



INTRODUCTION TO EVALUATION & PROGRAM PLANNING

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CONTENTS OF THIS CLASS

- Organization and objectives
- What to evaluate?
- What is evaluation?
- When to evaluate?

ORGANIZATION & OBJECTIVES

ORGANIZATION 1

THIS IS NOT AN ENGLISH COURSE!

- Classes, readings, discussions, and the exam will be in English, but English is not the point!
- However, what's your level of English?

SYLLABUS:

- European Commission (2025). Evaluation Handbook, available at:

<https://op.europa.eu/en/publication-detail/-/publication/d3b89b72-6c36-11f0-bf4e-01aa75ed71a1>

- Slides (elearning to be created) + Additional readings distributed in class (optional)

EXAM:

- Group essay (Template and topic TBD)
- Individual exercises and/or presentations in class (optional)

ORGANIZATION 2 SCHEDULE

Monday: 17:30-19:30

Tuesday: 10:30-12:30

Thursday: 10:30-12:30

LEARNING GOALS

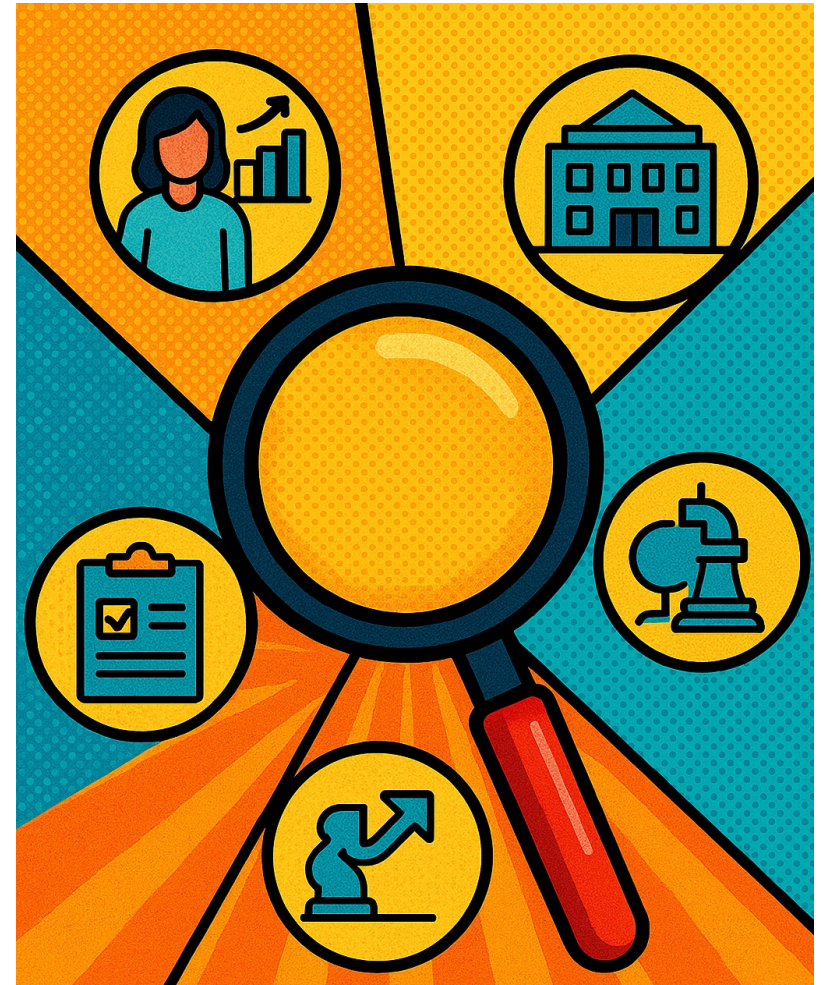
1. Understanding what evaluation is and its role in government
2. Applying evaluation designs, methods, and criteria appropriately
3. Learning the practicalities of organizing and contracting evaluation research
4. Translating evaluation findings into program actions
5. Incorporating ethical, gender and equity considerations

WHAT TO EVALUATE?

THE EVALUAND: WHAT DO WE EVALUATE?

Evaluation is a crosscutting method and process that can be applied to multiple objects (evaluands):

- staff performance
- institutions / organizations
- interventions (policy programs, projects, services)
- public policy
- strategies



PUBLIC POLICY, POLICY PROGRAMS, PROJECTS

A **PUBLIC POLICY** is a set of tools and activities—regulations, incentives, information, services—designed and implemented to solve a collective problem.

EXAMPLE: Energy policy includes a wide range of measures that govern how a country manages its energy resources, focusing on production, distribution, and consumption. It includes, for instance, promotion of renewable energy, infrastructure development, tools to influence energy savings, etc.

A **POLICY PROGRAM** is a set of activities, projects and measures directed towards a specific objective.

EXAMPLE: A program to incentivise energy-saving behaviours by domestic consumers based on tariff incentives and awareness campaigns.

A **PROJECT** is a temporary or experimental set of coordinated activities to create a unique output within certain constraints such as time, cost and quality.

EXAMPLES: A new solar power plant

WHAT IS EVALUATION?

EVALUATION: SOME DEFINITIONS

«Evaluation is the **systematic assessment** of the **operation and/or the outcomes** of a program or policy, compared to a set of **explicit or implicit standards** as a means of contributing to the **improvement** of the program or policy.» *Carol Weiss, 1998*

«Program evaluation is the systematic assessment of program results and, to the extent feasible, systematic assessment of the **extent to which the program caused those results**. ... The approaches used are based on **social science research methodologies and professional standards**.» *Newcomer, Hatry, Wholey, 2010*

«Evaluation is a process that critically examines an **intervention** (e.g., a policy, programme or project) to better understand **if and how** it has delivered its intended results. **Accountability** and **learning** are the dual objectives of evaluation.» *OECD 2023*

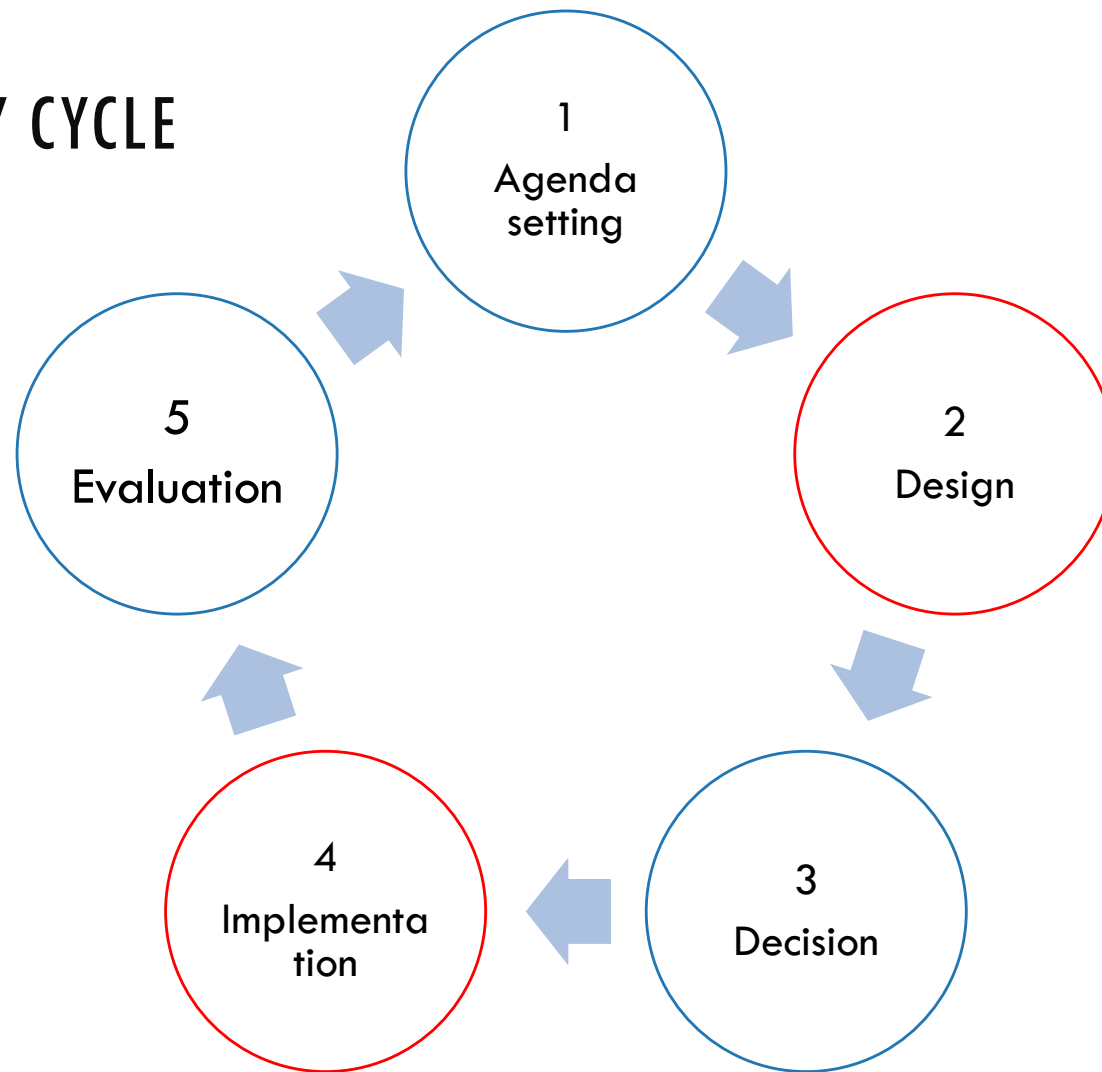
https://www.oecd.org/en/publications/evaluation-systems-in-development-co-operation-2023_a255365e-en.html

SUMMING UP

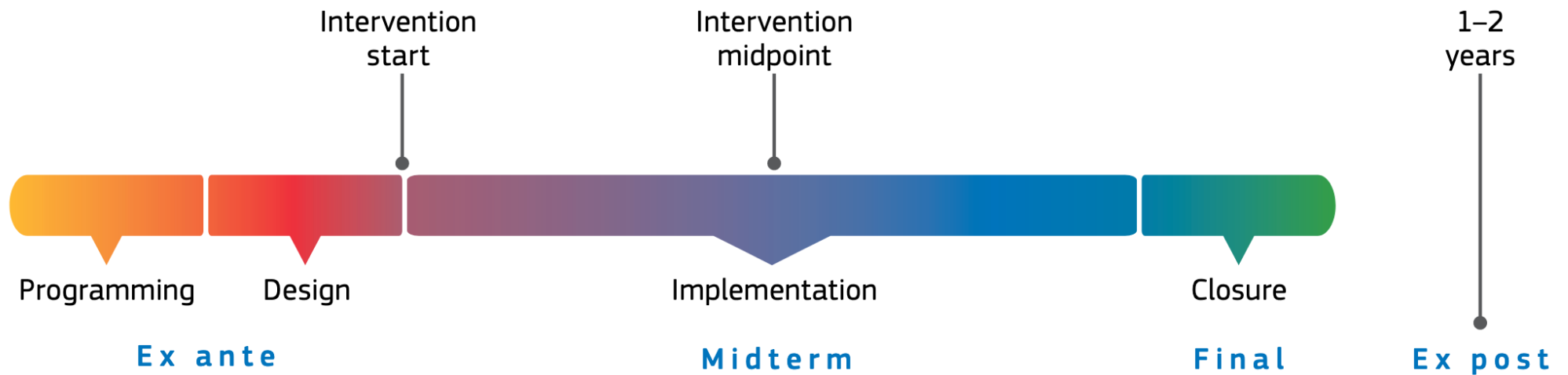
1. It is a *professional activity*
2. It entails *collecting, producing, elaborating and interpreting data* through appropriate methods
3. It implies *criteria for comparison* (goals, expectations and targets)
4. It tries to establish causal attribution: $x \rightarrow y$ (program \rightarrow effects)
5. It may include both *implementation* and *results* (outputs, outcomes, impacts)
6. It is aimed at *accountability* (summative evaluation) as well as *learning and improvements* (formative evaluation)

WHEN TO EVALUATE?

THE POLICY CYCLE



INTERVENTION STAGE AND TYPES OF EVALUATION



1) EX-ANTE EVALUATION

OBJECTIVE:

To evaluate program/policy alternatives or policy strategies

AIR – Analisi di Impatto della Regolamentazione

<https://www.governo.it/it/dipartimenti/dip-gli-affari-giuridici-e-legislativi/dagl-attivita-air/24201>

VIR – Verifica dell'Impatto della Regolamentazione

<https://www.interno.gov.it/it/ministero/uffici-diretta-collaborazione/ufficio-affari-legislativi-e-relazioni-parlamentari/air-e-vir>

Cost-benefit analysis

<file:///Users/utente/Downloads/GER0332.pdf>

EX-ANTE EVALUATION OF THE INTERREG EUROPE PROGRAMME 2014-2020

EVALUATION QUESTIONS:

The status quo analysis is correct?

The possible interventions are adjusted to local contexts?

Internal coherence: Is there coherence between program goals and policy tools?

External coherence: Is there coherence with other EU programs?

Is the monitoring systems and indicators coherent with program goals?

Does the budget allocation respect the program priorities?

METHODOLOGY:

Document reviews, logic models, program theories, stakeholder interviews.

2) MID-TERM EVALUATION

Analysing the **fidelity** of interventions to the initial design of the program, first **outputs** (coverage and bias), **satisfaction** and features of the **delivery system**.

Evaluating **implementation gaps** and heterogeneity of implementation across **contexts**.

Mid-term implementation draws on information from **monitoring systems**, but the goal is to implement timely **corrections** when needed.

DFP 2017 MONITORING EVALUATION OF T011-T02

EVALUATION QUESTIONS:

What is the procedural, financial and physical state of the projects?

Is there coherence between the initial strategies and the types of interventions implemented?

Are there synergies between the two Thematic Objectives (TO)?

Are there delays, problems, bottlenecks?

METHODS:

IGRUE Data analysis, survey to POR and PON managing authorities, interviews with stakeholders in selected case studies

EX POST EVALUATION

We evaluate two dimensions:

- a) **if** there are observable results, **what** these results are, and **how many** were produced because of the program
- b) **how**—i.e., through which activities and implementation system—those results were achieved

C) EX-POST EVALUATION: PIT PUGLIA 2000-2006

EVALUATION QUESTIONS

Decentralisation (region/local) and organisational system (PIT office)

Effectiveness

Level of policy integration

Synergies, continuity and 'generativity' of existing projects

METHODOLOGY:

Document review, interviews, survey to beneficiary companies

SOME EXAMPLES

EU Commission Evaluation of Youth Support

https://enlargement.ec.europa.eu/document/download/c2840a04-d4d2-477b-b3cd-5eb2caac0c48_en?filename=Youth%20Eval%20-%20Final%20report%20-%20Volume%20I%20-%20final%20%28with%20ISBN%29.pdf

Ex post Evaluation of major infrastructure projects funded through ERDF

https://ec.europa.eu/regional_policy/information-sources/publications/reports/2018/ex-post-evaluation-of-major-projects-supported-by-the-european-regional-development-fund-erdf-and-cohesion-fund-between-2000-and-2013_en

Support for agriculture and agribusiness – FAO

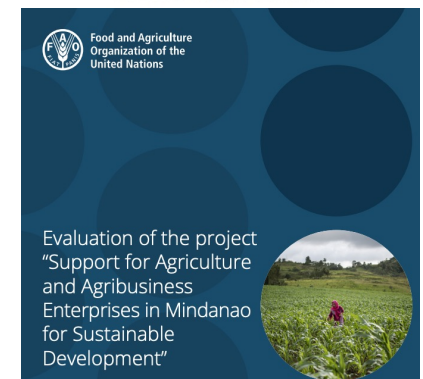
<https://openknowledge.fao.org/server/api/core/bitstreams/bf318f02-145f-42ad-899b-1e45d468075d/content>

EVALUATION OF EU SUPPORT TO YOUTH IN THE
ENLARGEMENT AND NEIGHBOURHOOD REGIONS

VOLUME I – MAIN REPORT
July 2024



**Ex post evaluation of
major projects supported
by the European
Regional Development
Fund (ERDF) and
Cohesion Fund between
2000 and 2013**



EXERCISE:

(SUPPORT FOR AGRICULTURE AND AGRIBUSINESS)

EVALUAND. What was evaluated? Describe the program.

GOALS. What are the goals of the evaluation? Provide a summary of the evaluation questions.

METHODOLOGY. What data were used, and how were they collected? Is it an ex ante, mid term, or ex post evaluation?

FINDINGS. What are the main results of the evaluation service?

RECOMMENDATIONS: What are the lessons learned from the evaluation? What are the main suggestions for future policy?

PREPARE A PPT (5 slides, one for each topic)