Invitation to a discussion

1.Taking ownership of evaluation results

2. On-going self-evaluation at project level

PART A: TAKING OWNERSHIP

Objective: reflect together on how to better capitalize on the results of evaluations

EMPL G5 survey (20 MS replied)

System in place to follow up on the implementation of evaluation recommendations	Information on follow up, on the implementation of recommendations, is publicly available.

- Yes in 14 MS

- (But more follow-up formally)

✓ BEfr
✓ IT
✓ LV
✓ FI
✓ EE
✓ SI

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EXAMPLES ON FOLLOW UP PRACTICES

Electronic plan. Institutions communicate action on recommendations every 6 months.
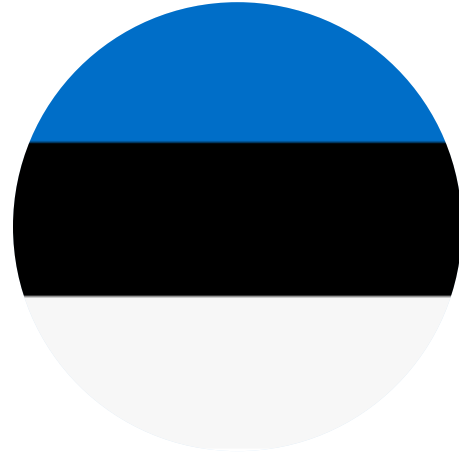
6 weeks after: IBs submit to Finance Ministry report with decision on the implementation recommendations. 6 months later follow-up communicated, Both are publicized.

Management workshops leading to decision on how to move on with results of evaluations.

Keep tracker, in Excel sheet, of recommendations of all evaluations. Follow up bi-annually with the entities involved and report to the Monitoring Committee on progress.

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QUESTIONS

- Who has the formal responsibility to follow up on evaluation findings/recommendations? (policy owners?)

- Do you consider the current organizational practice adequate?

- Should you set up a mechanism for the policy owners to assess and present their follow-up actions in the monitoring committees?

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PART B: SELF-EVALUATION

Objective: Explore your interest in adopting this practice

Concepts (1)

- **External evaluation**

- **Internal evaluation** from independent evaluation unit

(e.g. ESF Galicia/Spain, Sardenia/Campania/Umbria in Italy)

- **Self-evaluation** by body charged with design and implementation

(e.g. UN agencies country offices; Portuguese Science and Technology Foundation; Italian, Danish and Spanish ESF MA or IBs, schools in Slovenia, UK government funded projects, including for ESF 2014-2020)

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Concepts (2)

- **Summative or final evaluation**

  o takes place at/after the end of a project

  o project outcomes; effectiveness in achieving stated objectives and targets

  o often designed solely to inform decision-making in respect of future projects and in respect of future funding rounds of a programme
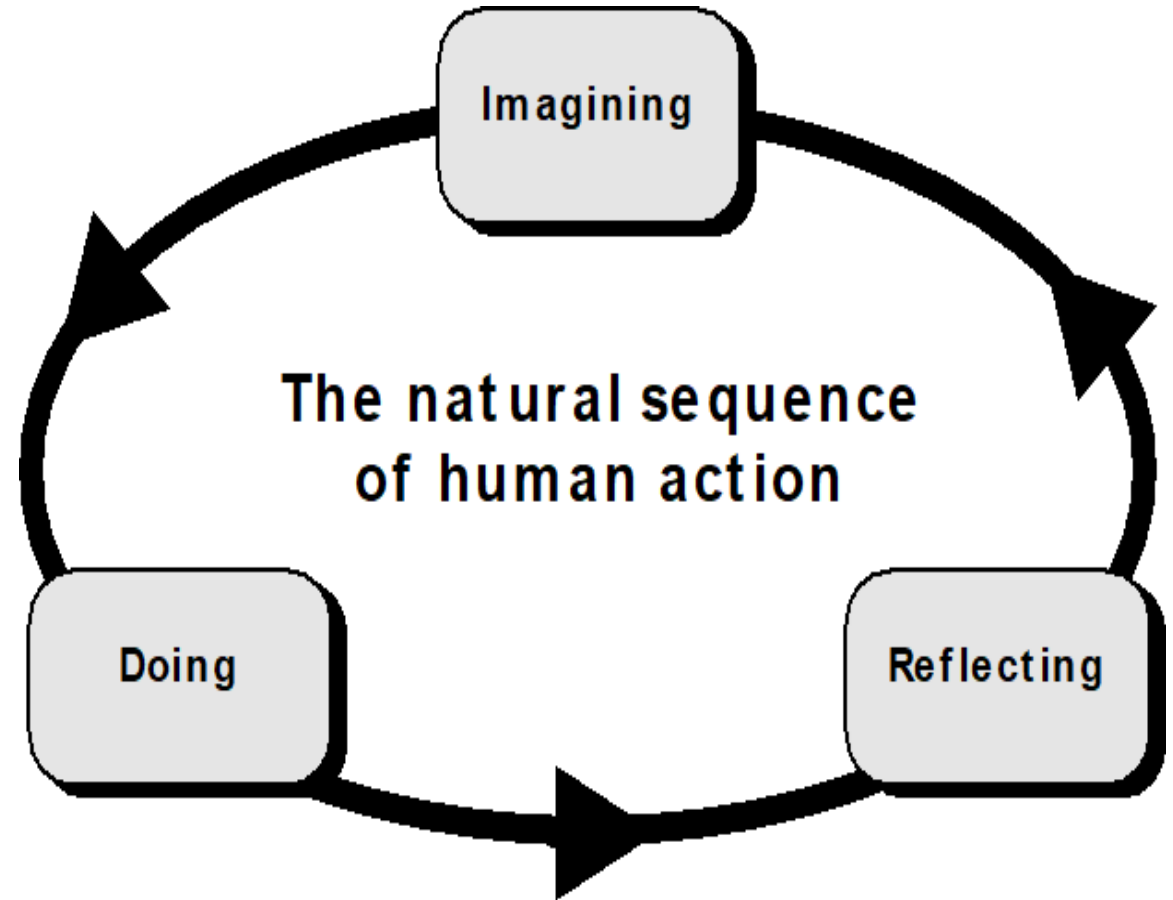
- **Formative evaluation**

  o takes place during implementation, throughout the project life-cycle

  o processes and outcomes; early warning of problems as they arise

  o designed to inform decision making at project level, by providing rapid feedback between project activities and project management, allowing managers to respond swiftly when things do not go according to plan

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Some definitions

- Self-evaluation is the process **of systematically observing, analyzing and improving one's own actions or results.**

- **…a means of improving the management of current projects, and the planning of future ones** *(EU Community Initiative ADAPT 1994-1999, guide to project self-evaluation)*

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"Like all good ideas, self-evaluation is really very simple."

THE DREAM

THE REALITY

Imagining

The natural sequence of human action

Doing

Reflecting

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Warning: it has to be ACCEPTED and WANTED

EQUAL Community Initiative final evaluation findings:

"Self-assessment tools and approaches developed by the Member States were not used to their full potential. ……while some…(projects) have genuinely invested means in this, for others evaluation… was an 'add-on' activity. Self-assessment guides were produced by different Member States (e.g. Portugal, Italy, Belgium-Fr.), and in some cases workshops were organised to explain the guides to the (projects) (e.g. Germany and Portugal)."

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Extracts from the City of London self-evaluation guide for funded projects, also by the ESF (2018 guide)

"A good evaluation will draw on a range of qualitative insights, including: ….individual stories of your impact can help to bring your evaluation to life and demonstrate achievements in a an easy to identify with way. …. partner consultation…can help to establish areas of strategic added value; innovation in approaches; and the leverage of additional resources…. *Reflection on your journey: taking the time to consider the process you have been through in delivering the project is important.* "

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QUESTIONS

- *Do you think this approach might be useful and are you interested in implementing it?*

- *Is the following assumption correct? : "Some problems are well-known and not addressed. Recording these formally and assigning responsibility for follow-up of evaluation results, might lead to taking action."*

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FOOD FOR THOUGHT (1)

On-going self-evaluation of 2 subsidized KDAP (after school care centres), focusing on homework support to students that are at risk of early school leaving or are getting very low grades.

A self-evaluation officer would be talking to the local school(s) to see if all students that need homework support are going to the KDAP for this reason. They would investigate the reasons for which some/most are not going and discuss with all local stakeholders.

They might find out that children don't have transport to their homes, or that they are rushing back to their ill parent with no carer, or that they are simply lacking motivation. The officer may work with the municipality to ensure care for the dependent person, transportation for the child, the provision of additional motives for the children…

The officer may also find out by talking to the support teachers that most children are not concentrating and seem very tired. They may propose the provision of a healthy snack, frequent breaks, a dedicated and pleasant rest area … may also notice that one teacher cannot support all the students that are lacking the necessary basic numerical or literacy skills. …can propose additional staff or volunteers from the local community/university to support teaching. In the long-term, the self-evaluation coordinator should collect information (from students, teachers, social workers) on the grades of students to see if they are improving.

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FOOD FOR THOUGHT (2)

On-going self-evaluation of 2 HELIOS reception centres to examine the effectiveness of support for integration to the labour market.

In this case, the implementing body's self-evaluation correspondent should be investigating how the job search, interviews and work integration are going, talking to employers/interviewers, colleagues, the participant and others.

They should investigate reasons for not entering employment or not managing to keep a job and propose extra support measures, including working with social partners to facilitate finding posts, ensuring mentors in each work and on-going initial training.

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