UNEG
United Nations Evaluation Group



Evaluation Week 2018

EVALUATION PRACTICE EXCHANGE (EPE)

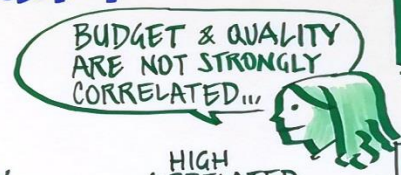
FAO HQ Rome,
8-9 May 2018

1.1 QUALITY BEYOND THE CHECKLIST: HOW CAN WE ENSURE THE REPORTS ARE EVIDENCE BASED?





QUALITY
INNOVATION
↓
GENDER EQUALITY
ENVIRONMENT



HIGH CORRELATED WITH QUALITY IN REPORTS

ILO
- METHODOLOGIES RELATED WITH INTERNATIONAL STANDARDS
- TIME FRAME
- QUALITY OF DATA



QUALITY AND SEQUENCE OF EVALUATION QUESTIONS



QUALITY OF THE QUESTIONS → VERY IMPORTANT AS MUCH AS THE ORDER



CONFUSING!

· SAMPLING = ? APPROACH?
· DECISION MAKING PROCESS?
· CREDIBILITY?
· NOT ENOUGH INFO...

MISSING CHECKPOINT!

LACK OF INFORMATION
CLIMATIC ZONE?
GENDER?
DECISION MAKING?
VALIDATED DATA?





CHALLENGING!

MANY CIRCUMSTANCES ARE INVOLVED AND NOT EXPLAINED

WEATHER

WEAKNESS

THE METHODOLOGY IS RELIANT ON COMPARISON WITH THE PREVIOUS NUMBERS OF BENEFICIARIES

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UNEG
EPE
MAY 2018
ROME

1.2 FOLLOWING UP ... ON RECOMMENDATIONS: WHAT ARE THE SUCCESSFUL PRACTICES?

UNIDO

- FOLLOWED CYCLES VARY BY ORGANIZATION:
  - 1 YEAR → UNIDO
  - 2 weeks to 7 YEARS → OTHERS
- HIGH MNGR TURNOVER
- INTRANET SOFTWARE FOR TRACKING





WIPO

- TRENDS ANALYSIS EVERY 2 YEARS
- ACTIONABLE RECOMMENDATION VS LESSONS LEARNED
- PROJECT CLOSING → RECOMMENDATIONS → ORGANIZATION → PROJECT MNGR → DIRECTOR
- IMPROVE QUALITY OF RECOMMENDATION



- SYSTEM PROCESS DEPENDS ON TYPE OF EVALUATION & AMOUNT

IAEA'S OIOS

- TEAM MATE



- TIMELINESS
  each recommendation has only 1 owner responsible for IMPLEMENTATION
- NO PARTIALLY IMPLEMENT
- IF RECOMMENDATION IS REJECTED GO TO THE BOARD

UNO DC



- MNGR RESPONSE DIALOGUE ACCOUNTABILITY & LEARNING
- CHALLENGES & PRACTICAL SOLUTIONS CREATES LINK TO---
- EVAL TEAM WORKS WITH MANAGER
- SIDE EVENTS HIGHLIGHTS EVAL EG GENDER

UNICEF



- WILL NOT ONLY USED BUT USEFUL
- NOT ONLY IN ORGANIZATION AT THE NATIONAL LEVEL
- HELP DESK FOR GOOD PRACTICES → on the WEB
- CLARIFIED ROLE RESPONSABILITY

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UNEG EVALUATION WEEK ROME MAY 2018

1.3 AS EVALUATION MANAGERS WE ALL FACE SIMILAR CHALLENGES: LET'S SHARE THEM AND LEARN FROM THEM



DING!

1 THE REPORT HAS TO BE DELIVERED AHEAD OF SCHEDULE AND YOUR TEAM SAY THAT THERE IS NOT ENOUGH TIME?
- PREPARE A PRELIMINARY LAUNCH OF PRESENTATION AND COMPLETE IT AFTER

2 THE HEAD OF THE EVALUATED PROGRAMME TELL A MEMBER OF YOUR TEAM THAT SHE HAS NOT AN APPROPRIATE PROFILE
- BRING THE CASE TO THE EVALUATION REFERENCE GROUP WHICH WILL THE PROFITS OF THE CANDIDATE & WILL RECOMMEND THE BEST CANDIDATE BASED on consultation

3 THE EVALUATION TEAM DO NOT ACT APPROPRIATELY DURING DATA COLLECTION INTERVIEW?
- CONSULT TEAM & UNDERSTAND ISSUE WITHOUT WORSENING THE SITUATION. ADVISE DIPLOMATICALLY TO AVOID THE CONTINUATION OF THE PROBLEM.

4 MIDDLE OF DATA COLLECTION... 1 TEAM MEMBER DROPOUT... WHAT IS YOUR BEST RESPONSE TO THE TEAM?
- CONSULT & ATTEMPT TO UNDERSTAND THE REASON TO DROP OUT.
- CONSULT THE TEAM LEADER WHO IS TURN SHOULD CONSULT TEAM OF DIFFERENT OPTIONS.

5 ALL TEAM MEMBERS ARE FIGHTING WITH EACH OTHER... THEY INFORM YOU THEY WILL NOT COLLABORATE FOR ANALYSIS & REPORT WRITING. WHAT IS YOUR BEST RESPONSE?
- DISCUSS WITH MEMBERS UNDERSTAND SITUATION. USE CONFLICT RESOLUTION. PROMOTE COLLABORATION. ALSO PREPARE FOR WORST SCENARIO.

6 "DATA COLLECTION... TEAM LEADER: "SYSTEMATIC DISCRIMINATION IN THE PROJECT AGAINST ETHNIC MINORITIES". WHAT IS YOUR BEST RESPONSE?
- ...WHATS THE PROOF? SEEK EVIDENCE EXAMINE FURTHER, PUT DETAILED FINDING IN DRAFT REPORT, CONSULTING MORE DETAIL WITH SENIOR MNGMNT, CHECK ORGANIZATION POLICY AND SHARE

7 PRELIMINARY REPORT → CRITICAL FINDINGS... KEY PARTNERS SENDS A STRONG e-mail... "MEMBER OF EVALUATION REFERENCE GROUP ACCUSING YOU... WHAT IS YOUR BEST RESPONSE?

KEEP CALM! MEETING GROUP WITH ALL IN REGARD TO DATA COLLECTION AND ANALYSIS. IF COMPLAINTS ARE CORRECT ACCEPT & ADDRESS THE CONCERN OF STAKE HOLDER... IF NOT STAND WITH FINDING ANALYSIS

8 DOCUMENT SHARING: A SPECIFIC STAFF DON'T COLLABORATE... WHAT IS YOUR BEST RESPONSE?
- EXPLAIN WHY IT'S IMPORTANT TO SHARE INFORMATION WITH EVAL'S
- EXPLAIN THE PURPOSE OF EVALUATION, ASK THE STAFF WHAT THEY CONCERNS.
- EXPLAIN THEY HAVE OBBLIGATION TO SHARE INFOS.
- TALK TO MANAGERS.
- TO AVOID RESISTANCE, SHARE COMMUNICATION THAT EVAL'S TEAM IS COMING AHEAD.







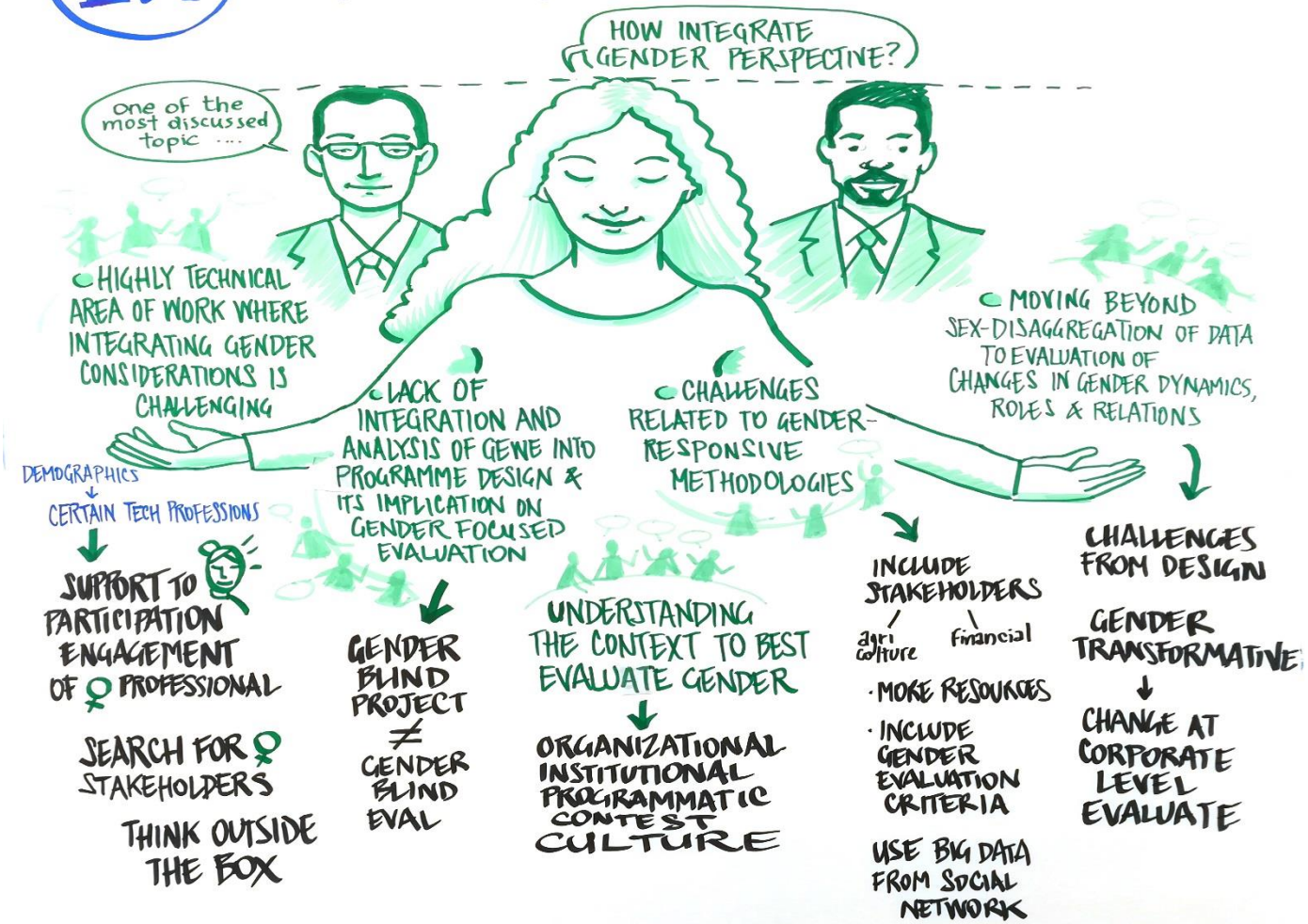


WINNERS!

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1.4 HOW CAN WE ENSURE A GENDER-FOCUSED EVALUATION?



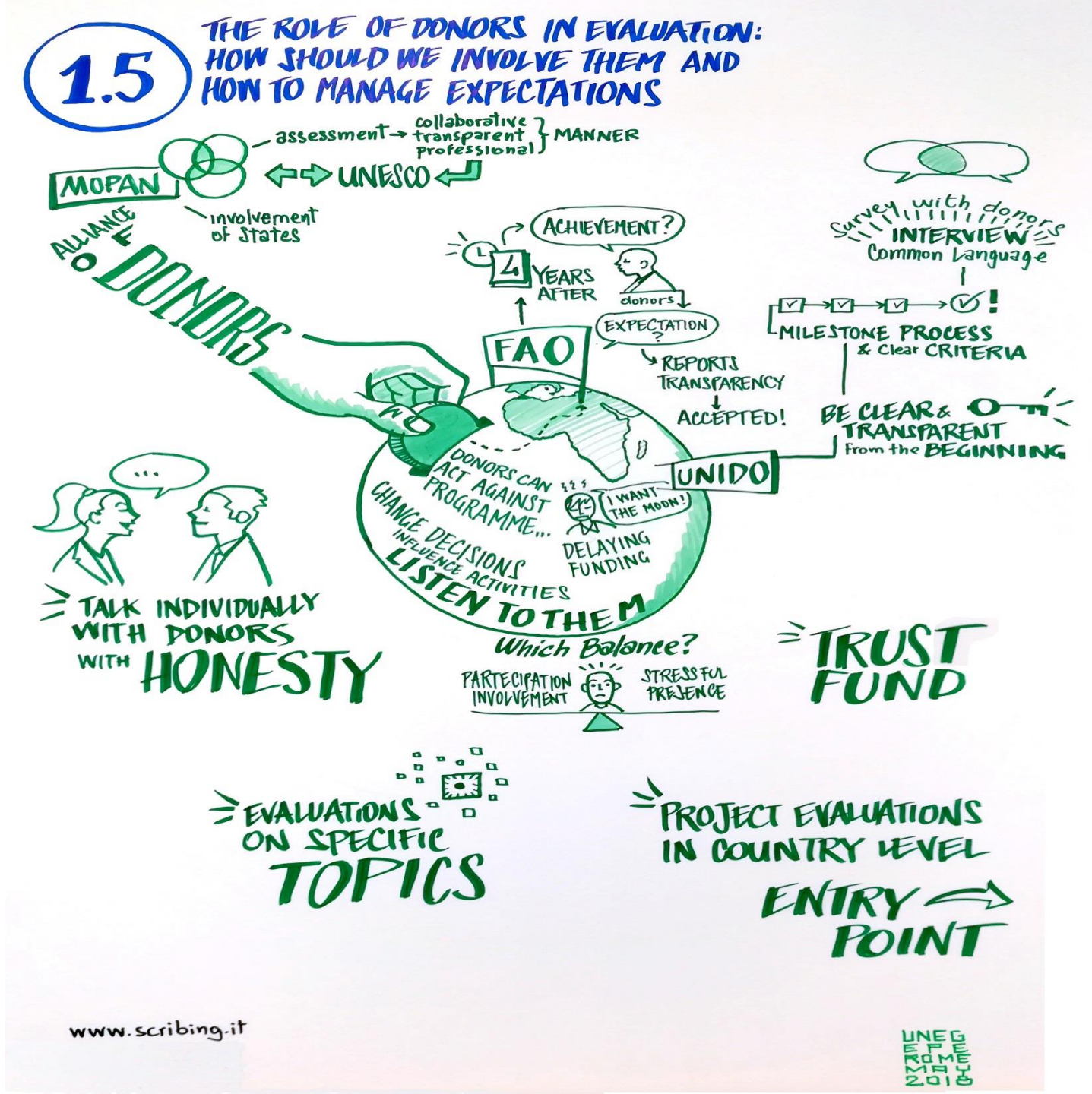
FROM WHERE WE STARTED...

improvement — exchange — incrementation — overall engagement

...BUT PROGRESS IS NOT FAST IN INSTITUTION

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1.5
THE ROLE OF DONORS IN EVALUATION: HOW SHOULD WE INVOLVE THEM AND HOW TO MANAGE EXPECTATIONS
MOPAN
assessment → collaborative transparent professional } MANNER
UNESCO
involvement of States
ALLIANCE
TO DONORS
4 YEARS AFTER
ACHIEVEMENT?
donors
EXPECTATION
FAO
REPORTS TRANSPARENCY
ACCEPTED!
Survey with donors
INTERVIEW
Common Language
MILESTONE PROCESS & Clear CRITERIA
BE CLEAR & TRANSPARENT From the BEGINNING
UNIDO
DONORS CAN ACT AGAINST PROGRAMME...
CHANGE DECISIONS
INFLUENCE ACTIVITIES
LISTEN TO THEM
I WANT THE MOON!
DELAYING FUNDING
TALK INDIVIDUALLY WITH DONORS WITH HONESTY
Which Balance?
PARTECIPATION INVOLVEMENT
STRESSFUL PRESENCE
TRUST FUND
EVALUATIONS ON SPECIFIC TOPICS
PROJECT EVALUATIONS IN COUNTRY LEVEL
ENTRY POINT
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UNEG EVALUATION ROMA 2016

1.6 PROCURING UN EVALUATORS EXTERNALLY: LEARNING FROM CURRENT PRACTICES AND SUGGESTIONS FOR IMPROVEMENT



CHOICES

LTA

- PAINLESS
- STRUCTURED
  - ↓
  - AGILE CONTRACTING
- LEAD TIME EFFORT
- PLAN AHEAD

ISP

- INNOVATIVE
- INDIPENDENT
- TAILORED
- LABOUR
- SLOW
- LEARNING CURVE
- TEAM ?

ISP/ISA

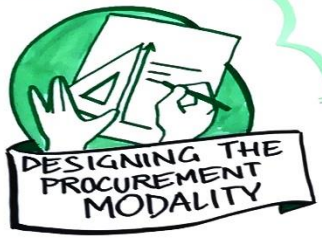
FAST

- SAME PEOPLE
- NEGOTIATING POWER OF CONSULTANT

EOI RFO

- FAIR
- TRANSPARENT
- MNGMNT EASY
- QUALITY
- LABOUR INTENSE FOR ALL PARTIES
- PRICE





DESIGNING THE PROCUREMENT MODALITY

- METHODOLOGY
  - PARTICIPATORY → TIME
  - NO CLEAR CRITERIA
  - ACCOUNTABILITY
- TYPE OF EVAL
  - ADV PROVIDING ALL CLEAR INFORMATION
  - CLARITY OF COMMISSIONER
  - CRITERIA FOR ASSESSING PROPOSAL ARE LACKING



SELECTING THE FIRMS/EVALUATOR

- CHOOSING INITIAL PROCUREMENT MODALITY
- ASSESSMENT CRITERIA FOR EVALUATOR — WHO
  - MATRICE — WFP
  - ↳ QUALITY OF THE PROPOSAL
  - ↓
  - COMMON TO THE WHOLE ORGANIZATION & LIMITED SCOPE



evaluation

MANAGING THE EV FROM BEGINNING TO END

- ONE OF THE PROBLEMS IS THE UNCERTAINTY AROUND THE TIMING OF THE EVAL (E.G. IF PROGRAMS ARE EXTENDED)

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2.1 We ask others to demonstrate impact: HOW CAN WE DEMONSTRATE THE IMPACT OF OUR EVALUATIONS?



HOW DO YOU MEASURE USE OF EVALUATION EVIDENCE IN YOUR ORGANISATION?



implementation

Evolving

CHANGE

demand

USE

PROCESS

CONCEPTUAL

INSTRUMEN

WPF — USE OF DATA NOT JUST EVAL. EVIDENCE

org-level

FEEDBACK

- SURVEY TO THE CLIENTS
- FROM EXTERNAL STAKEHOLDER AND DONORS

UNICEF — INFLUENTIAL EVALUATIONS REPORT

UNEP — BIENNAL SYNTHESIS

OIOS — SNAPSHOTS OF EVALUATION EVIDENCE BY THEME

DPA — PEER REVIEWS (EXT.)

ICRC — DIVERSITY OF TECHNIQUES

NEED INDICATORS

WHO — ADVOCATING FOR USE OF BROADER SET OF EVIDENCE

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2.2 IN A "POST-TRUTH" ERA, HOW CAN WE EVALUATORS ENSURE WE ADAPT AND REMAIN HEARD?



POST-TRUTH — we always choose the — CHERRY PICKING fact that we want

OBJECTIVE FACTS

EMOTIONS BELIEFS ALTERNATIVE FACTS

Post-truth IMPLICATIONS FOR EVALUATION DESIGN

- ACCOUNT FOR SENSIVITIES
  - ↳ to avoid final rejection
- BUILD-IN COMMUNICATION STRATEGY
  - ↳ to avoid misuse/misunderstanding
- ADAPT EVALUATION APPROACH TO EVALUANT NEEDS
- BE OVER-PARTECIPATORY
  - ↳ ownership / "Ivory tower"
- TEAM EXPERTS HAVE GOOD CONTEXTUAL UNDERSTANDING
- INTEGRATE SOCIAL MEDIA DATA

Post-truth IMPLICATIONS FOR EVALUATION ANALYSIS AND IMPLEMENTATION

- CREDIBILITY AND TRANSPARENCY
  - ↳ PROVIDE TRUTH
- JOINT EVALUATION WITH GOV. AND STAKEHOLDER
- CREDIBILITY OF EVALUATION TROUGH ENGAGMENT
- VERIFYNG SOURCES VS TIMELY
- ADVOCACY INTER-SECTOR SDG

Post-truth IMPLICATIONS FOR EVALUATION COMMUNICATION

- HIGHER USE OF SURVEY
  - ↳ ACKNOWLEDGE THE LIMITATION OF EVALUATION
- THE EVALUATION CYCLE AS AN OPPORTUNITY TO BUILD EVALUTATIVE THINKING CAPACITY AND PROMOTE EVIDENCE-BASED DECISION MAKING

"TRUTH IS A BIG WORD"

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2.3 COST OF EVALUATION:

HOW TO RATIONALIZE THE USE OF RESOURCES FOR EVALUATION ?

#1 ROLE PLAY

EVALUATION MANAGER

HERE IS THE BUDGET

PROJECT COORDINATOR

CUT COSTS!

- DATA COLLECTION
  we need evidence
  we need to go to the field, the project is innovative!
- WHY SPENDING MONEY IN WORKSHOP? WHAT ARE THE RESULTS?
  why not using local consultants?
  Discuss in person is important for sensitive cases expecially and for presenting projects to donors
- INDEPENDENCE FIRST
  - STAKEHOLDER LOCAL MAY COLLABORATE BUT NOT EVALUATE
  - STAKEHOLDER LOCAL MAY NOT BE ENOUGH EXPERT ON STRATEGY
- CAN YOU FIND SOMEONE ELSE WHO PAY?
  Donors may appreciate transparency and information and DONATE in this country

AGREE AGREE

#2 ROLE PLAY

DIRECTOR de CABINET

EVALUATION DIRECTOR

- EVALUATION MANAGER COSTS TOO MUCH... 1% of the fund is NOT too much
- audit office alone!

WE INVEST

AUDIT IS ACCOUNTING NOT AN EXPERT ON POLICIES

- AUDIT IS BETTER PROVIDING REPORTS and TAKING ACTION EFFICENTLY...

AUDIT IS INTERNAL AND REPORTS ARE CONFIDENTIAL

EVALUATION

- EFFICIENCY OF IMPACT
- BIG PICTURE

CONSIDERING TIME and RESOURCES COSTS!

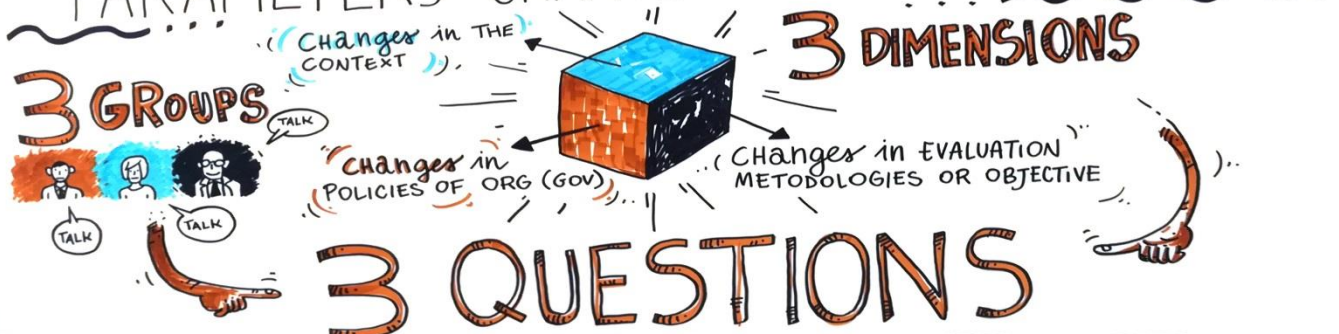
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2.4 EVALUATION and HINDSIGHT: ASSESSING PAST INTERVENTIONS AGAINST YESTERDAY'S STANDARDS OR TODAY'S WISDOM AND CRITERIA?

PARAMETERS CHANGE and TARGETS MOVE



3 QUESTIONS

- WHAT APPROACHES TO APPROACH?
- HOW ASSESS CAPACITIES OF ORG.?
- WHAT EFFORT / CHALLENGE YOU WILL FIND?

HOW - OPS! 3+1 Question TO ENSURE FAIRNESS IN YOUR EVALUATION? answers...

- HOW BIG IS THE CHANGE?
- WHEN DOES THE CHANGE HAPPEN?
- WAS THE CHANGE PREDICTABLE?

- IMPORTANCE OF ANALISY
- RESPONSIVNESS AS A CRITERIA
- CAPACITY TO ASSESS NEEDS

- POLITICAL SENSITIVITY
- WHO ARE THE TARGETS?
- EVALUABILITY ASSESSMENT

→ UNCERTAINITY → DOCUMENTS –

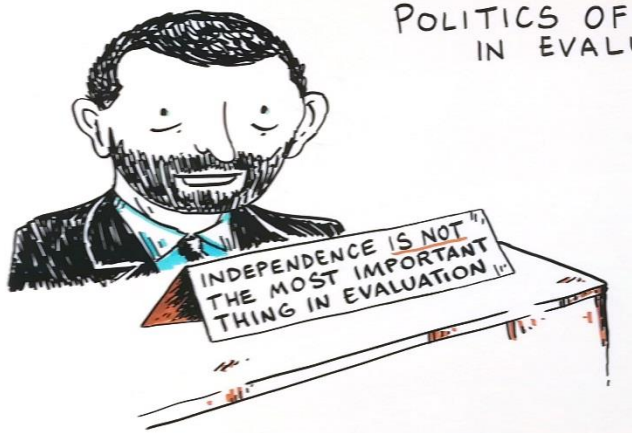
→ understand that it's hard to do well –

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25 WHAT DOES INDEPENDENCE MEAN TODAY?

POLITICS OF INDEPENDENCE IN EVALUATION



EVALUATION MUST BE USEFUL
∴ utility of evaluation ∴

- TO IMPROVE THE PERFORMANCES
- FOR LEARNING

INDEPENDENCE IS OVERRATED BECAUSE IS OUT OF OUR STRUCTURE

CREDIBILITY IS BEYOND OF THE PEOPLE WHO MADE IT AND INDEPENCE COME AFTER RELEVANCE AND CREDIBILITY

IT'S UP TO THE PERSON MAKE THE EVIDENCE OF INDEPENDENCE



INDEPENDENCE IS THE BASE TO BUILD ALL THE OTHER FUNCTIONS OF EVALUATION

IT LET'S US DEAL WITH THE POLITICS OF EVALUATION

IT'S IMPORTANT FROM AN OPERATIONAL POINT OF VIEW

IT GIVES EVALUATION CREDIBILITY AND ETICHAL GUIDELINES

COMMUNITY → RESPONSABILITY

NEED TO GO MUCH MORE DEEP

INDEPENDENCE FROM WHAT?
(AGENDA SETTING)

INDEPENDENCE CONTROLS THE PROCESS. IT DOES NOT MEAN ISOLATION

INDEPENDENCE MEANS POWER AND FREEDOM TO TELL UNPLEASANT THINGS TO ORG

It's a matter of integrity

Learn from other sectors Good methods and proceed and go further

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2.6 FULL DISCLOSURE ?

WHAT EVALUATORS DON'T WRITE ABOUT



#1 scenario

FIDUCIAL ASPECTS

approach :
- TRANSPARENCY AND DO NOT HARM
- IDENTIFICATION OF FIDUCIAL ISSUES
- HIGH OPERATION COSTS
- HIGH ATTRITION ROLE AMONG PROJECT STAFF

alternatives :
- SPEACK WITH PROJECT STAFF
- ALLUDE TO THE ISSUE DURING INTERVIEWS

WHAT NOT TO DO
- COMPLETLY IGNORE THE ISSUE
- INCLUDED IN THE REPORT WITHOUT EVIDENCE
- TO BE PERCEIVE AS HARDED



#2

LEADERSHIP ASPECTS ISSUES

- BAD MANAGMENT
  → CONCRETE IMPLICATION
- SENIOR MANAGMENT
  → TOO COSY ?
  → NON-ACTION
  → INTENTIONAL
- EVALUATION IS NOT A PERSONAL PERFORMANCE / NOT PERSONALIZE
- SUSPICIOUS ELEMENTS

#3 scenario

POLITICAL ISSUES

Basis :
EVIDENCE → Neutral
Principles :
DO NO HARM TO PROTECT CREDIBILITY



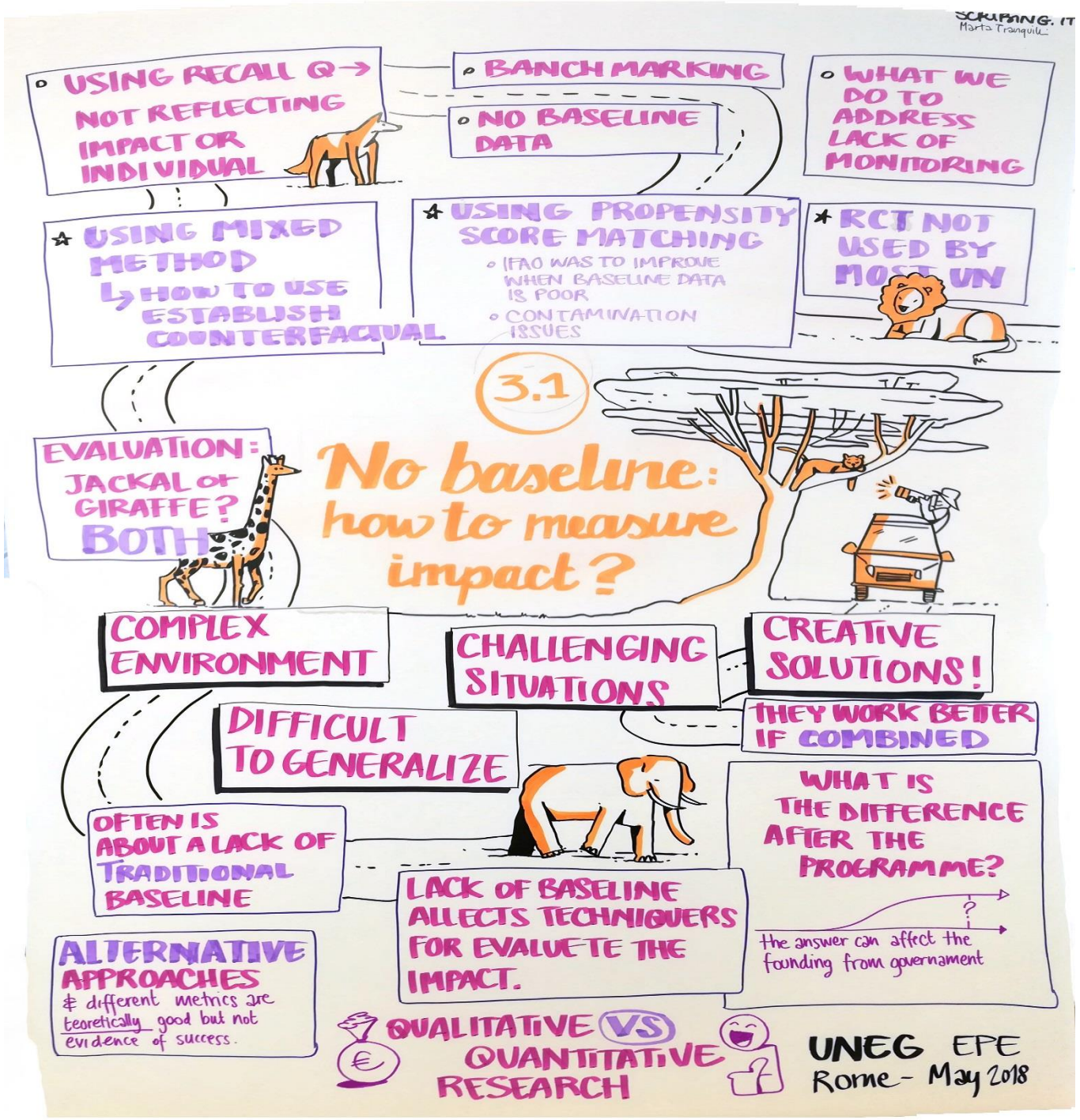
DON'T IGNORE THE ELEPHANT IN THE ROOM

- FOCUS ON ROLE OF ORG
- NO JUDJMENT ON CONTEXT

EVALUATION IS A NEGOTIATION PROCESS

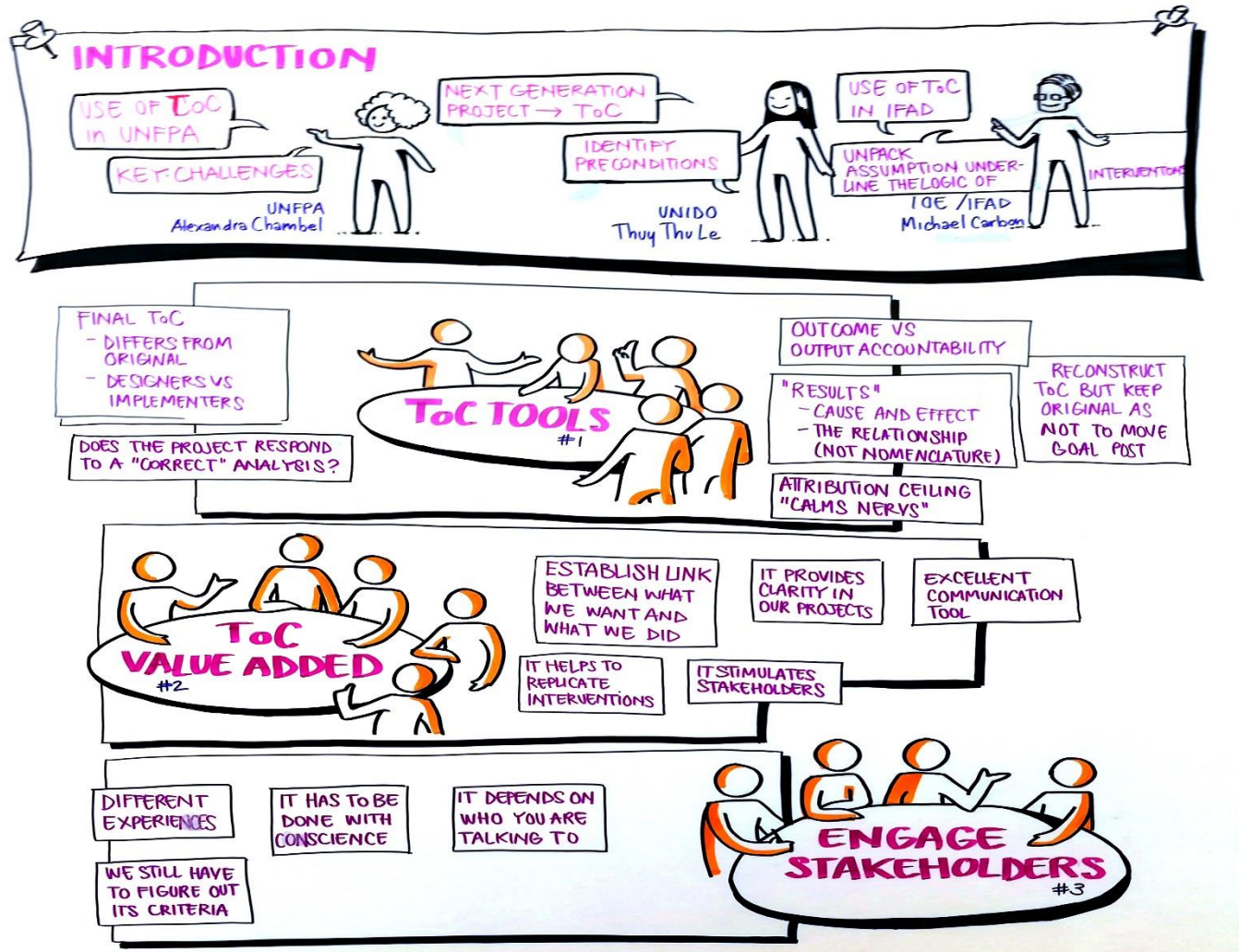
DO NOT SET THE LINE TOO LOW

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USING RECALL Q→ NOT REFLECTING IMPACT OR INDIVIDUAL
BANCH MARKING
NO BASELINE DATA
WHAT WE DO TO ADDRESS LACK OF MONITORING
USING MIXED METHOD
↳ HOW TO USE ESTABLISH COUNTERFACTUAL
USING PROPENSITY SCORE MATCHING
IFAD WAS TO IMPROVE WHEN BASELINE DATA IS POOR
CONTAMINATION ISSUES
RCT NOT USED BY MOST UN
3.1
No baseline: how to measure impact?
EVALUATION: JACKAL or GIRAFFE? BOTH
COMPLEX ENVIRONMENT
CHALLENGING SITUATIONS
CREATIVE SOLUTIONS!
THEY WORK BETTER IF COMBINED
DIFFICULT TO GENERALIZE
OFTEN IS ABOUT A LACK OF TRADITIONAL BASELINE
WHAT IS THE DIFFERENCE AFTER THE PROGRAMME?
?
the answer can affect the founding from governament
LACK OF BASELINE ALLECTS TECHNIQUERS FOR EVALUETE THE IMPACT.
ALTERNATIVE APPROACHES
& different metrics are theoretically good but not evidence of success.
QUALITATIVE VS QUANTITATIVE RESEARCH
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3.2 Making the best use of Theories of change in evaluation



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3.3 Country Programme evaluation : methodological challenges



Carlos Tarazona (FAO)

CASE OF KYRGYKIZTAN

- LACK OF BASELINE
- UNDERTAKING A CONTRIBUTION ASSESSMENT
- RECONSTRUCT ToC

- Recall techniques
- controll groups
- robust analysis of the progress

Fumiko Naki and Simona Soruma (IFAD)

OVERVIEW on COUNTRY STRATEGY & PROGRAMME EVALUATIONS

- Data and information
- coverage and timeframes
- ToC country level
- Stakeholders Engagement



Patricia Vidal (ILO)

DECENT WORK COUNTRY PROGRAMME SUBREGIONAL CLUSTER EVALUATION

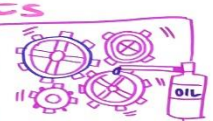
- Theory-based approach
- Country level data
- high staff turnover

- Scoping exercise
- inception interviews
- reconstructing result framework
- rapid assestment ...etc

Fumika Ouchi (UNDP)

BACKGROUND OF CPEs & SHIFT FROM ADR TO CPEs

- Revamp process
- increased coverage
- limited resources maintaining quality

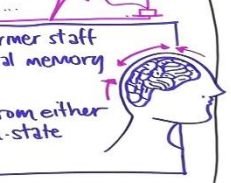


- Streamlining process
- preparatories activities
- introducting new tools
- strengthening mechanism

Ramona Desole and Diego Fernandez (WFP)

WFP CPEs in HUMANITARIAN CONTEXTS

- ToC
- Quality in mixed methods
- bias
- outcome data unavailability ...



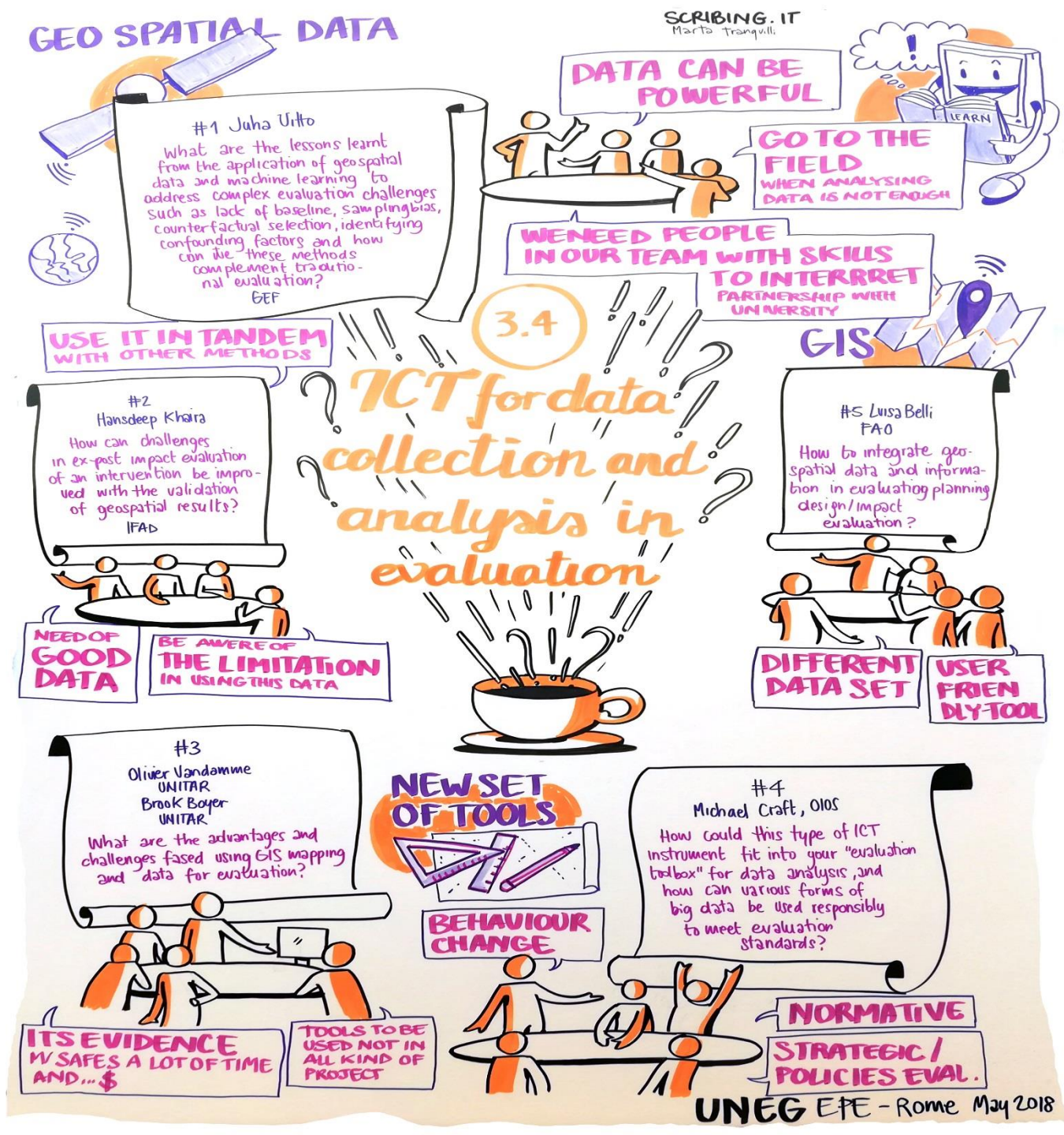
- interviewing former staff with institutional memory
- new methods
- collaborations from either state and non-state actors ...

GROUPS

- BALANCING QUAL & QUANT
- USE OF ToC
- ENGAGING STAKEHOLDER
- AVAILABILITY OF DATA
- CROSS AGENCY COLLABORATION IN CPEs
- AVOID FATIGUE
- MANAGING QUALITY AT SCALE

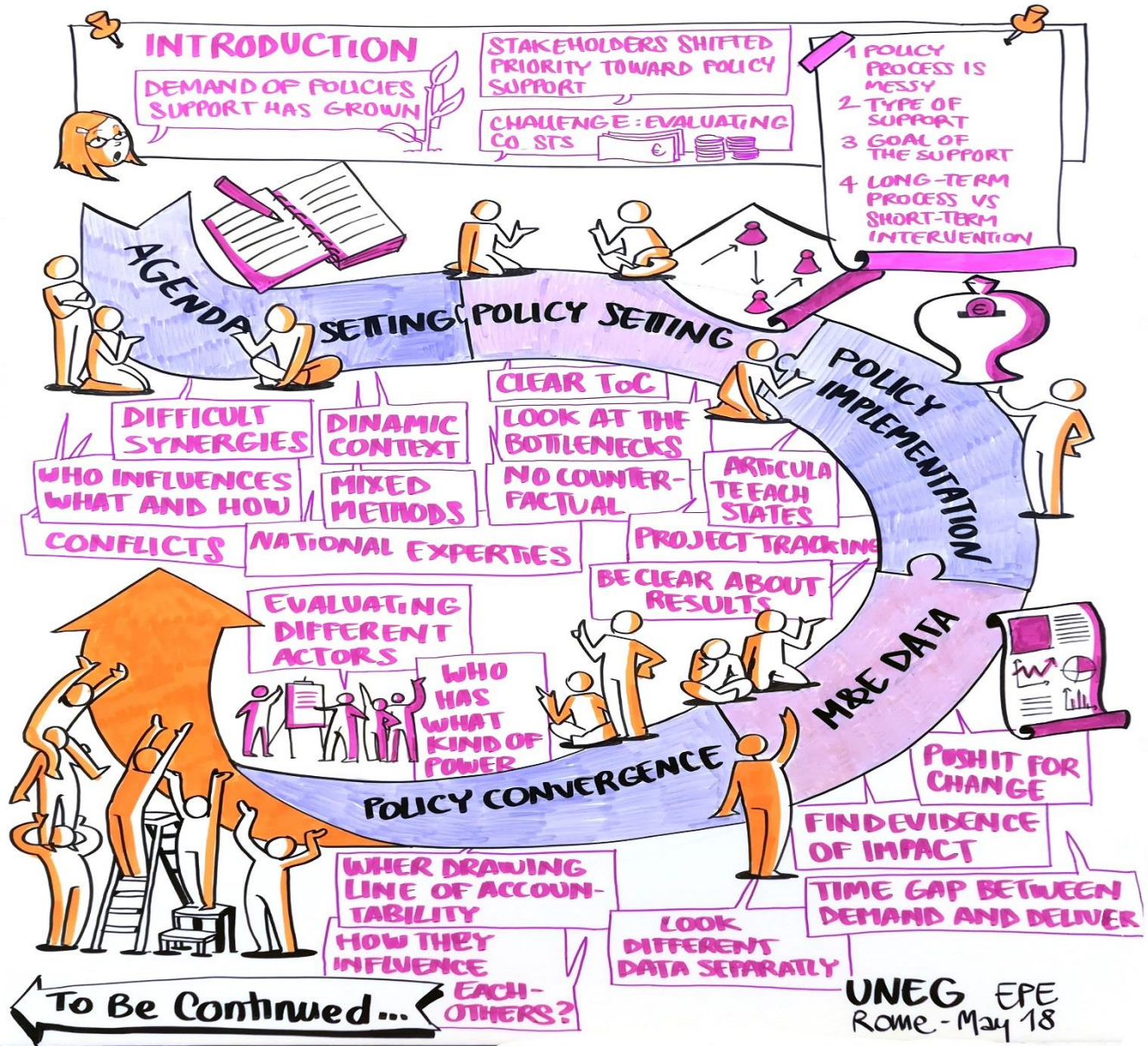


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GEO SPATIAL DATA
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#1 Juha Uitto
What are the lessons learnt from the application of geospatial data and machine learning to address complex evaluation challenges such as lack of baseline, sampling bias, counterfactual selection, identifying confounding factors and how can we these methods complement traditional evaluation?
GEF
DATA CAN BE POWERFUL
LEARN
GO TO THE FIELD
WHEN ANALYSING DATA IS NOT ENOUGH
WE NEED PEOPLE IN OUR TEAM WITH SKILLS TO INTERRRET
PARTNERSHIP WITH UNIVERSITY
3.4
ICT for data collection and analysis in evaluation
USE IT IN TANDEM WITH OTHER METHODS
#2
Hansdeep Khaira
How can challenges in ex-post impact evaluation of an intervention be improved with the validation of geospatial results?
IFAD
NEED OF GOOD DATA
BE AWERE OF THE LIMITATION IN USING THIS DATA
GIS
#5 Luisa Belli
FAO
How to integrate geospatial data and information in evaluating planning design/impact evaluation?
DIFFERENT DATA SET
USER FRIENDLY TOOL
#3
Olivier Vandamme
UNITAR
Brook Boyer
UNITAR
What are the advantages and challenges faced using GIS mapping and data for evaluation?
NEW SET OF TOOLS
BEHAVIOUR CHANGE
#4
Michael Craft, OIOS
How could this type of ICT instrument fit into your "evaluation toolbox" for data analysis, and how can various forms of big data be used responsibly to meet evaluation standards?
ITS EVIDENCE W/ SAFES A LOT OF TIME AND... $
TOOLS TO BE USED NOT IN ALL KIND OF PROJECT
NORMATIVE
STRATEGIC / POLICIES EVAL.
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3.5 Evaluating policy support



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3.6 Emerging principles and lessons learned for the development of organisational evaluation

POLICIES TO FOSTER CREDIBILITY?

▸ David Ridersmith
TRANSPARENCY
- Result and Budget
- GUIDELINE macro framework
- TEST GAPS and overlap with gov. agencies.

▸ Mashiro Igarashi
QUALITY & UTILITY & CREDIBILITY
Who can be accountable for this?
- Protocols
- Indipendence
- Reports

▸ Ludovica
(board Member of GCF)
PUT MONEY WHERE IS EFFECTIVE
We need a "super partes" profile able to share vision and to communicate

▸ UNESCO
ISSUE: DECENTRALIZED EVALUATION
- Low knowledge on the field
- Improving



THREAT OF CREDIBILITY OF EVALUATION
- POOR QUALITY
- RESOURCES
- BIAS

IMPORTANCE OF THE "MOMENTUM"
(A) Sometime and strategies needed

HELPING FOSTER USE OF EVALUATION
1. CREDIBILITY
- PARTECIPATION
- QUALITY
- RELEVANCE
- MANAGEMENT RESPONSE

INDIPENDENCE & IMPARTIALITY ARE KEY-POINT FOR
- CHOICES from analysis
- RELEVANCE in raccomandation
- ENGAGEMENT with stakeholders and the board

DO YOU AGREE? YES 25 NO 5

DIFFERENT SOURCE OF CHALLENGE & VIOLATION
(A) Committee for balancing
EVAL. ATTACK

BEST POLICIES
- GENERAL DIRECTIONS
- TOOLS for dissimination and communication
- (L) MONITORING implementation
- (€) BUDGET at early stage

EVALUATION POLICIES HELP CREDIBILITY OF EVALUATION FUNCTION
- EVALUATION POLICIES NOT merged with other function
- KPI
- Budget % fixed with financial analysis NOT random

(A) 3% is not "THE" number

UNEG EPE
Rome-May 18