Objectives

This session will:

- Define evaluation

- Clarify evaluation in comparison with monitoring

- Clarify synergy between Monitoring and Evaluation

- Presents stages of M&E

- Explain evaluation design and key questions

- Explain evaluation component of M&E plan

- Effective communication of evaluation findings and reporting

- Evaluation for Improvement Action Plan

Definitions of Evaluation

OECD-DAC 2002 definition:

The systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

Evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.

Government of Mongolia. Resolution 206:

An assessment of the organization's activities, the purpose of the policy document, and the analysis of whether the implementation of the objectives has reached the planned target level.

Monitoring and Evaluation Compared

	Monitoring	Evaluation
Use	Continuous, routine task	**Periodically, special occasion**
Objective	Controls implementation process	**Puts goals, objectives, program theory into question**
Method	Descriptive data collection according to program indicators	**Advanced methods, causal-impact analysis**
Result	Process control	**Strategic control**
Key question	Are we moving forward and doing things right?	**Are we doing right things?**
Definition	The continuous process of collecting and analyzing information on key indicators and comparing actual results with expected results in order to measure how well a project, program or policy is being implemented.	**The systematic and objective assessment of an on-going or completed project [or part of], programme or policy, its design, implementation and results. A periodic evaluation to assess the actual achievement of results usually at the mid term or end of a project.**

Stages of M&E

Public trust in the M&E system will stem from quality control of data **and** transparent dissemination of reports.

Planning of M&E	→	Implementation of M&E	→	Utilization of M&E

Source: World Bank publication *Road to Results: Designing & Conducting Effective Development Evaluations.* ***Available in Mongolian***

Characteristics of Evaluation

Evaluation is characterized by:

- an assessment – and utilization orientation

- creating usable results for practice

- creating benefits for stakeholders

Assessment made in evaluations should not be subjective judgements but objective and systematic rigorous technological assessments

Evaluation Design and key questions

Planning	Implementation	Utilization
What are the evaluation questions and how can they be answered?	What is the methodologically sound way to get answers?	How to present the results on behalf of the purpose?

Evaluation Plan
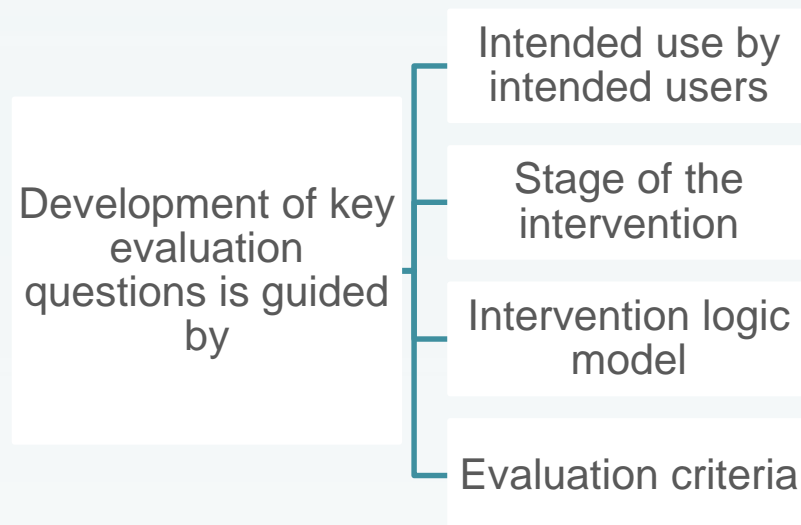
Data collection   Data Processing   Data Analysis   Data Interpretation

Method design (e.g, Survey)
Method A
Method B
Method C

Reporting

Key evaluation questions

- Key evaluation questions are central to the evaluation process. All other components of the evaluation process are guided by these questions.

- Evaluation questions form the boundary and scope of evaluation and serve to communicate to others what the evaluation will and won't attend to.

Development of key evaluation questions is guided by	Intended use by intended users
	Stage of the intervention
	Intervention logic model
	Evaluation criteria

Types of questions

- **Descriptive: present status:**

- what is

- changes in output and outcome measures

- **Normative: comparisons:**

- what should be

- desired objective / target

- achievement of outputs and outcomes

- **Cause-and-effect:**

- did the program cause changes

- what impacts to whom

OECD-DAC-Criteria for Evaluations

✓ Relevance	• Extent to which the activities are guided to the priorities of the stakeholders
✓ Effectiveness	• Extent to which activities attain their objectives
✓ Efficiency	• Inputs in relation to outputs
✓ Impact	• All changes produced by the interventions
✓ Sustainability	• Benefits continue after donor funding has been withdrawn

Reminder: Data collection methods
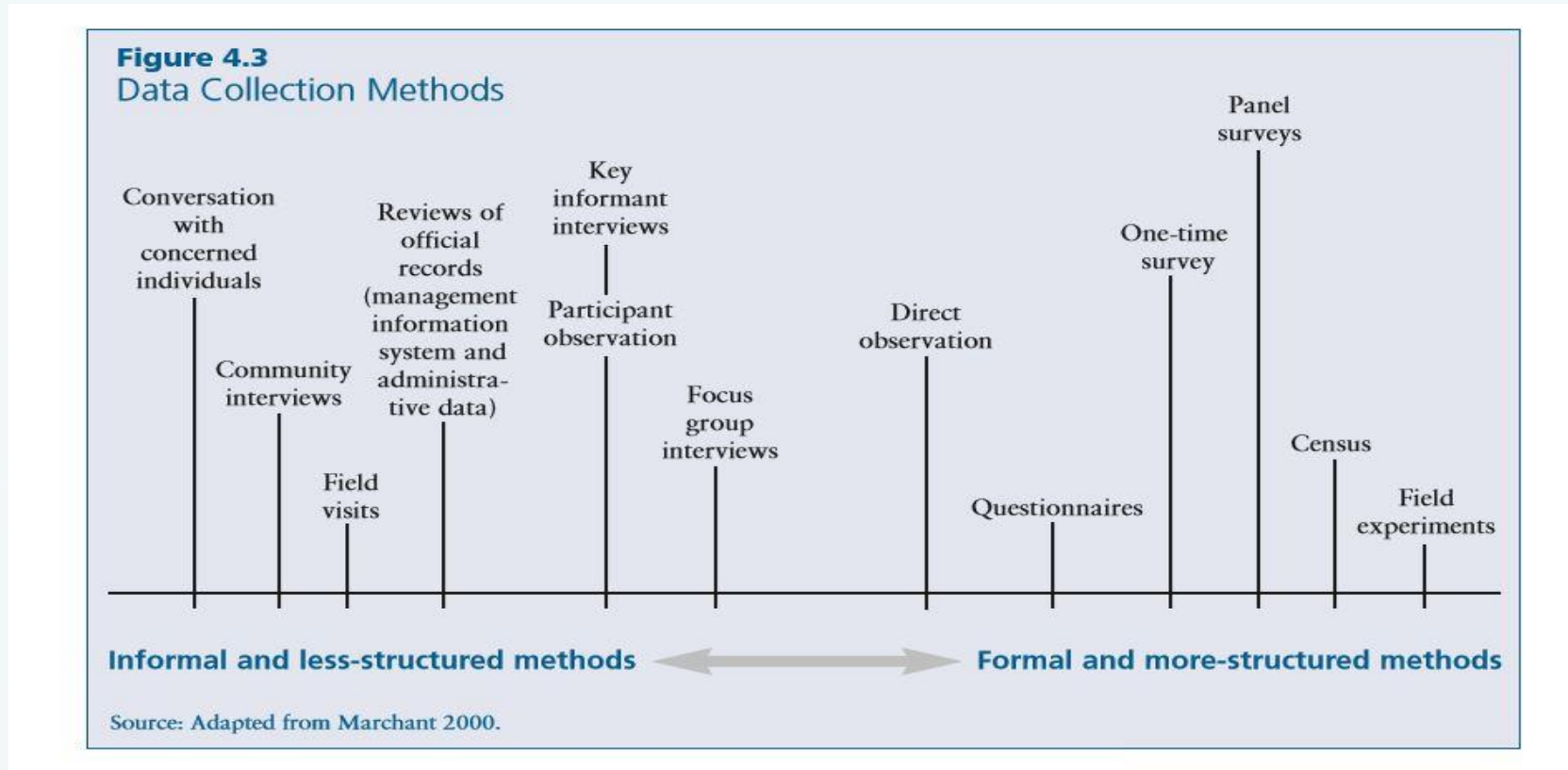
These methods are applicable to both monitoring and evaluation operations

Evaluation Design and Stakeholders

Planning	Implementation	Utilization
Stakeholder Analysis	Stakeholder Inclusion	Stakeholder Responses
What is the purpose of the evaluation? Is there a hidden agenda (or competing interests)	How to involve stakeholders and mobilize their expertise and experience for evaluation and the potential use of evaluation results?	How to improve acceptance and mobilize support by stakeholders for evaluation and the use of evaluation results?

Evaluation component of M&E plan

- The evaluation component of your monitoring and evaluation plan should specify the following:

- **Rationale and purpose:** Why is the evaluation being undertaken? Why at this particular point in time? For whom is it being undertaken? Will it be used for learning, accountability or some other purpose?

- **Specific objectives:** What is the evaluation trying to find out?

- **Tentative key questions:** At the design stage of a new project, it may already be possible to identify key evaluation questions of interest to the stakeholders. For example, if the project is implementing an innovative approach, what are the elements one would like to assess and when? This informs both monitoring and evaluation data needs and ensures timely data collection.

- **Scope:** What is being evaluated? Is it a specific project component, activities taking place in a particular geographic area or something else?

- **Timing:** When will evaluations take place? When can evaluation results be expected.

Evaluation component of M&E plan (continued)

- **Responsibility**: Who will manage the evaluation? How will it be governed?

- **Budget**: How much will it cost to manage this evaluation or participate in it?

- Aside from a fully completed performance measurement framework, what should be put in place now in order to evaluate performance in a few years?

- **Previous evaluations**: Are there previous evaluations of similar projects, especially earlier phases that can help you plan this project and its evaluations better?

- **Evaluability**: Is an evaluability of assessment necessary?

  - Reviews program design, and logic model and/or theory of change

  - Assesses program performance measurement framework and monitoring systems

  - Critically assesses the validity, reliability and usefulness of the baseline, monitoring and data

  - Validates planned evaluation needs

  - Informs evaluation design

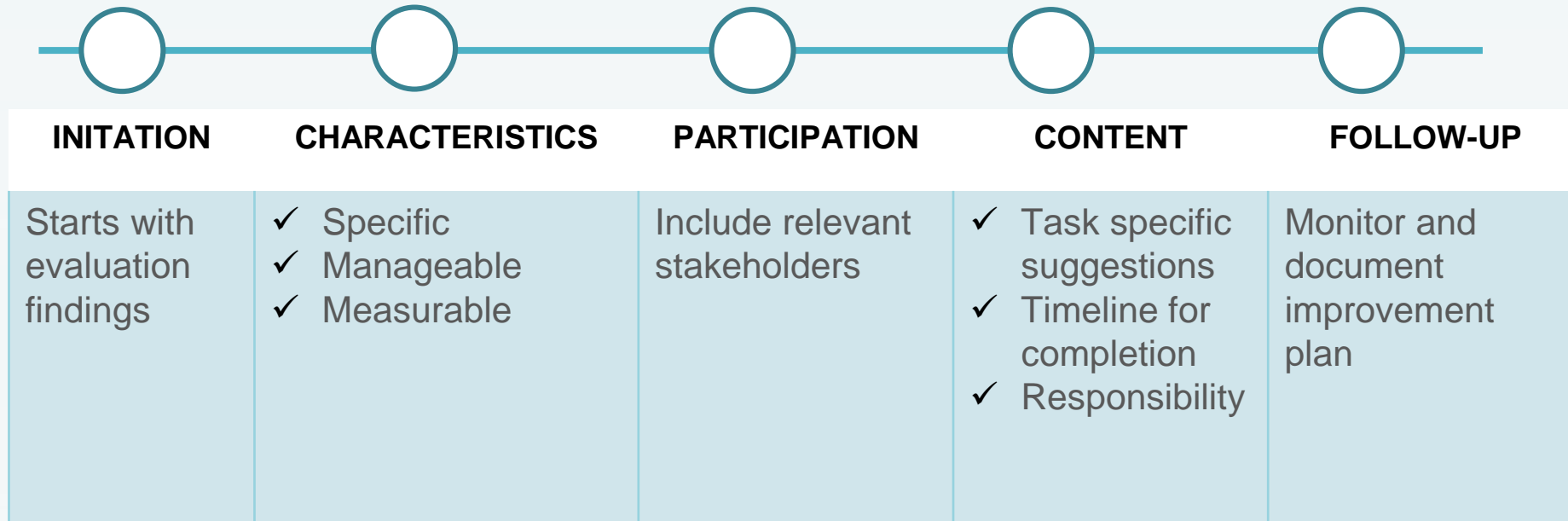# Effective communication of Evaluation findings Reporting

o   Final evaluation report is not enough to ensure that results reach intended audiences

o   Should have communication plan

o   Multiple communication products needed to effectively communicate and disseminate results

For effective reporting, the following components are suggested:

-   Executive summary

-   Introduction

-   Description of the evaluation

-   Findings

-   Conclusions

-   Recommendations

Improvement Action Plan

One of the most significant benefits that a program evaluation can communicate is the need to make improvements.

INITATION	CHARACTERISTICS	PARTICIPATION	CONTENT	FOLLOW-UP
Starts with evaluation findings	✓ Specific ✓ Manageable ✓ Measurable	Include relevant stakeholders	✓ Task specific suggestions ✓ Timeline for completion ✓ Responsibility	Monitor and document improvement plan

" BAYARLALAA "

Mongolia:
Enhancing Resource
Management through
Institutional Transformation