

Strengthening the FAO Regular Programme through Auto-Evaluation

Judita Jankovic and Bernd Bultemeier
Auto-Evaluation Advisers
The Evaluation Service (PBEE)
2007

Coming up...

- Introduction
- Planning the Auto-Evaluation
- Managing the Auto-Evaluation
- Role of the Evaluation Service and the Auto-Evaluation Advisers

Introduction

Brief History of Auto-Evaluation (AE) in FAO

- Started in 2004
- Endorsed by the Governing Bodies in 2005
- So far, 3 batches of AEs (2004-2006):
 - 39 AEs conducted
 - 58 Programme Entities (PEs) and Priority Areas for Inter-disciplinary Action (PAIAs)

What is Auto-Evaluation in FAO?

- *A participatory review process regarding...*
 - Design and relevance of work programmes,
 - Implementation constraints and opportunities,
 - Outputs, outcomes and achievements against set objectives
 - qualitative and quantitative standpoint
 - evidence-based
 - triangulation

Auto-evaluation is different...

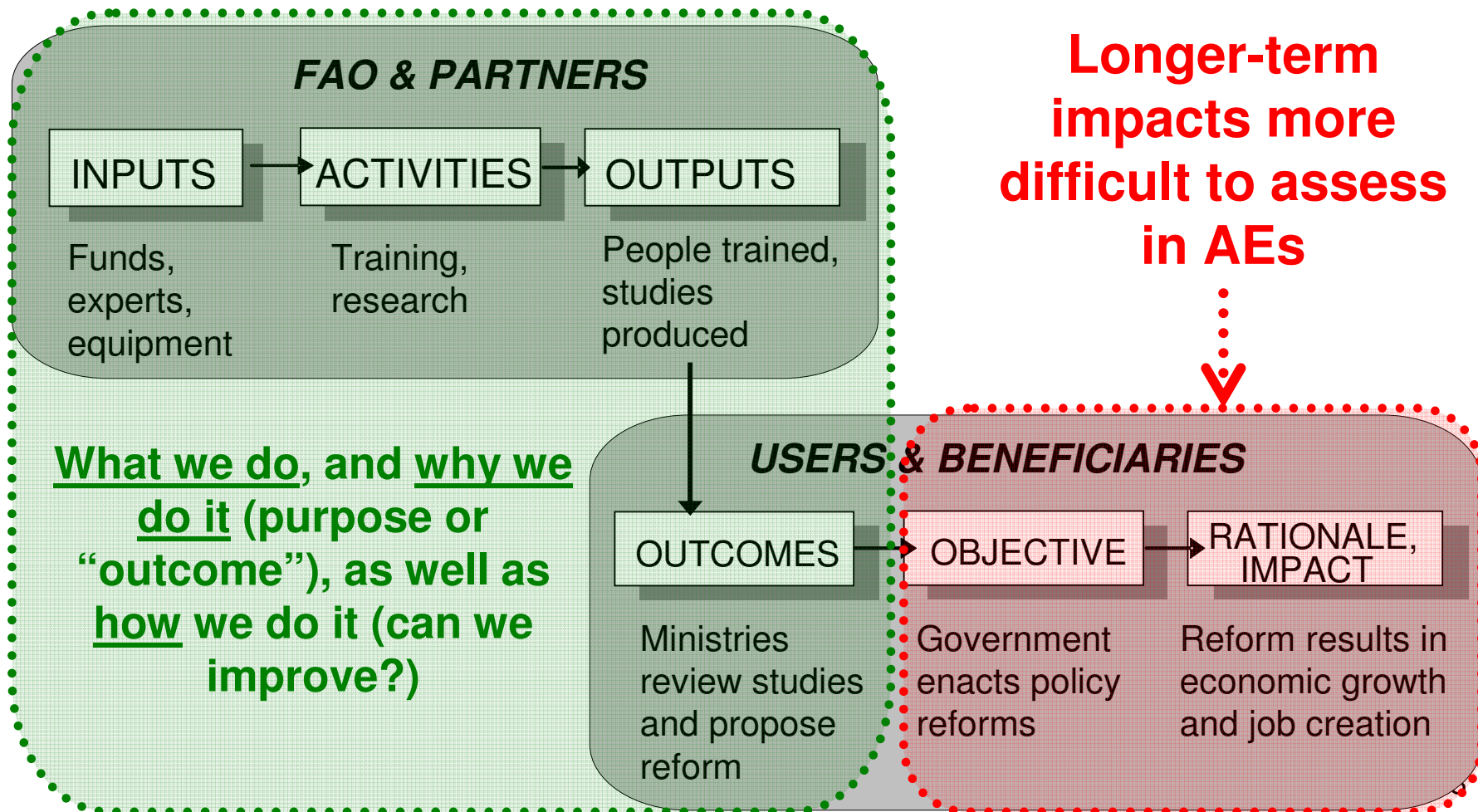
- Participatory evaluation
 - Collaborative process
 - Evaluation jointly conducted by external evaluator(s) and programme staff
 - Evaluation results
 - Programme staff - first users of evaluation results
 - ... but also relevant and useful to senior management and Governing Bodies

Auto-evaluation is different...

- Programme managers and staff are in the driving seat
 - Define, together with external consultant(s), scope of AE and issues to be covered
 - AE should take into account findings of previous external evaluations, related AEs and other reviews

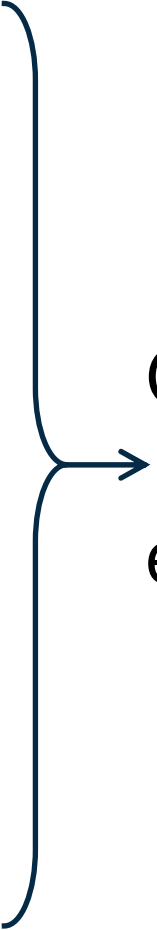
What to Evaluate?

Normal scope of an auto-evaluation:



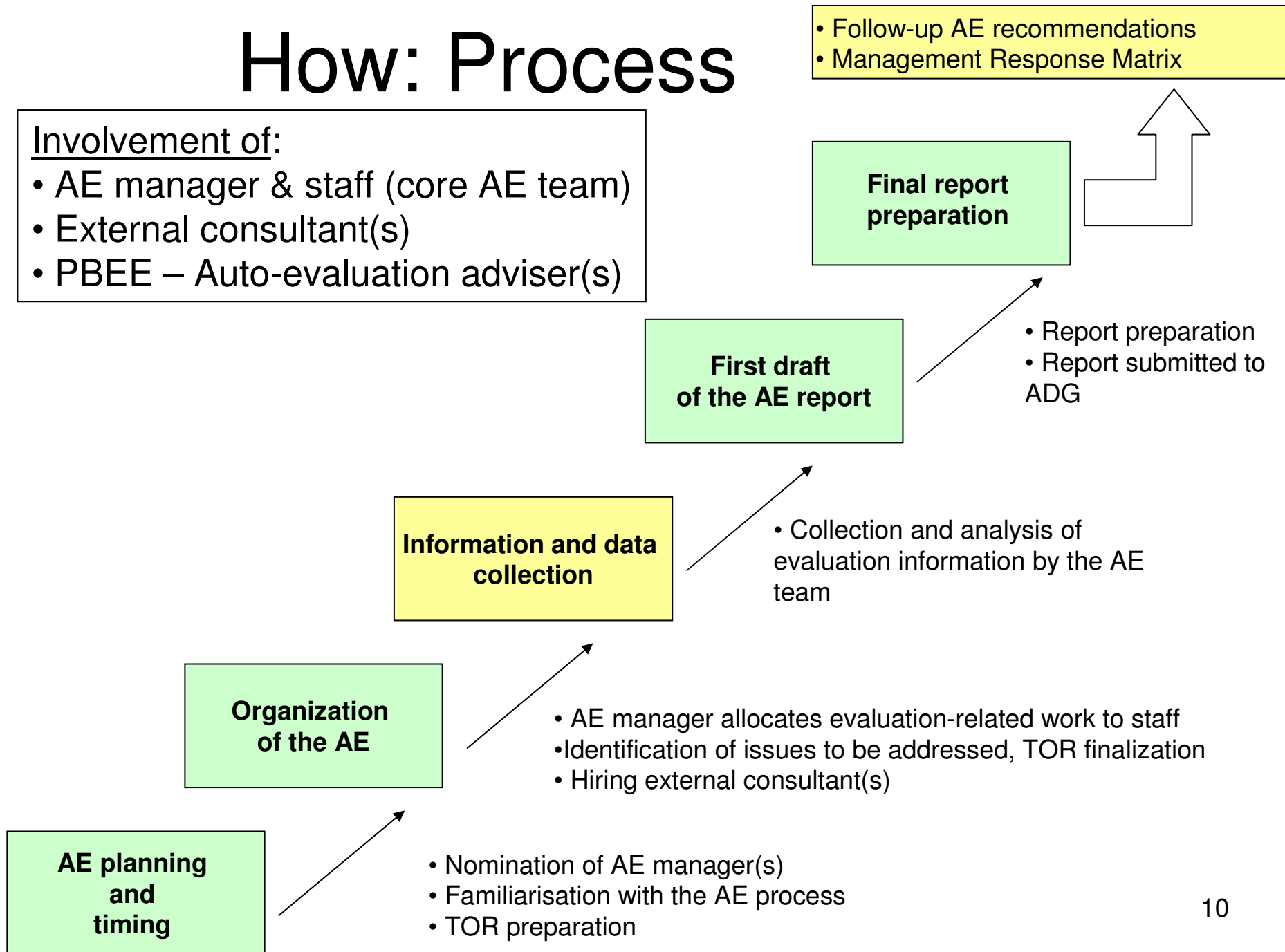
Why “Auto”-Evaluation?

- External evaluations underscore accountability, may be more credible
- Internal reviews foster learning, may be more relevant to programme staff, foster ownership



Combined
in auto-
evaluation

How: Process



Outcomes of the Auto-Evaluation

- Organizational learning and decision-making
 - AE as a valuable tool for learning and decision-making
 - learning to admit and analyse weaknesses *as well as* strengths
 - opportunity to motivate staff and foster ownership and consensus
- User orientation
 - eliciting participatory staff feedback and external feedback from users, partners and beneficiaries

Planning the Auto-Evaluation

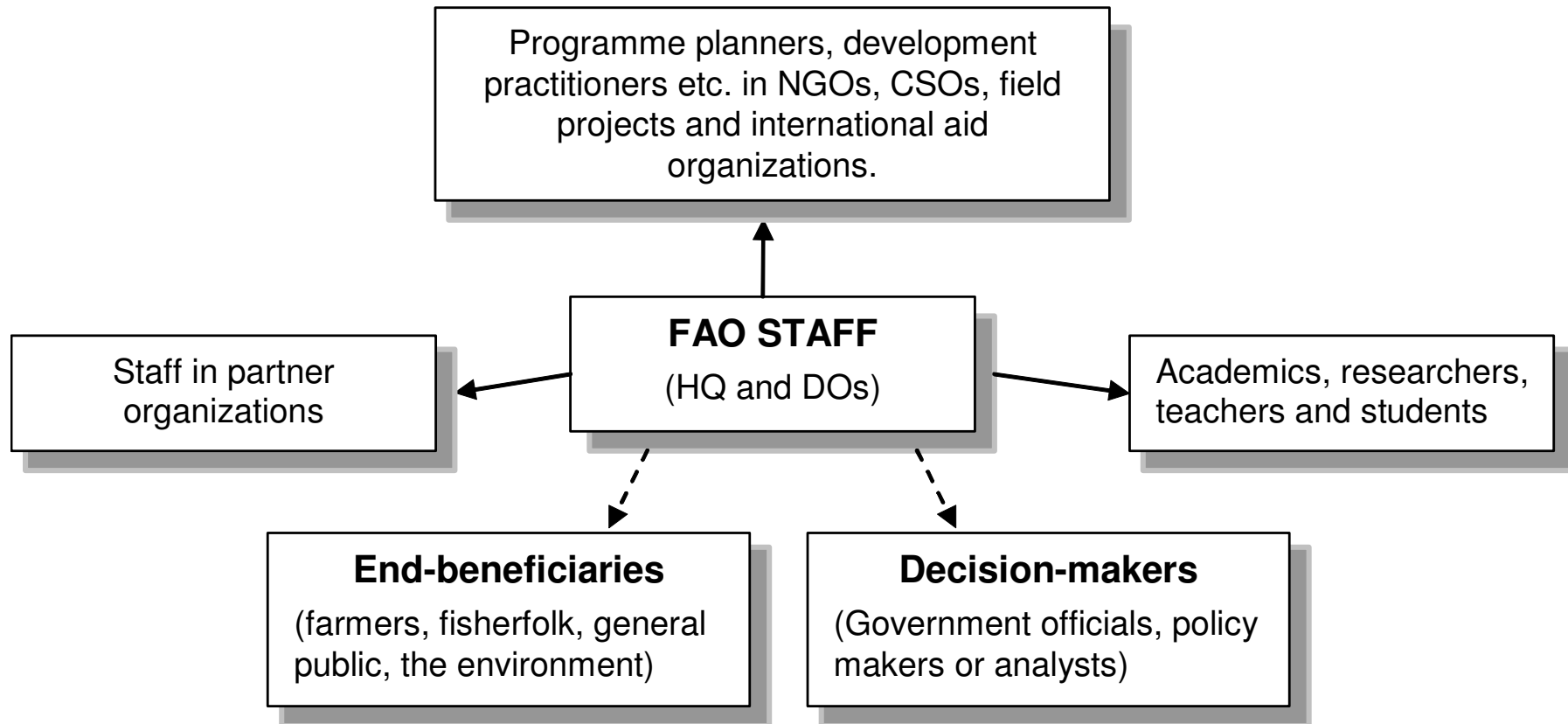
Desk study

- To provide a background to the AE:
 - Introduce AE objectives
 - Provide the contextual background
 - Identify planned major outputs, including indicators over the evaluated period
 - Identify implementation constraints
 - Identify main implementation partners
 - Assess outcomes and impacts

Identifying Evaluation Issues

- Staff meetings – to define the AE scope:
 - What would you like to learn in this evaluation?
 - What issues do you think should be addressed in this evaluation?
 - SWOT: Strengths, Weaknesses, Opportunities and Threats

Identifying Target Users



Evaluation Techniques

Most common:

- Individual interviews
- Focus group interviews / brainstorming sessions with staff
- Questionnaires

Less common:

- Expert reviews
- Cost-benefit analysis
- Country case studies
- Citation analysis
- Web traffic analysis

Estimating a Budget

Expenditure Item	Time	Cost (\$ USD)
Internal Staff Costs:		
AE oversight	X weeks @ _ USD per day	
AE manager	X weeks @ _ USD per day	
Programme staff	X weeks @ _ USD per day	
Other human resources	X weeks @ _ USD per day	
Sub-total (Internal Staff Costs)		
External Consultant Costs:		
Senior consultant	X days (WAE) @ _ USD per day	
Junior consultant	X days (WAE) @ _ USD per day	
Travel expenses	times @ _ USD	
DSA (Rome)	X days @ _ USD per day	
Sub-total (External Consultant Costs)		
TOTAL COSTS		

NOTE: The estimated budget should also include other expenditure items of substantial cost, if used, such as DSA for a peer review group.

Managing the Auto-Evaluation

Circulating TOR

- Components of TOR:
 - Background section
 - AE scope: a list of issues to be evaluated
 - Tentative methodology
 - Persons/groups involved in the evaluation
 - Budget estimate
- Draft TOR - circulate to all concerned
- TOR to be cleared by the Evaluation Service

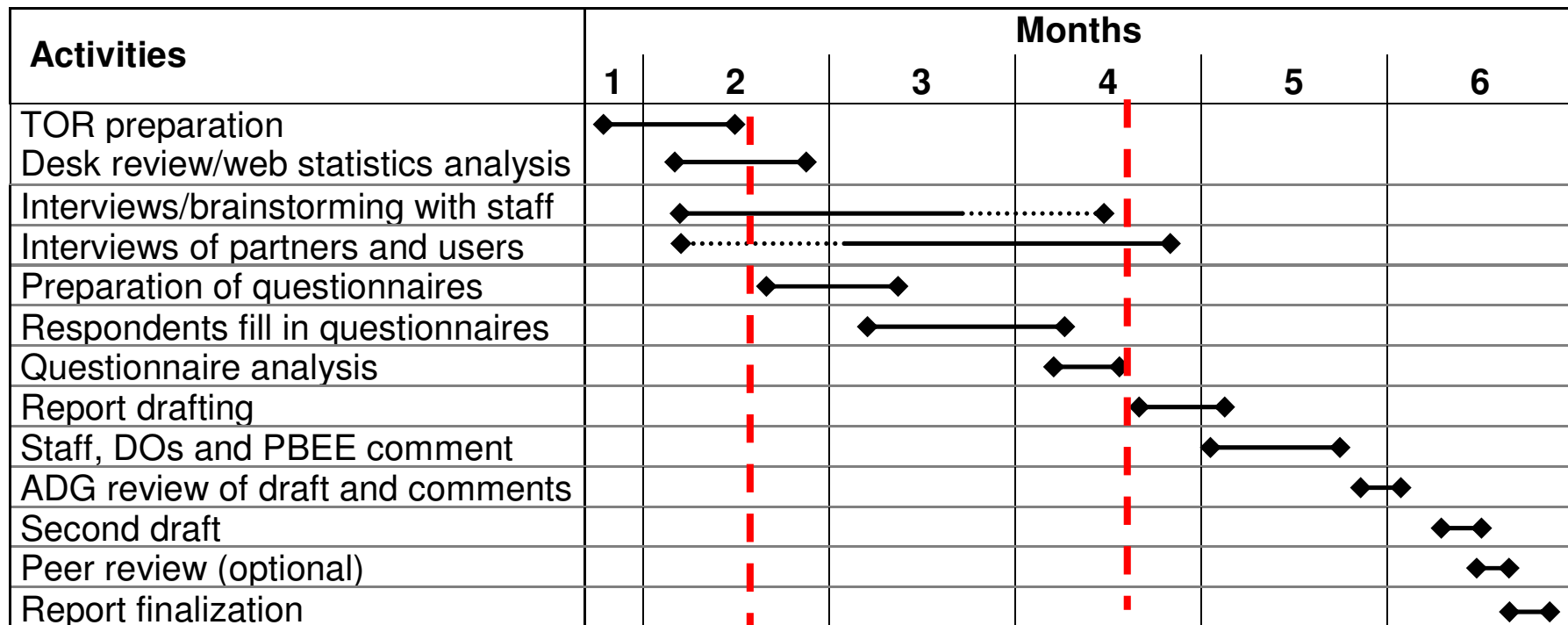
Quality Criteria

- Adequate TOR (AE scope, budget etc.)
- Clear description of **outputs and outcomes**
- Feedback from **users and partners**
- Short report (~ 30 pages), analytical and giving **precise recommendations**

Evaluation criteria

- Relevance to FAO and stakeholders
- Consistency of PE design
- Performance and output quality
- Quality/relevance of partnerships
- Use made of resources
- Results and effectiveness
- Cross-sector linkages: interdisciplinarity, gender
- Emerging issues

Estimated Timeline



Follow-Up to AE Recommendations

Format for Management Response to Auto-evaluation Recommendations								
Recommendations	Further (RP or extra-budgetary) funding required (yes or no)	Acceptance by Management			Comment	Action to be taken		
		Accept	Partially Accept	Reject		Action	Timing	Unit Responsible
Recommendation 1								
Recommendation 2 etc.								

NOTE: The management response will be sent to the Chief of PBEE within one month after completion of the AE report.

The role of the Evaluation Service and Auto-Evaluation Advisers

Evaluation Service Support

- Help Desk:
 - General advice and consultation
 - Methodological training, advice and support
- Quality assurance
 - Involvement and feedback throughout the AE cycle
 - Guidelines
- Assisting in the selection of external consultants
- Allocating financial support for AEs
- Monitoring and analysis of AE process