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Evaluation Seminar Series

Learning from Existing Evaluation Practices on the Impacts and Effects of Intellectual Property on Development

Geneva, 6 and 7 October, 2011

SOME FACTS ABOUT EVALUATION

Prepared by the Secretariat

What is Evaluation?

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy and its design, implementation and results. The aim is to determine the **relevance** and the **degree of achievement** of objectives, efficiency, effectiveness, impact and sustainability.

What is its timing?

Evaluation can be undertaken prior to initial action (**ex ante**), during (**accompanying / real-time**) or after completion of a program or project (**ex post**).

Who does Evaluation?

Evaluation can be done by the ones involved in the performed action itself (**Self- or Internal Evaluation**) or it can be undertaken by an external body or consultant (**External Evaluation**). In the latter case, it should be done by entities and persons that were not involved in the design and implementation of the program or project (**independent**).

On what focuses Evaluation?

Evaluation can be **summative** when its focus is on accountability. It can also be **formative** when its focus lies in learning and improving performance.

What are Evaluation triggers?

Evaluation is best carried out whenever there is the need for making informed decisions, e.g. chosing between options, decide to re-orient, scale up or down a program or project.

Who are Evaluation's drivers?

Evaluation is led by donors or partners (**donor-led, partner-led**), by several authorities (**inter-agency**), along with stakeholders (**participatory**).

What would be a typical Evaluation Question?

Do we do the right things?
Do we do things the right way?

What are Evaluation methods and tools?

Classical Evaluation tools are semi structured interviews, surveys, literature reviews, data analyses and statistics, benchmarking, as well as performance reporting and SWOT Analysis.

Tips and Tricks for Evaluating

There are some simple guiding principles for Evaluating.

1. One should keep in mind that the **value of an Evaluation is in the process** and therefore one should make all key people participate in the evaluation.

2. Evaluation is a **core task of program managers in the management of the program cycle**. It is recommended to make Evaluation part of the work plans and budgets.

3. Evaluation is linked to Decision- Making and Evaluation Managers check first what the **intended uses and users** of the evaluation are and what changes are envisaged.

4. Normally, the **basis against which to evaluate is a plan, a logic model or a framework**.

5. It is necessary to **keep Evaluation reports short and to the spot** in order to make it's main findings and conclusions understandable for the users. Executive Summaries should contain all essential information at a glance.

6. The value of Evaluation Deliverables is in the **reproducibility and traceability** of its results. Therefore it is recommended that reports show clearly the **links between findings, conclusions and recommendations** and to clearly identify the sources of information.

7. Last but not least don't forget that people learn better from positive examples and this is why Evaluations should **identify lessons from good practice** for replication (e.g. use of appreciate inquiry).

Key- Words:

Accountability: Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance vis a vis mandated roles and/ or plans.

Beneficiaries: The individuals, groups, or organizations, whether targeted or not, that ultimately benefit, directly or indirectly, from a program/ project.

Effectiveness: The extent to which the program/ project's objectives were achieved, taking into account their relative importance.

Efficiency: A measure of how economically resources/ inputs (funds, expertise, time etc.) are converted into inputs.

Goal (development objective): A higher- order objective to which a development intervention is intended to contribute.

Impact: Positive and negative, primary and secondary long- term changes effects produced by a program/ project, directly or indirectly, intended or unintended.

Indicator: Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, results, and to reflect processes as well as changes in the context.

Monitoring: A continuing observation function that uses systematic collection of relevant and significant data to provide management and main stakeholders of a program/ project with indications of the extent of the progress and achievement of objectives as well as the process and impact.

Objective of a Program or Project: The intended physical, financial, institutional social, environmental or other development results which a program/ project are expected to contribute to and which lies in its own sphere of influence.

Outcome: Results of a program/ project relative to its objectives that are generated by its respective partner's outputs.

Outputs: The tangible products (goods, services) of a program or project.

Planning: The process through which goals and objectives of a program/ project are set, partners identified, inputs figured out, activities specified and scheduled, monitoring mechanisms defined, so that expected outputs and outcomes might be achieved in a timely manner.

Relevance: The extent to which the objectives of a program/ project are consistent with beneficiaries' needs, country needs, global priorities.

Stakeholders: Agencies, organizations, groups or individuals who have direct, indirect stake or commitment in the program/ project design, implementation, benefits or in its evaluation.