

## Interdisciplinary Programmes

Academic year 2019-2020

## Evaluation of Development Projects

**MINT119-2 - Autumn - 3 ECTS**

**6 December 2019 from 13:30**

**7 December 2019 from 8:30**

**Room S4**

## Course Description

**6 - 7 December 2019**

This 3 ECTS workshop introduces students to the skills of evaluating development projects. More specifically, the workshop provides a practical step-by-step guide and presents the main tools and methodologies required to design and conduct an internal and/or external evaluation based on techniques. While the focus of the workshop will be on qualitative approaches, key elements of quantitative evaluations will also be presented and discussed.

The course will also briefly introduce some key aspects of project management tools; the use of case studies will allow the students to immediately put into practice the knowledge acquired.

> **PROFESSOR**

[Matteo Guidotti](#)

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## Syllabus

### Course Requirements

Requirement 1: Active participation in all the sessions of the workshop is required. It is also essential that students come prepared: they are expected to consult the assigned readings and/or online resources to prepare for the course.

Requirement 2: Students will be required to complete a case study exercises in small groups throughout the workshop.

Requirement 3: Students will also be requested to work in group and write a short evaluation report (3 pages maximum) of the case study. The note has to be submitted not later than one week after the end of the workshop.

## Course Evaluation

Evaluation will be based on:

- (i) Attendance and participation in class discussions, and evidence of familiarity with the assigned readings (33%)
- (ii) Group oral presentations of the exercises of the case studies (33%)
- (iii) Group written evaluation analysis of the case study to be submitted not later than one week after the end of the workshop (33%)

## Course Material

The following are the main references used in the workshop:

- Development Assistance Committee, (2010). [Quality Standards for Development Evaluation](#). DAC, Brussels
- Europe Aid Cooperation Office (2006). [Evaluation methods for the European Union's external assistance. Methodological bases for evaluation](#). Vol.1, European Communities
- Japan International Cooperation Agency (2004). [Evaluation Guides](#). JICA, Tokyo
- Patton, M. Q. (2002) [Qualitative Evaluation and Research Methods](#). (3th ed.). Newbury Park, California: Sage Publications Inc.
- Swiss Agency for Cooperation and Development, [Evaluation or Review of Results](#). SDC, Bern
- UNDP. (2009). [Handbook on planning, monitoring and evaluating for development results](#). United Nation Development Programme, New York

The first document is a publication of the Development Assistance Committee (DAC) that is a reference in setting the qualitative standards in development related issues and in evaluation. The Europe Aid handbook presents the methodologies used for the evaluation of the agency's funded development programs. The Evaluation Guides of JICA are a set of outstanding reports that comprehensively cover most methodological and practical matters related to the evaluation.

The Patton publication is a main reference for qualitative methods inquiries and it is used in many evaluation trainings. The on-line portal of the SDC is a comprehensive project management portal, with a section dedicated to evaluation, with theoretical inputs, exercises and examples.

Finally, the UNDP evaluation handbook provides the methodologies used to assess and evaluate UNDP sponsored projects across the world.

Internet resources:

- Better Evaluation: <http://betterevaluation.org/en>
- International Cooperation and Development: [https://ec.europa.eu/europeaid/evaluation-approach-and-methodology\\_en](https://ec.europa.eu/europeaid/evaluation-approach-and-methodology_en)

- Free Management Library: <http://managementhelp.org>
- International initiative for impact evaluation: <http://www.3ieimpact.org/>

Internet resources in French:

- Le portail francophone de l'évaluation : <http://www.francophonie.org/Le-portail-francophone-de-l.html>

## Overview of the Course

The workshop combines theoretical input with empirical illustrations and examples. The teaching will alternate 30/45 minutes of theory with 60-90 minutes of group or individual work, followed by plenary presentations and Q&A.

### Day 1: Key points of a qualitative evaluation

#### The concepts:

Session I: Introduction to evaluation

- a. Preliminary key management tools:
  - i. Project cycle management, Result Based Management and Result chain
  - ii. Difference between Monitoring and Evaluation  
→ Individual exercise
- b. What is an evaluation and why it is important?
  - i. Evaluation principles, types and criteria  
→ Individual exercise
  - ii. Impact evaluation: a critical overview

#### The evaluation process:

Session II: Design: a step-by-step process - how to design a qualitative evaluation?

- a. The design of the evaluation
  - a. How to define the right evaluation questions?
  - b. How to calculate an evaluation budget?
  - c. How to prepare an evaluation implementation work plan?  
→ Group exercise
  - d. What type of evaluation? Internal vs. external evaluator  
→ Individual exercise

### Day 2: Step-by-step process (cont')

#### The evaluation process:

Session III: Conducting: a step-by-step process - how to conduct a qualitative evaluation?

- a. How to prepare and conduct an interview?  
→ Group exercise
- b. How to select the right respondents?

Session IV: Use: a step-by-step process - how to use the conclusions of a qualitative evaluation?

- a. Take the corrective actions
- b. Integrate the evaluation findings into the next project documents
- c. Communicate and share the evaluation findings  
→ Group exercise

## Course Schedule with Recommended Readings and Online Resources

### Day 1: Key points of a qualitative evaluation

#### Session 1 - Introduction to qualitative evaluation

Friday, 6 December, 13:30-18:30

Preliminary key project management tools:

- European Commission. (2004). [Project Cycle Management Guidelines. Aid Delivery methods](#). Vol 1.

What is an evaluation and why it is important?

- Swiss Agency for Cooperation and Development. [Evaluation or Review of Results](#)

Evaluation criteria, principles and types:

- DAC (2010). [Quality Standards for Development Evaluation](#). Brussels
- DAC (1991). [Principle for evaluation of development assistance](#). Brussels
- Japan International Cooperation Agency (2004). [Evaluation Guides](#). (To read: Part 3 - Chapter 2, pp 115-200)

Impact evaluation of development projects

- Baker. J., (2000). [Evaluating the Impact of Development Projects on Poverty. A Handbook for Practitioners](#). The World Bank
- International initiative for impact evaluation: <http://www.3ieimpact.org/>
- World Bank – Impact Evaluation website: <http://www.worldbank.org/en/research/dime/research>

#### Session 2 - Design: a step-by-step process - how to design a qualitative evaluation?

Evaluation questions

- Better Evaluation: [http://betterevaluation.org/en/plan/engage\\_frame/decide\\_evaluation\\_questions](http://betterevaluation.org/en/plan/engage_frame/decide_evaluation_questions)
- Europe Aid Cooperation Office (2006). [Evaluation methods for the European Union's external assistance. Methodological bases for evaluation](#). Vol.1, European Communities (To read: pp 44-52)
- Japan International Cooperation Agency (2004). [Evaluation Guides](#). (To read: Part 2 - Chapter 2, pp 51-60)
- Patton, M. Q. (2002) [Qualitative Evaluation and Research Methods](#). Newbury Park, California: Sage Publications Inc, 3th Edition.

Evaluation budget and planning

- Better Evaluation: <http://toolkit.pellinstitute.org/evaluation-guide/plan-budget/develop-a-budget/#a-sample-budget>

## **Day 2: Step-by-step process (cont')**

### **Session 3 - Conduction: a step-by-step process - how to conduct a qualitative evaluation?**

*Saturday, 7 December, 08:30-12:30*

How to use the right methods for data collection?

- Japan International Cooperation Agency (2004). [Evaluation Guides](#). (To read Part 2 - Chapter 2: pp 61-83)

How to prepare and conduct an interview?

- Powell E. T. (1998), [Questionnaire design, asking questions with a purpose](#), University of Wisconsin, University of Wisconsin

How to select the right respondents?

- Patton, M. Q. (2002) [Qualitative Evaluation and Research Methods](#). Newbury Park, California: Sage Publications Inc, 3th Edition. (To read: pp 213 ss.)

### **Session 4: Use: a step-by-step process - how to use the conclusions of a qualitative evaluation?**

*Saturday, 7 December, 13:30-18:00*

Better Evaluation - <http://toolkit.pellinstitute.org/evaluation-guide/communicate-improve/>

Additional references for evaluation

- International Federation of Red Cross and Red Crescent Societies (2002). [Handbook on monitoring and evaluation](#)