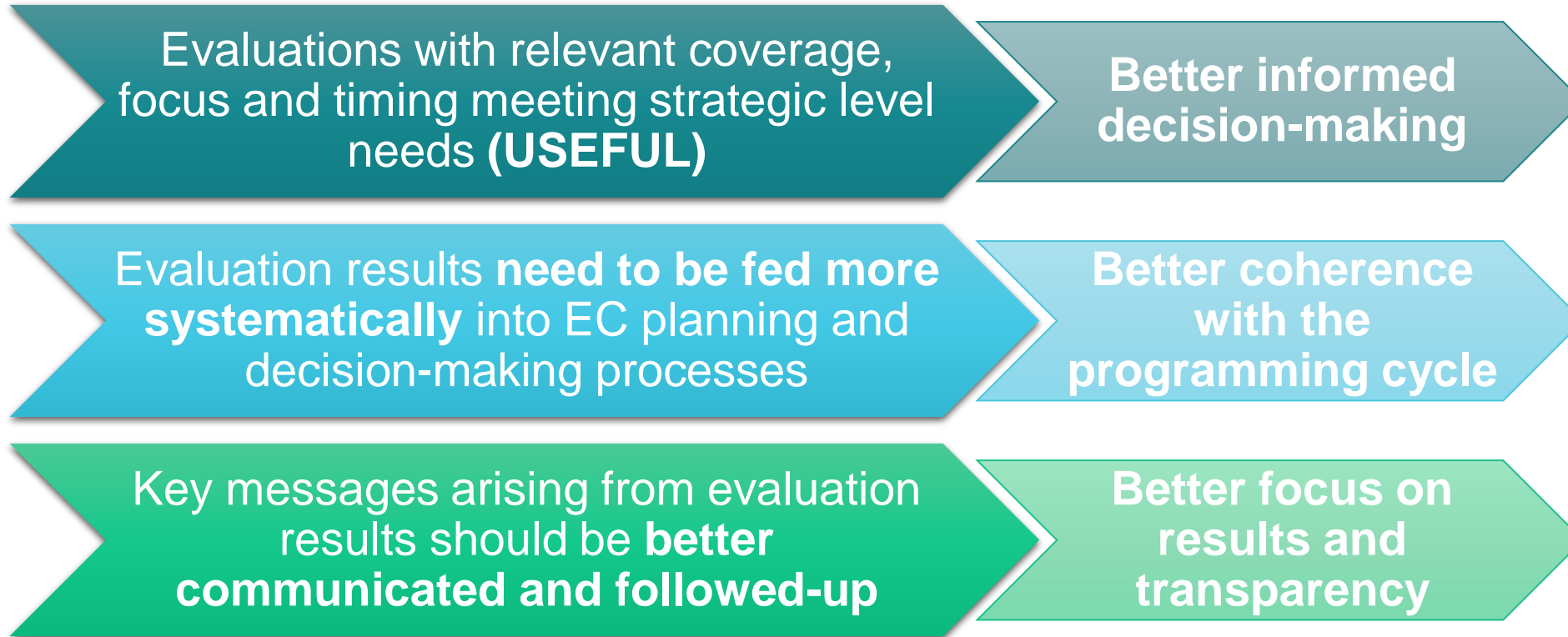
Evaluation as core part of EU development practice; build and maintain a culture of accountability and learning

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



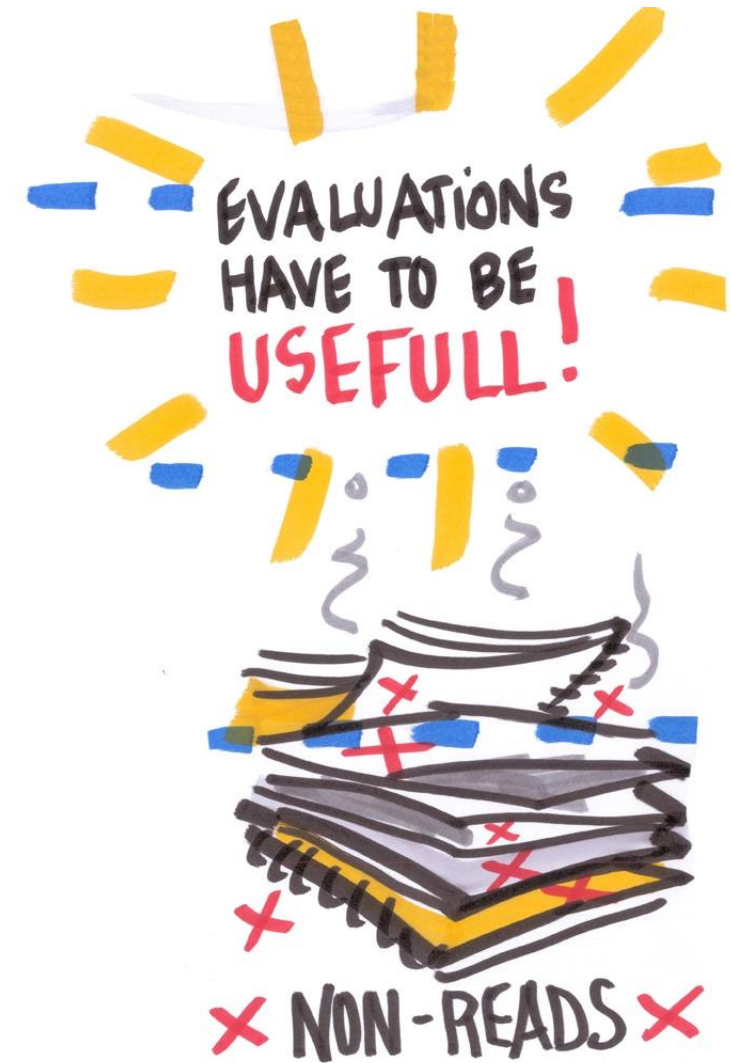
SEC(2007)213 Communication to the Commission; Responding to strategic needs: reinforcing the use of evaluation » and Better Regulation Guidelines 2015

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





© European Union 2021

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.

