

ANNEX 3 EVALUATION FRAMEWORK

Evaluation questions from the TOR	More detail or supplementary questions/indicators	Data collection method	Stakeholders and sources of information	Proposed analysis
A. General aspects to Design framework				
A.1 Is there a unified model for development intervention logic and does the structure of the logical framework support results based planning, monitoring and evaluation? C.1 To what extent do the logical frameworks of the projects provide for cause-effect linkages i.e. is there a clear underlying program theory, which would facilitate results-based M&E?	Overall objective, purpose, results (outputs) and activities are correctly presented. Assumptions create a coherent logic. A programme theory of change is described in the text.	Document review checklist	Project or programme plan document and appraisal document	Statistical summary of findings from the review plus case study examples of good practice
A.2 Does the design of development interventions enable the verification of policy coherence for development?	Policy coherence is explicitly described in the text.	Document review checklist	Project or programme plan document and appraisal document	Statistical summary of findings from the review plus case study examples of good practice
A.4 To what extent the possibilities for mutual accountability of Finland and the developing country are evident or secured in the design of the logical framework?	Presence of a clear statement on mutual accountability.	Document review checklist	Project or programme plan document and appraisal document	Statistical summary of findings from the review plus case study examples of good practice

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A.5 To what extent the design of project documents has contextualized with the other PD principles and Accra Agenda i.e. ownership, alignment, compatibility and harmonization as well as mutual accountability?	Presence of a clear statement on compatibility with PD and Accra principles.	Document review checklist	Project or programme plan document and appraisal document	Statistical summary of findings from the review plus case study examples of good practice
A.6 How does the general framework for Finnish interventions position itself to those of donors who have successfully applied results based framework?				Assessment by the evaluation team
B. Design process				
B.1 Do the current design policies and strategies and guidelines provide for results-based approach and results-based management?	Clear, objective and measurable objectives set out in development policy, sector guidelines, and country plan documents. Arrangements for project/programme and country reporting and subsequent use and learning	Document review	Development policy, sector guidelines, and country plan documents. Interviews with operational and sector advisors	Statistical summary of findings from the review plus interpretation of interview findings.
Are appropriate systems for capturing and transmitting results put in place?		Document review checklist	Project or programme plan document; IT specialists	

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<p>B.3 What is the role and significance of each and every party involved in the design of aid interventions (desk officers and their directors, advisors of the MFA, external consultants, partner country officials, stakeholders and beneficiaries) and how do they influence the outcome of financing, planning and design as well as monitoring and evaluation?</p>	<p><i>De jure</i> roles and significance as described in job descriptions and terms of reference. <i>De facto</i> roles and significance in practice.</p>	<p>Review of job descriptions and terms of reference Interviews</p>	<p>Interviews with operational and sector advisors and desk officers, consultants</p>	<p>Role/significance matrix</p>
<p>B.4 How does the results-based approach reflect itself in financing, implementation and follow-up through different phases of the project cycle (design, appraisals, mid-term reviews, end-of-project evaluations and ex-post evaluations)? What criteria are used (5 OECD/DAC criteria, 3 EU criteria and Finish value-added?) and are they used in a systematic way and do they provide the basis for evaluability? Are parameters/indicators clear and suitable for measuring results and achievements?</p>	<p>Influence of RBM on approach to each stage. Explicit reference made to the various performance criteria. Criteria used in clear, objective and measurable ways.</p>	<p>Document review checklist</p>	<p>Project or programme plan document, appraisal document, mid-term reviews, end-of-project evaluations and ex-post evaluations.</p>	<p>Statistical summary of findings from the review plus case study examples of good practice</p>

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B.5 What role do the cross-cutting issues play in results-based system? ¹	<p>Explicit reference to and use of indicators to monitor effects on:</p> <ul style="list-style-type: none"> • rights and status of women and girls • promotion of gender equality • promotion of social equality • promotion of rights of excluded groups² • promotion of equal opportunities for participation • combating HIV/AIDS as a health problem and a social problem 	Document review checklist	Project or programme plan document, appraisal document, mid-term reviews, end-of-project evaluations and ex-post evaluations.	Statistical summary of findings from the review plus case study examples of good practice
B.6 Is there flexibility inbuilt in the designs to facilitate the possible need for changes in plans during implementation?	Does the project document indicate the possibility of a review or change of plan?	Interviews	Interviews with operational and sector advisors, consultants	Interpretation of interview findings

¹ Definitions taken from Ministry for Foreign Affairs of Finland (2007) Development Policy Programme 2007, page16

² Particularly children, persons with disabilities, indigenous peoples, and ethnic minorities

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B.7 What role does the resource allocation play in the design and follow-up? Is financing realistic also from the point of view of the partner country and in right balance with planned activities and intended results?	Are adequate resources provided for RBM/M&E?	Document review Interviews	Interviews with operational and sector advisors	Statistical summary of findings from the review plus interpretation of interview findings
B.8 What kind of risk management system has been built in the project design? How is it utilized?		Document review Interviews	Interviews with operational and sector advisors	Statistical summary of findings from the review plus interpretation of interview findings
B.10 Would there be a need for streamlining the project planning process i.e. making it simpler and shorter?		Interviews	Interviews with operational and sector advisors, consultants	Interpretation of interview findings
B.11 Does the Finnish framework provide a good basis for communicating with various stakeholders?				Assessment by the evaluation team

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<p>C. Monitoring and reporting</p> <p>C.2 To what extent the current monitoring and reporting can produce proof for qualitative and quantitative results? Evidence for strengths and weaknesses.</p>	<p>Reference is made to objective data in reports</p>	<p>Document review checklist</p>	<p>Project or programme plan document, appraisal document, mid-term reviews, end-of-project evaluations and ex-post evaluations.</p>	<p>Statistical summary of findings from the review plus case study examples of good practice</p>
<p>C.3 What kind of administrative and management structures and guidelines are used in implementation and the M&E of bilateral development cooperation interventions? Are they effective and efficient and facilitating the participation of the national authorities and stakeholders? How are the information on progress and relevant decisions taken during implementation documented? What is the mechanism to adjust interventions if there is an obvious need for changes?</p>	<p>To what extent is managing for results incorporated into HR systems</p> <p>Are there adequate staff for managing the bilateral development cooperation programme</p>	<p>Document review Interviews</p>	<p>Interviews with operational and sector advisors; training specialists; HR specialists</p>	<p>Interpretation of interview findings</p>

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C.4 To which extent shortcomings referred to in the monitoring and review reports and in steering and supervision meetings are utilized to rectify the observed deficiencies and errors? What is done in case of positive experiences/best practices and methods?		Document review checklist Interviews	Interviews with operational and sector advisors	Interpretation of interview findings Case study examples of good practice
C.5 What kind of system/mechanisms the MFA and the embassy officials use to secure that there is an uninterrupted document trail available for each funded project/program?		Interviews	Interviews with operational and sector advisors; IT & training specialists	Interpretation of interview findings
C.6 What is the role and significance of the national stakeholders in the M&E? Is the information they provide results-based?		Document review checklist Interviews	Interviews with operational and sector advisors	Interpretation of interview findings
C.7 What kind of mechanisms have the donors adopted for monitoring and reporting in case the donor support is integrated into the national system? To which extent can the donor coordination groups enhance the national M&E systems?		Document review checklist Interviews	Interviews with operational and sector advisors	Interpretation of interview findings

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C.8 How do the donors use possibilities to influence the quality of plans and M&E mechanisms? To what extent can they interfere?		Document review checklist Interviews	Interviews with operational and sector advisors; QAG members	Interpretation of interview findings
C.9 To what extent is the information from M&E integrated into the knowledge management system? Is such a system in place? How the accumulated information has been used and how can it be verified and how is it documented?		Interviews	Interviews with operational and sector advisors; consultants; training, HR and IT specialists	Interpretation of interview findings
Supplementary questions not dealing with specific issues of results-based management or M&E				
A.3 Are the MFA headquarter and the field office aligned in cooperation and dialogue with the nationals for the joint goals?	Is there a risk of disconnect between HQ and the embassies in understanding the importance of monitoring results. The embassy representatives sit in the steering boards and supervisory boards and are thus in a position to draw attention to monitoring by results and careful documentation.	Interviews	Desk officers, embassy-based staff (perception survey) and consultants	

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<p>B.2 Is the project framework focusing on a government's sector objectives and highlighting clearly the degree/level to which Finland intends to contribute to with its aid? Is the possible relevance of other pertinent sectors/themes analyzed?</p>	<p>Is there need for possible revisions during the implementation. How are these situations handled?</p>			
<p>B.9 To what extent the duration and predictability of the support have been considered in planning of the aid interventions? Has the exit/phasing-out been considered or defined as part of the design phase?</p>				