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5th Learning Pillar: Evaluation management

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Evaluation management

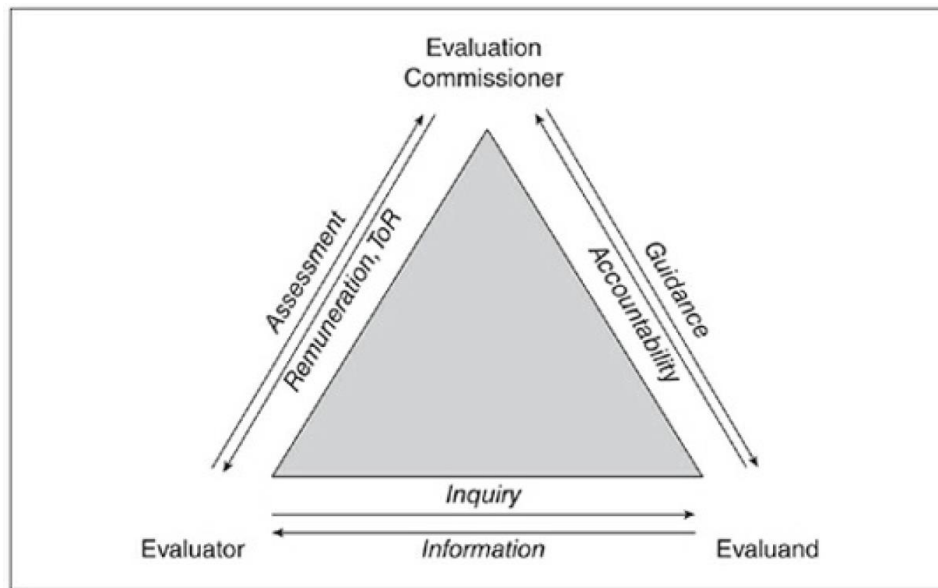
Approach for the learning journey

Evaluation management

How to effectively implement a policy mix evaluation system?

Which changes requires such implementation?

Which are the main costs and benefits?



Laat (2013)

Focus on the relationship among:

1. The evaluand: object of evaluation (programmes/ beneficiaries and programme managers)
2. The evaluator: it can be internal/external
3. The evaluation commissioner: the body responsible for the evaluation and decision-making

Why is evaluation management important?

Organisation of evaluation is a key aspect for its outcome. There are some critical questions that need to be answer:

- Which is the purpose of the evaluation?
- What is being evaluated?
- Who is the evaluator?

Purpose of evaluation



1. **Accountability and legitimacy:** It is directed to analysing the impacts and the effectiveness of the programme in terms of cost-benefit.
2. **Improving planning and efficiency:** It is directed to assure that the programme's resources are efficiently assigned and used.
3. **Implementation:** It aims at improving the programme's implementation and the efficacy of its implementation mechanisms



4. **Learning and knowledge production:** It focuses on the analysis of the causes of the produced effects and impacts and it looks into other programmes evaluation in other to extract lessons and learn from them.
5. **Institutional strengthening and empowerment:** It aims at improving the capability of the programme's participants (recipients, agencies, governments, etc) of acting over the environment.

Purpose of evaluation

- The official purpose and objectives are often set by a programme's commissioners and/or its managers, which are the body responsible for the evaluation and decision-making
- Apart from the 'owner' of the evaluation, important actors are:
 - Those being evaluated (the 'evaluand')
 - Those performing the evaluation (the evaluator)
 - The 'audience' for the evaluation
- These actors may have different expectations for the evaluation. It is important that expectations are clear from the beginning.

The evaluand: what is being evaluated?

- Focus of the evaluation (individual programmes or policy-mixes)
- Resources
- Time-frame
- Methodological approach
- Role of actors in the evaluation

Focus and Resources

Focus

- Important to define a manageable unit of evaluation
- Define which are the main issues of interest

Resources (they affect the scope of the evaluations)

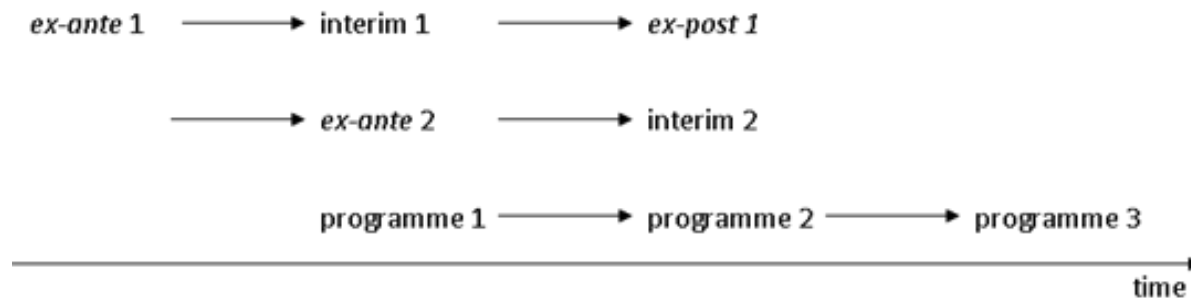
- Direct costs include:
 - personnel costs of evaluators (either internal or external)
 - Other costs: travel, overheads, equipment, .
- Indirect costs include:
 - time of those participating in the evaluation (interviewed or surveyed)

Typical cost - 0.5% to 1% of programme –What about the cost of evaluating policy-mixes? Who should assume this cost?

Timing

Compromise between the ideal evaluation and the usefulness of the results

Imperfect better than useless evaluations



Source: Gibbons and Georghiou (1987)

Ex ante evaluation is carried out at the policy and programmes design phase.

Interim or monitoring is carried out during the implementation phase

Ex post evaluation takes place when the intervention has finalised.

Roles of actors in evaluation

Evaluation Commissioner

- define the goals and scope of the evaluations
- Sometimes specify methods and approach for evaluation
- Choose the evaluators
- Provide data sources and evidence
- Make clear how evaluation results are going to be used and disseminated
- Provide the results of the evaluations to stakeholders

Evaluators

- identify the underlying issues and specific evaluation criteria
- analyse the logic of the programme
- define the methodology, data collection and conduct fieldwork
- report the results of the evaluation

The Evaluand

- in some cases, the beneficiaries, meaning those being evaluated play a major role in the design of evaluation, especially in the participatory approaches

Types of evaluators

Internal vs. External

Type of evaluators	Advantages	Disadvantages
Internal evaluators	<ul style="list-style-type: none"> Familiarity with the organization. Facilitates program improvement. Credibility. Develops institutional memory. Monitor and follow up recommendations. 	<ul style="list-style-type: none"> Lack of independence. Perceived organizational bias. Ethical dilemmas. Burden of additional tasks. Possible lack of power.
External evaluators	<ul style="list-style-type: none"> Skills. New perspectives. Independence and objectivity. Facilitates program accountability. 	<ul style="list-style-type: none"> Lack knowledge of organization. Limited access to information and people. Expensive. Lack of follow up.
Centralized units	<ul style="list-style-type: none"> Develops degree of independence. Develops institutional memory. Develops superior skills. Facilitates program accountability. Enables strategic planning of evaluations. 	<ul style="list-style-type: none"> May appear threatening. Can be perceived as tool of agency. Remoteness from front line.
Decentralized units	<ul style="list-style-type: none"> Greater program knowledge. Less resistance from managers. Facilitates participatory evaluations. Facilitates program improvement. 	<ul style="list-style-type: none"> May lack independence. May lack methodological skills. Possible lack of power.

Key issues for conducting fieldwork

- **Meeting key stakeholders and programme officers**
 - Understanding evaluation objectives and rationales
- **Desk research according to methodological requirements**
 - Which data do we need?
 - Quantitative data
 - Policy documents
 - Academic and grey literature
- **Methods should be selected according to the evaluation purpose, data availability, time, resources and evaluator's skills. Data conditions method selection and evaluation results**
 - Quantitative methods for impact assessment (what?)
 - Qualitative methods for understanding the underlying mechanisms of change (why?)

Critical issues for Evaluation Management

- **Dependent on policy cycles**
- **Importance of yearly planning evaluation exercises**
- **Supervising quality and methodological aspects**
- **Evaluation budget**
- **Careful and systematic dissemination of findings and lessons. Giving to evaluation a strategic value**

Questions for debate

- 1. Which are the advantages and disadvantages of each of the partners approach to evaluation management?**
 - Internal evaluator
 - External evaluator
 - Decentralised and specialized unit for evaluation (agency)
- 2. Which are the critical steps from your experience? (i.e. design, data analysis, dissemination of results, meeting commissioner expectations,...)**
- 3. How is the dissemination of the results carried out?**