



SESSION 2

Uses and users of evaluations:

- Programme/project management
- Knowledge management
- Accountability

Timing and types of evaluations

Defining the scope of an evaluation





Uses and Users of Evaluations

Evaluation uses/purposes

What for?

KNOWLEDGE
MANAGEMENT

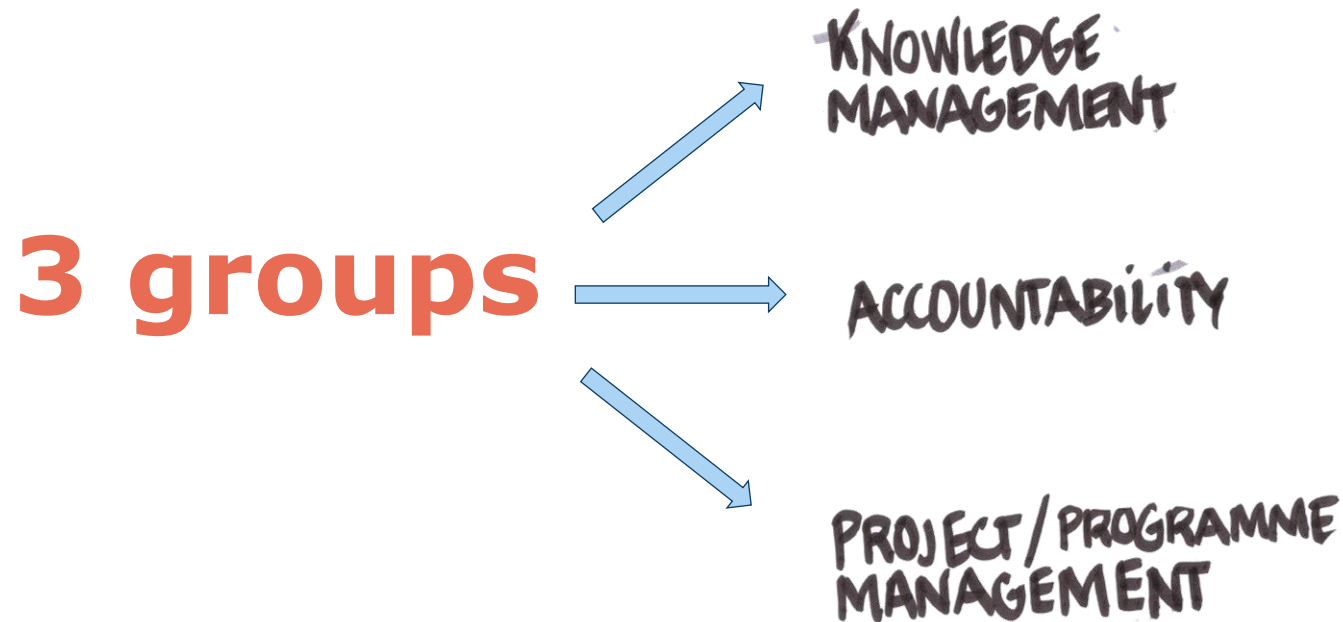
ACCOUNTABILITY

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

Evaluation uses/purposes – group work



4 questions:

1. Who will be the primary users of this type of evaluation?
2. What is the ideal timing to evaluate in order to meet this purpose? (ex-ante/mid term/final/ex-post)
3. How important is the independence of evaluators (objectivity with external evaluators vs ownership with internal evaluators)?
4. What specific report annexes or dissemination products to request?

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 cycle?
- Which aspect(s) of evaluation is of particular importance for this purpose?
- External or internal evaluation?
- 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 evaluation?
- 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...



Timing and types of evaluations

Types of Evaluations I – Intervention level evaluations

Types of Evaluations

Timing

Ex-ante

Mid-term

Final

Ex-post

assessing potential;
different scenarios
strengthening design
and preparing
implementation

- **Ex ante:** carried out pre implementation; covered by Identification and Formulation missions.

Types of Evaluations

Timing

Ex-ante

Mid-term

Final

Ex-post

assessing planned vs actual inputs/ activities/ outputs, outcomes, identifying what needs to change in order to succeed

- **Mid Term:** mid-way or even earlier if needed - focus on progress to date explaining why progress is/is not happening as planned- provide recommendations to improve the Action, can also serve to prepare new Actions and encompasses both forward and backward-looking perspectives.

Types of Evaluations

Timing

Ex-ante

Mid-term

Final

Ex-post

assessing results
achievements,
identifying
lessons learned

- **Final:** Once P/P is concluded or close to end, final evaluation can be done -reviews overall project cycle, draws conclusions on how and why change occurred and extracts lessons learned from the experience that may inform the planning of future action.

Types of Evaluations

Timing

Ex-ante

Mid-term

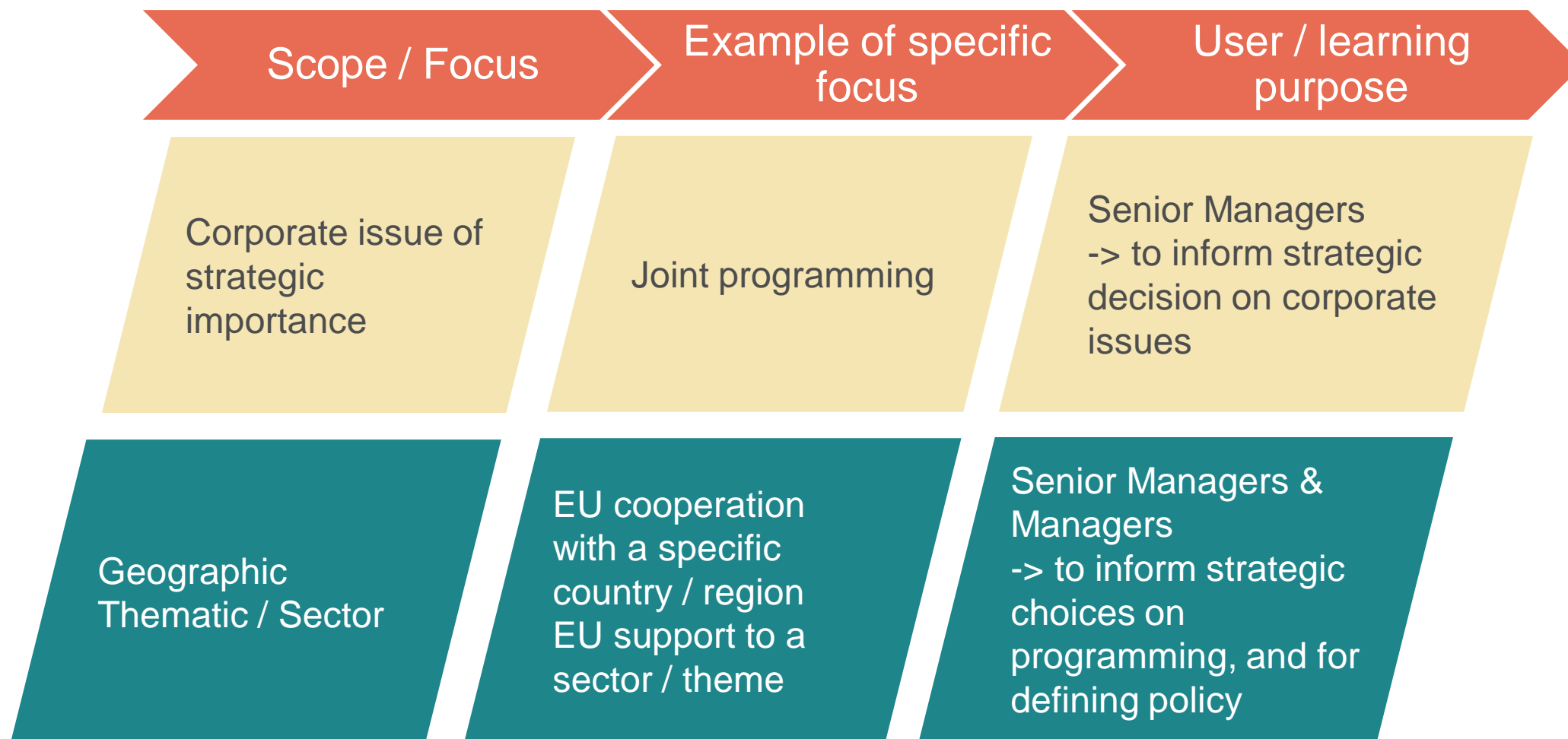
Final

Ex-post

assessing impact
and sustainability
and reasons for
success/ failure

- **Ex post:** Ex-post evaluation is conducted after a certain period has lapsed since the completion of a P/P - focusses on impact and sustainability. Aims to identify factors of success or failure and to draw conclusions that may inform other PP.

Types of Evaluations II – Strategic Evaluations



Ex ante evaluations



- Test likely effects of **different scenarios / intervention hypothesis**
- Contribute to **supporting the design of an intervention** (indicators, baseline...) and **ensuring its quality/feasibility**
- **Directly influence decisions upstream from implementation** (transposing lessons from previous experiences)
- **Prepare future evaluations** (setting up clear indicators, targets and baselines)

Example at INTPA: ex ante environmental impact assessment, ex ante impact assessment of infrastructure programmes

Mid-term evaluations



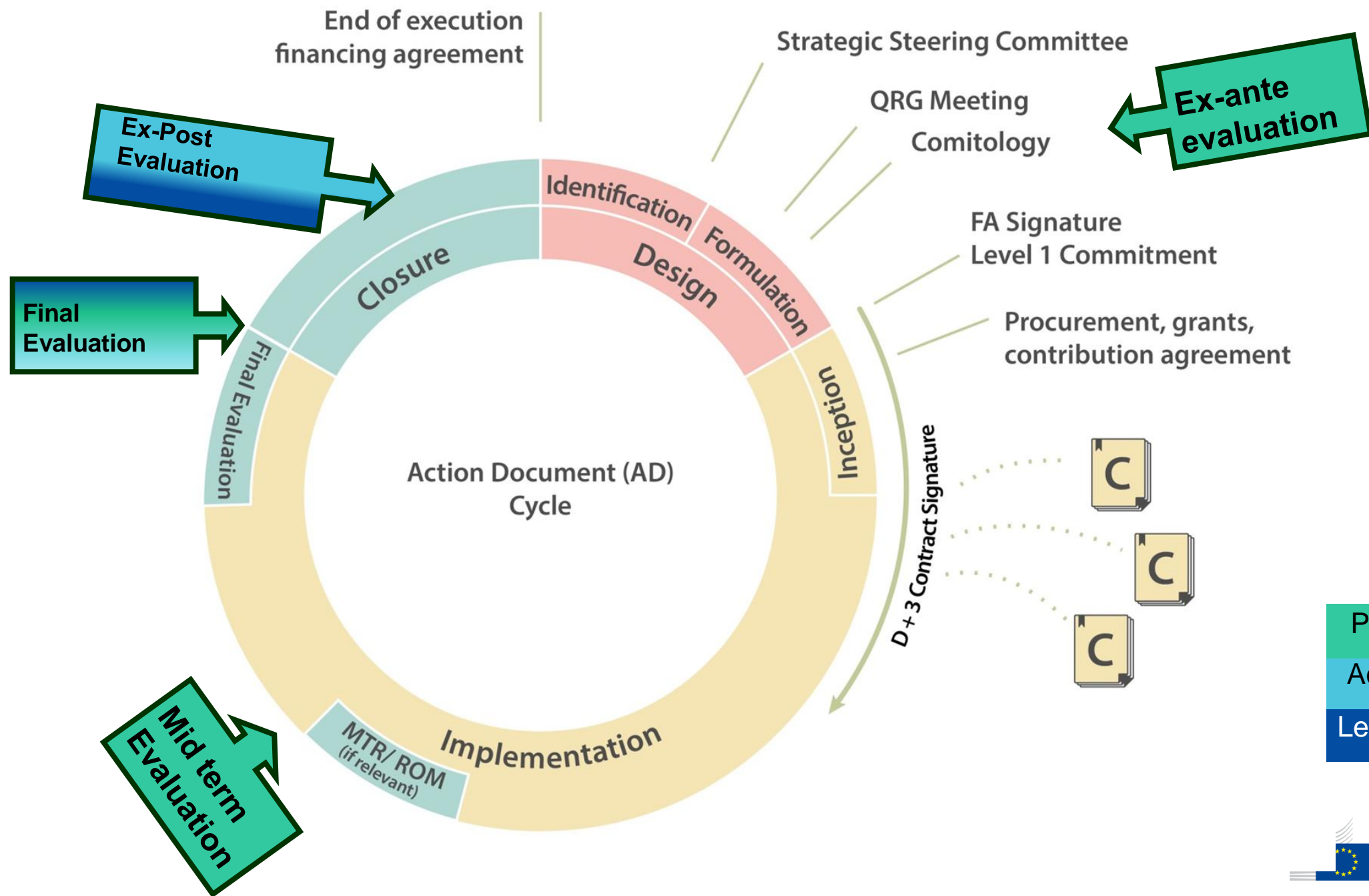
- **Draw lessons** from the first few years of implementation
- **Adjust the ongoing Action/PP** in line with the field reality and/or contextual developments
- **Assess** actual and potential **results**
- **Improve** the ongoing Action/PP and its ability to achieve goals
- Have both a **forward- and backward-looking** perspective
- Can be used to **design follow up interventions**

Final & Ex post evaluations



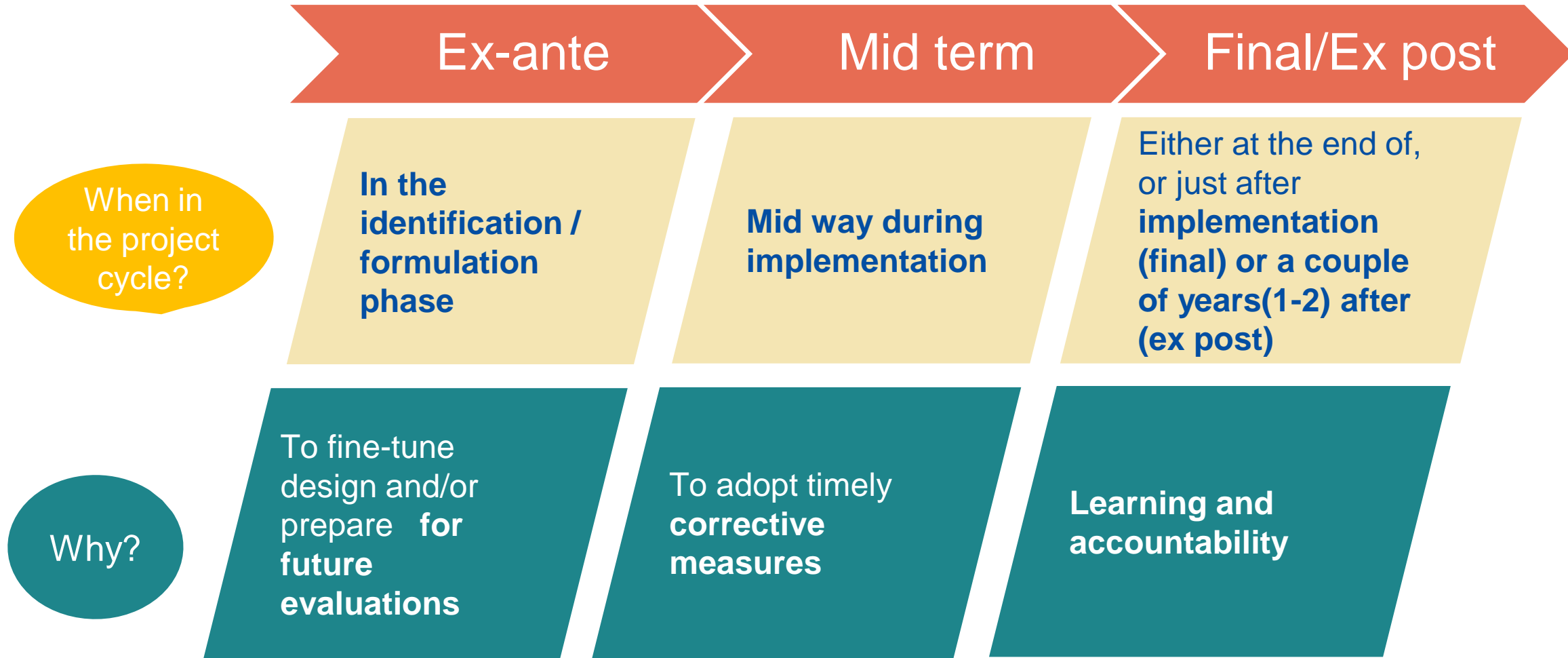
- Detect **real changes** in the field
- **Analyse the changes brought about by** the Action/PP
- Assess **achieved impact** and identify **unexpected impact**
- Assess the **sustainability** of the action's **benefits**
- **Report** back to the **institutions** that allocated the **resources**
- **Transfer newly acquired knowledge and experiences** to other countries, sectors, policies

Evaluation Timing/Types

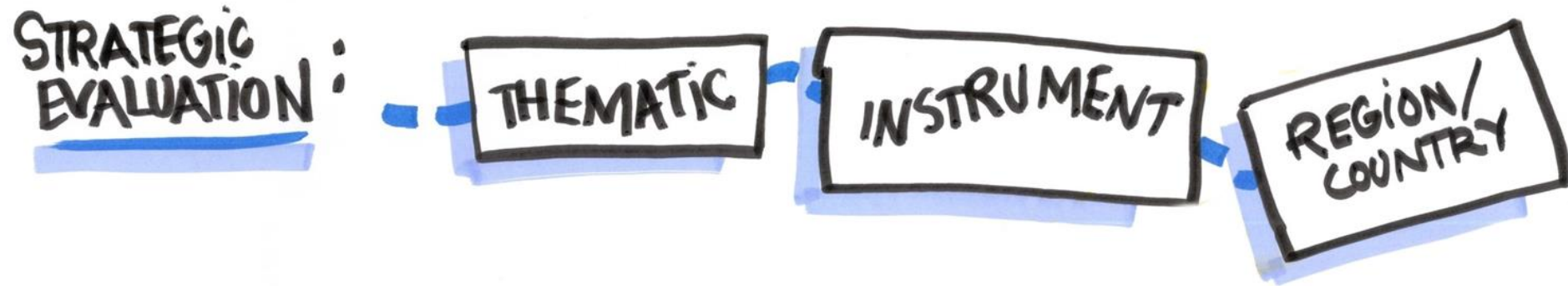


Project Mgmt
Accountability
Lessons Learnt

To make the most of an evaluation, consider several cycles in order to choose best timing



Types of Evaluations II – Strategic Evaluations



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

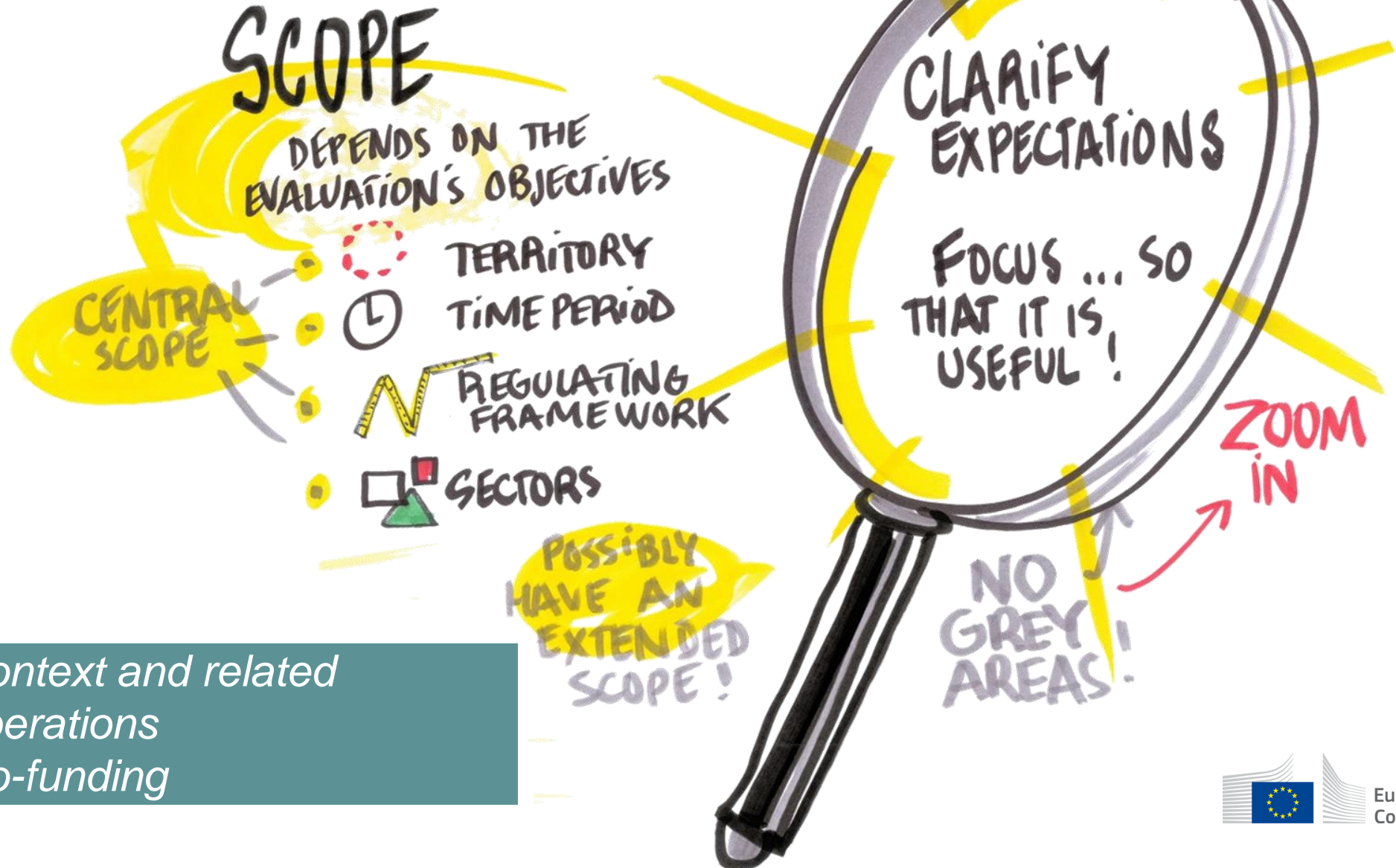
EVAL module will allow the storing of key docs related to these evaluations (e.g. Final Reports and Terms of Reference)





Defining the Scope of an Evaluation

Scope of the evaluation



- Context and related operations
- Co-funding

Specifying the evaluation scope

Clearly identifying the scope ensures:

- **Clarity about expectations**
- Clarity about **evaluation mandate**
- **Focus on priorities**
- **Avoids wasting resources** on areas of secondary interest



Recap of the key points

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



<https://www.youtube.com/watch?v=xVKqAllyHYM&list=PLp9Zi5-UNdneDVLvxaALWPxBmxcWWuMUr&index=1>

Webinar on "Evaluation and monitoring: differences, focuses, methodologies, main instruments » and « when we evaluate: the different types of evaluations »



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