



Module 8

Managing JICA's Evaluation Activities

~ to become a good supervisor of
evaluation studies ~



Learning Objectives

- To become:
 - More knowledgeable about management of evaluation
 - More aware of key points to effectively implement evaluation
 - More competent to control quality of evaluation process and its outputs



Managing JICA's M&E

Two Perspectives

1. Evaluation Process
 - Planning, doing, reporting the results
2. Different types of evaluation within JICA's Operating Cycle
 - Ex-ante, mid-term, terminal, ex-post



1. Planning: Understanding project

- Background of the project
- Project overview
- Project implementation process
- Previous evaluation results
 - Project documents
 - PDM
 - Interview, if necessary



Terms of Reference

Terms of reference (TOR) are a statement of expectations for M&E that generally include the issues, required methodology, scheduling, evaluator qualifications and expected products.



Why are TORs necessary?

- To clarify the reasons for the evaluation
- To indicate the general depth and scope required
- To indicate any imperatives
- To protect the evaluator



Discussion: TOR Experience

- Have you managed an evaluation contract?
- What helped you?
- What challenges did you face?
- What advice would you give to people who have not written a TOR yet?



Components of TOR

1. Project Background
2. Rationale for the Evaluation
3. Major Evaluation Issues and Questions
4. Potential Users of the Evaluation
5. Deliverables/Products
6. Qualification of Evaluators
7. Suggested/Required Methodology
8. Schedule



TOR Review: Discussion

Review the TOR in the workbook.

1. Are the objectives of the evaluation clear?
2. Were the methods of the evaluation specific?
3. Were the products clear?
4. Were the deadlines stated?
5. Will this TOR give managers information needed to make decisions?



Review of Evaluation Grid

- Do evaluation questions relate to evaluation objectives?
- Are measurement strategy, data collection method, and analytical tools appropriate?
- Are key stakeholders involved in evaluation process?



Evaluation Grid as a Tool to Communicate

- Use evaluation grid to communicate among stakeholders
 - Do they share objectives of evaluation?
 - Did they agree on evaluation methods?
 - Did they jointly analyze evaluation results?

‘A good supervisor of evaluation is
a good facilitator’



2. Doing: Monitoring Evaluation Process

Monitor and supervise consultants' work

- Scope of the study
 - Consistent with the evaluation design?
- Timeliness of the study
 - Undertaken on schedule?
- Preparation of the report
 - Submitted by the agreed date?



3. Reporting Results: Reviewing Findings

- Findings should answer evaluation questions
 - The results presented?
 - Judgment backed up by the evidence?
 - Major reasons for successes, failure and constraints identified?

Reviewing Recommendations and Lessons Learned

Conclusion: Judgment
Successful/Unsuccessful, and Why?



Recommendations:
to target project and
stakeholders



Lessons Learned:
for future
projects/programs



Reviewing Recommendations and Lessons Learned (cont'd)

- Are they based on the data analysis?
- Are they directed to potential decision-makers?
- Are they clear and specific enough?
- Are they based on discussion with recipient side?
 - If different interpretations exists, let both be included in the report.
 - If evaluation survey is not valid to conclude about some issues, state as they are.



Quality of Reports

- Is it simple, clear, easy to follow and understandable?
- Is it organized around evaluation questions or themes?
- Does it place major points up front?
- Does it state limitations of the study?
- Does it always support your recommendations with evidence?
- Does it place technical or detailed information in an appendix?

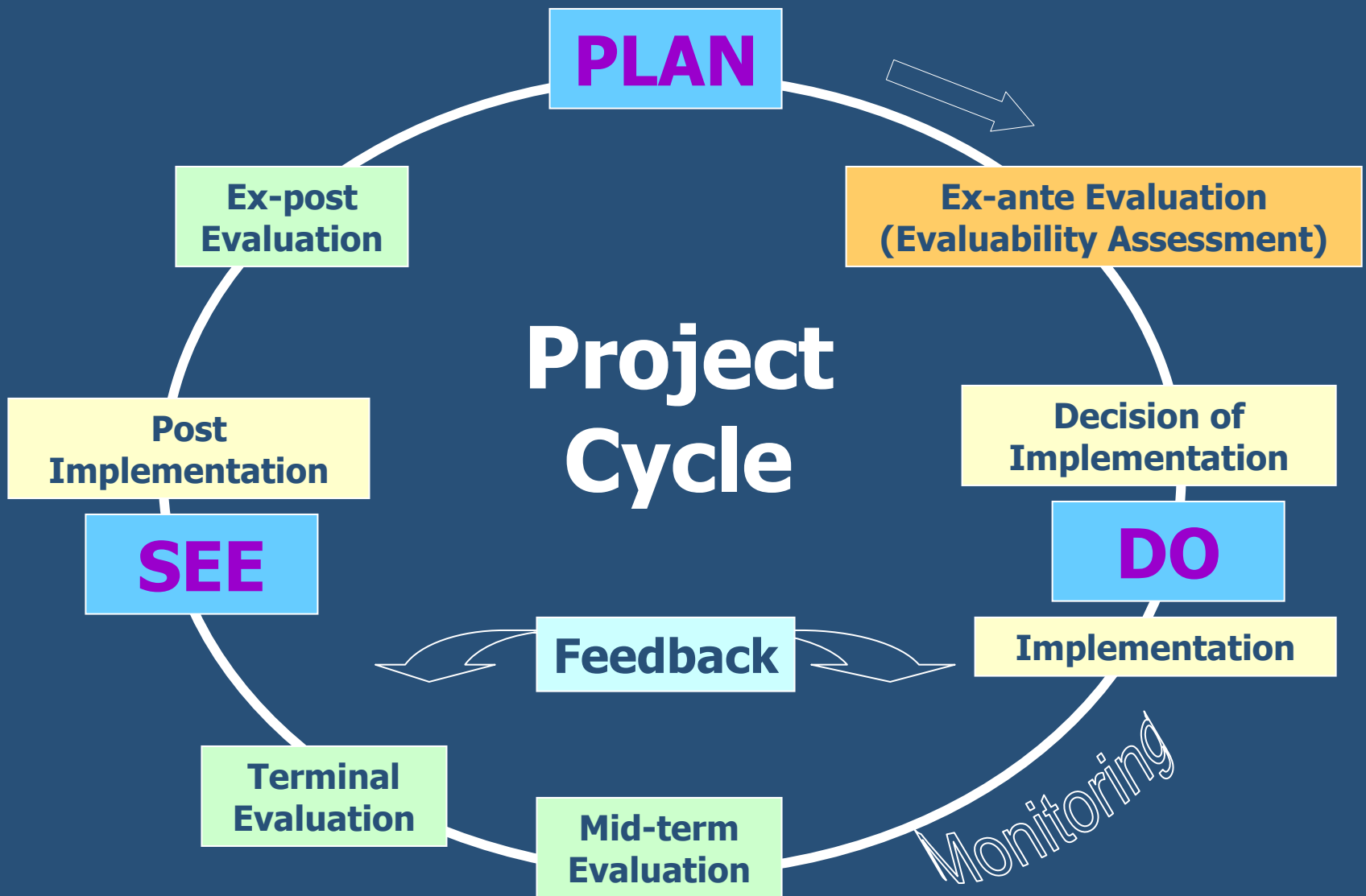


M&E Practice JICA Context

- Ex-ante Evaluation
 - Mid-term Evaluation
 - Terminal Evaluation
 - Ex-post Evaluation
- Monitoring for
implementation
towards goals**
- 

‘Focus would be different in
timing of evaluation’

Ex-ante Evaluation





Evaluation Questions for Ex-ante Evaluation

Can we start project?

- Relevance
 - Project strategy relevant?
 - Project meets with the needs of target group, society?
 - Effectiveness/impact
 - Efficiency
 - Sustainability
- } Future perspective

Fundamentals: More focus on “relevance” issue



Linking with PDM

Can we evaluate the project?

- Is there a theory (if--then) about what will happen with the project intervention justifiable?
- Are the objectives stated clearly?
- Are the objectives measurable?



Setting Indicators: Part of Planning Process

If objectives are not measurable,
rethink the project or the objectives:

- Objective statement clear enough?
- Target population clearly addressed?
- Objectives agreed among stakeholders?
- Achievement of objectives expected as the result of project? (Program theory)



Feedback Loop

Results of ex-ante evaluation may influence:

- Logic theory (cause-effect)
- Objectives statement
- Activities
- Targets and indicators
- Data collection methods
- Awareness of risks, external conditions

Monitoring





Focus of Monitoring

- Towards the project deliverables (=outputs)
- For intermediate outcomes on beneficiaries (=project purpose)
- For effects at the community or society levels (=overall goal)



Focus of Monitoring (cont'd)

- For implementation process
 - Activities as planned?
 - Any problems in operations?
- For external conditions affecting the project (= 'important assumptions')



Feedback Loop

Results of monitoring may influence:

- modification of PDM
- inputs, activities, outputs
- performance data
- process information

Mid-term Evaluation



Mid-term Evaluation Questions

- Relevance
 - The logic model still relevant?
 - Objectives meet with needs of people?
 - Efficiency
 - Output delivered as planned
 - Cost efficient?
 - Effectiveness
 - Impact
 - Sustainability
- } Future perspective

Fundamentals: More focus on “relevance” and “efficiency” issue +implementation process



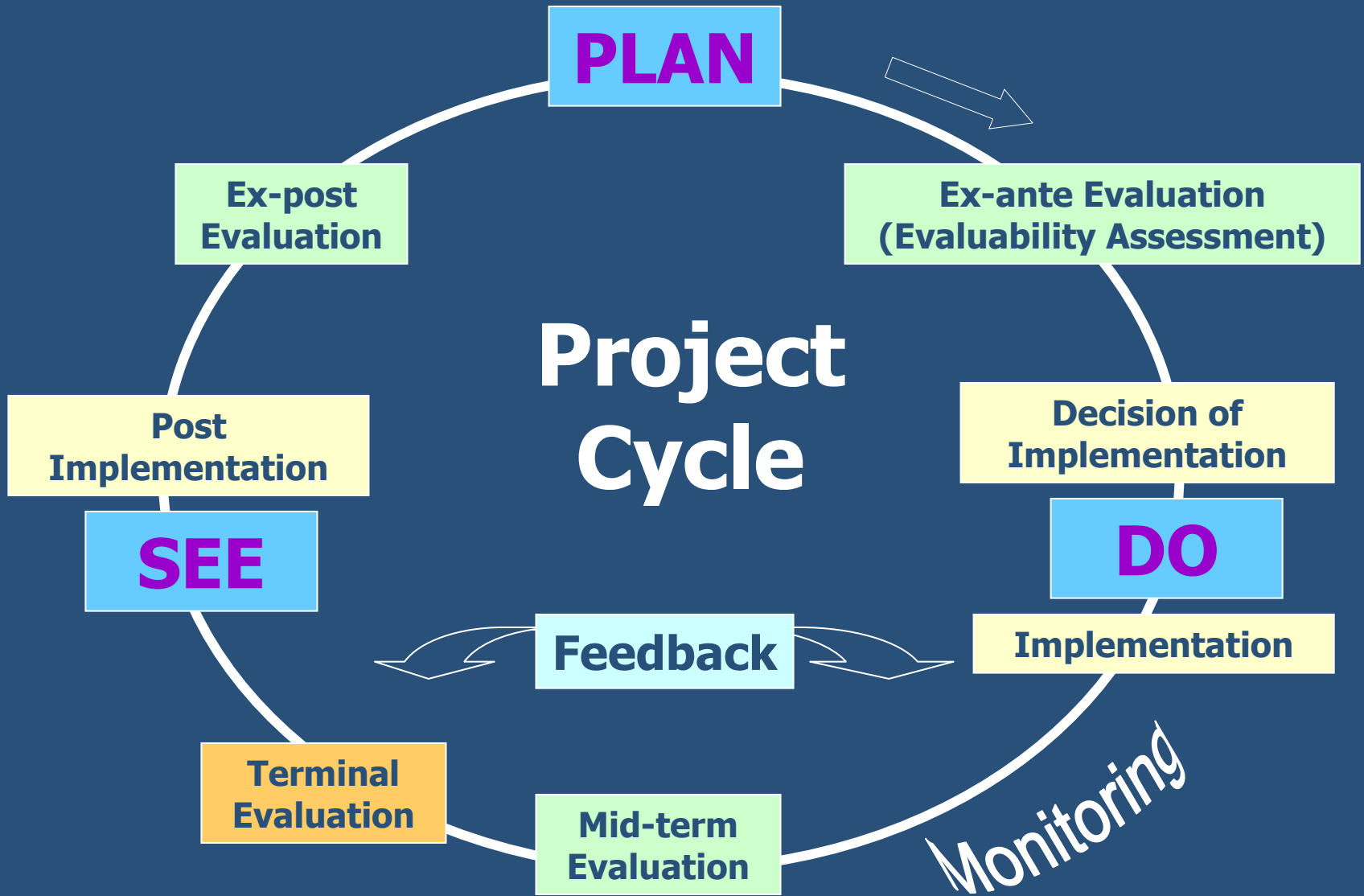
Utilizing Monitoring Data

Monitoring data



May provide data to
assess 'performance'
and 'process'

Terminal Evaluation



Terminal Evaluation Questions

Can we terminate technical assistance (TA)?

- Effectiveness
 - Has the project purpose been achieved as the result of outputs and activities?
- Efficiency
 - Was this project cost efficient?
- Relevance
 - Was strategy appropriate?
 - Was the needs of target group still there?
- Impact, Sustainability >> future perspective

**Fundamentals: More focus on “effectiveness”,
“efficiency” and “relevance” issue**



Seek to Understand

- Why
 - Outcomes are not produced as expected?
 - Outcomes are not sustainable?
- Recommendations for the project
- Lessons-learned for future strategy and program/project formulation

Ex-post Evaluation

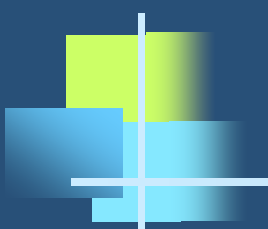




Ex-post Evaluation Questions

Can JICA justify project/program?

- Impact being observed?
 - Did JICA's TA intervention cause positive change in their development process?
 - Did the project produce the intended impact?
- Outcomes/impacts being sustained?



Using Evaluation Results: JICA Context

Decision-making process

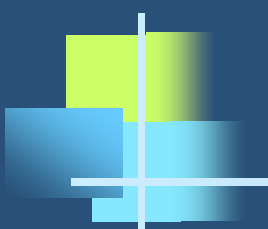
- Help develop country program
- Improve project planning



Using Evaluation Results: JICA Context

Learning process

- Improve monitoring
- Indicate what action is needed
- Enhance capacity of project management/stakeholders



Using Evaluation Results: JICA Context

Accountability

- Provide evidence to management, stakeholders that a project is effective
- Get continuous support from sponsors



Potential Users of Evaluation Results

- JICA Management Board
- JICA Officer at HQ
- JICA Field Officers
- National Staff
- Government in Recipient Country
- Implementing Organization
- Beneficiaries



End of Module 8

Discussion on how we can improve evaluation for management purpose.



Wrap-up

- Questions and answers
- Workshop evaluation (Level 1)