# Implementing Evaluations

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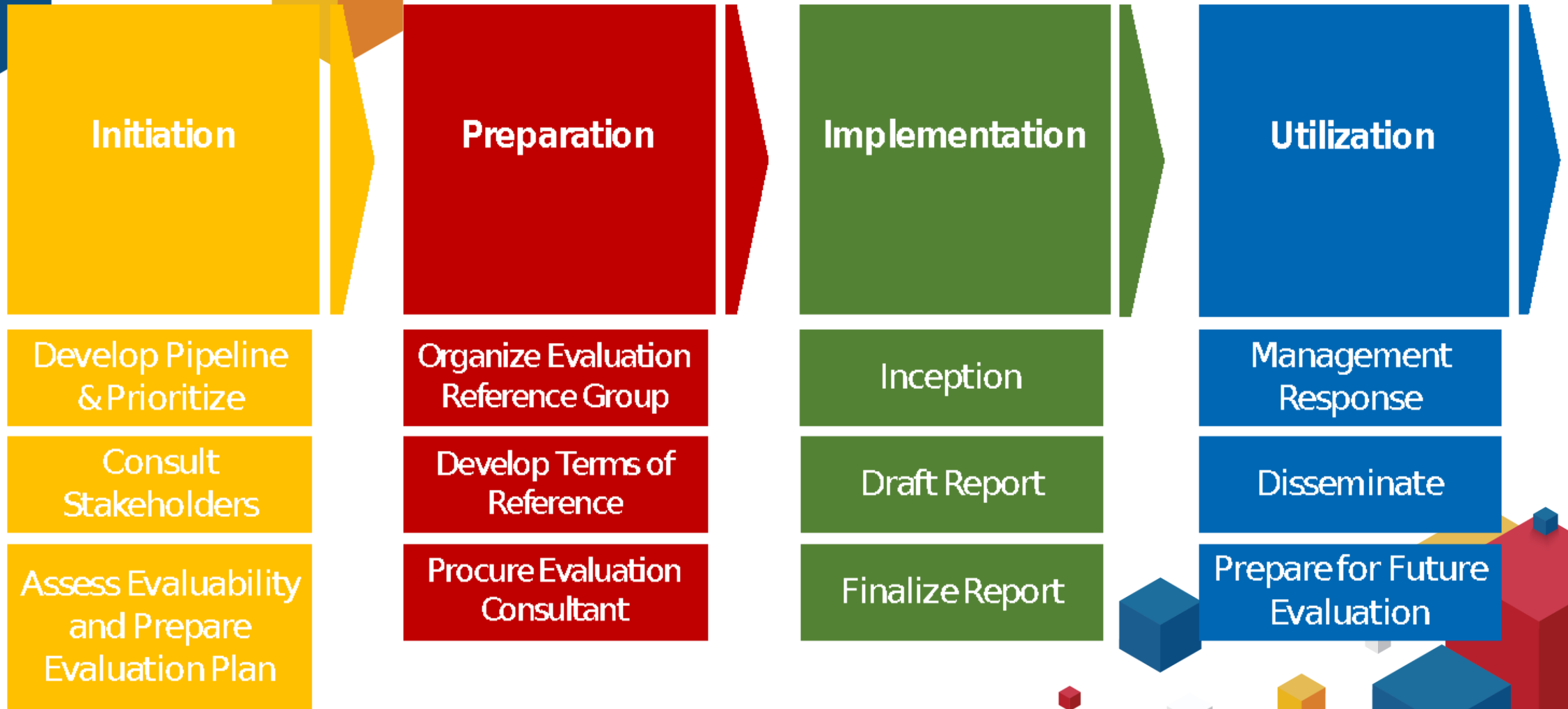NEDA Monitoring & Evaluation Staff

# **Outline**

- Expectations for evaluations
- Overview of the evaluation process
  - Initiation
  - Preparation
  - Implementation
  - Utilization

# Expectations for evaluations

- Prepare a detailed *evaluation plan* and *terms of reference* that define the objectives, scope, methodology, and financing of evaluation studies
- Involve clear, transparent reporting that outlines methods, assumptions and key findings
- Produce findings that are useful to inform decisions on program implementation and budget utilization
- Throughout the process, adhere to quality standards

# Evaluation phases

| Initiation | Preparation | Implementation | Utilization |
|---|---|---|---|
| Develop Pipeline & Prioritize | Organize Evaluation Reference Group | Inception | Management Response |
| Consult Stakeholders | Develop Terms of Reference | Draft Report | Disseminate |
| Assess Evaluability and Prepare Evaluation Plan | Procure Evaluation Consultant | Finalize Report | Prepare for Future Evaluation |

Draft NEPF Guidelines Sec. A6 No. 25 Figure 3

# Initiation: Planning an evaluation

- <u>Evaluation plan</u>: identifies key evaluation questions and maps out the strategic evaluation methodology for a particular program or project.
  - **Why**: Background and rational; users of results
  - **What**: Scope and objectives; evaluation questions; theory of change
  - **Who**: implementation arrangements
  - **How**: methodology; risk management; dissemination plan
  - **When**: timing and schedule; key deliverables
  - **Resources required**.

# Initiation: Selecting Evaluation Questions

| Relevance | • *Alignment and consistency with national priorities and policies.*<br>• *Responsiveness to stakeholder needs.*<br>• *Complementation with other programs.*<br>• *Programmatic alternatives.*<br>• *Project design.* |
|---|---|

| Effectiveness | • *Achievement of objectives.*<br>• *Unintended results*<br>• *Coverage.*<br>• *Value added.* |
|---|---|
| Efficiency | • *Efficient delivery of outputs.*<br>• *Operational alternatives.*<br>• *Timeliness* |
| Sustainability | • *Continuity of benefits.*<br>• *Success factors.* |

# Preparation: Evaluation Reference Group

- All evaluations should have an evaluation reference group (5-9 members)
- Supports and gives direction at key stages in the evaluation process
- Ensures transparency and credibility of the evaluation

Draft NEPF Guidelines Sec. D2 No. 72

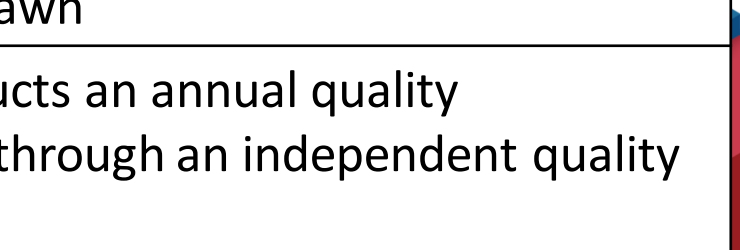# Preparation: Evaluation Reference Group

- Review the draft TOR
- Provides data and acts as key informants
- Provides comments on the inception report and the draft evaluation report
- Contribute to the preparation of management response to key evaluation recommendations

Draft NEPF Guidelines Sec. D2 Table 6

# Implementation: Evaluation products

- 3 Key evaluation products and quality assurance measures:

| Inception Report | • Assessed by the evaluation commissioner, manager, ERG, and peer reviewers for consistency with the terms of references |
|---|---|
| Draft Evaluation Report | • Assessed by the evaluation commissioner, manager, and ERG, and peer reviewers for:<br>  • Appropriateness of evaluation structure, methodology, and data sources<br>  • Appropriateness of evidence and findings per evaluation criteria<br>  • Relevance of recommendations drawn |
| Final Evaluation Report | • Evaluation Task Force Secretariat conducts an annual quality assessment of final evaluation reports through an independent quality assessment review |

# Utilization: Management Response

- Ensures that evaluation studies are utilized and recommendations are acted upon

- All evaluation recommendations require management responses with:
  - Key follow-up actions
  - Responsible units for implementation
  - Estimated completion dates

- MRs are uploaded in the government evaluations portal for public access

Draft NEPF Guidelines Sec.D7 Nos.89-91

# Utilization: Management Response

- Responsibilities:
  - **Agencies** identified in the evaluation recommendation are responsible for preparing MRs
  - **Evaluation commissioner** finalizes the MRs and endorses to evaluation oversight / agency head
  - **Agency evaluation unit** monitors the implementation of key actions
  - **Evaluation Task Force Secretariat** is responsible for consolidating and reporting data on status of all agency MRs annually

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