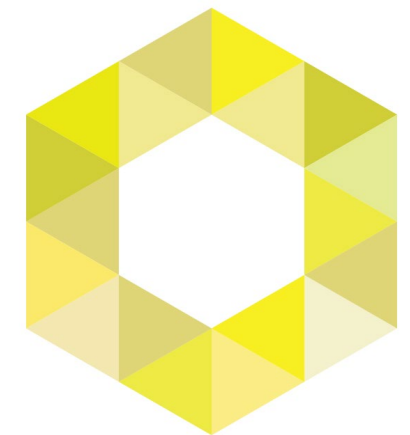
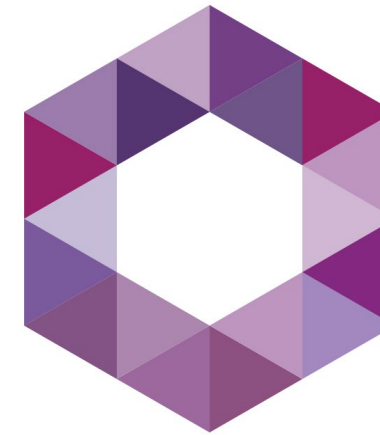




BETTER CRITERIA FOR BETTER EVALUATION

Megan Kennedy-Chouane
The 17th ODA Evaluation Workshop
February 2022



Agenda

1. Introduction:

What are the criteria? How are they meant to be used?
Presentation of the new definitions

2. JICA case study

3. Q&A

4. Learning exercise: applying the criteria in your contexts

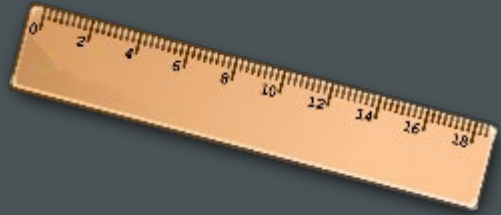
Key takeaways

The criteria are used to help us ask the right questions in evaluation

The two principles for use are important: the criteria should be **adapted** to the context and **used thoughtfully**.

The intervention needs to be understood in its context, and as it changes overtime. **Equity** is an important cross cutting element for analysis.

The new evaluation criteria “Coherence” is about how well an **intervention fits** in with other interventions – especially policies. In the context of Agenda 2030, coherence helps us look at the **synergies and potential trade-offs** involved in sustainable development interventions (including development co-operation).



What are the evaluation criteria?

First set out by the OECD Development Assistance Committee (DAC) in 1991 and defined in 2002, the criteria encourage a focus on effectiveness and results, looking beyond inputs and activities.

The criteria support critical thinking, help us ask the right questions. *Not a methodology, standards, process etc. Best when used throughout the project cycle (beyond evaluation).*

Definition: “A principle or standard by which something may be judged or decided” - Oxford Living Dictionary.

Though originally developed for use in the context of development co-operation, now widely used and referenced, including for national and south-south co-operation.

Each criteria is a lens, giving a different perspective on the intervention – both the implementation process & the results...



EFFECTIVENESS

Is the
intervention
achieving its
objectives?



COHERENCE

How well
does the
intervention
fit?



IMPACT

What
difference
is the
intervention
making?



EVALUATION CRITERIA

SUSTAINABILITY

Will
the
benefits
last?



Is the
intervention
doing the
right things?

RELEVANCE



How
well are
resources
used?

EFFICIENCY





...together, they provide a
more complete picture.

KEY PRINCIPLES FOR USE IN EVALUATION

PRINCIPLE ONE: THINK FIRST

- The criteria should be **applied thoughtfully** to support high quality, useful evaluation.
- They should be **contextualized to the individual evaluation**, the action being evaluated, and the stakeholders involved.

PRINCIPLE TWO: NO STRAIGHT JACKET

- Use of the criteria depends on the purpose of the evaluation.
- **Covered according to the needs of the relevant stakeholders and the context** of the evaluation. More or less time and resources may be devoted to each criterion



POINTS ON LANGUAGE



- **Notes** are part of the definition
- **Intervention** used to refer to the object (topic) of the evaluation: project, programme, policy, strategy, thematic area, financing mechanism, humanitarian intervention, etc.
- **Beneficiaries** has specific meaning, “the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention.” Does not assume that people do benefit (these are questions for evaluation). Actual beneficiaries may not be the stated/intended beneficiaries. Other terms, such as rights holders or affected people, also used.



RELEVANCE

Is the intervention doing
the right things?

RELEVANCE

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change

Note: "Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. "Partner/institution" includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.



COHERENCE

How well does
the intervention fit?



COHERENCE

The compatibility of the intervention with other interventions in a country, sector or institution.

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.

Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres.

External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.



EFFECTIVENESS

**Is the intervention achieving
its objectives?**

EFFECTIVENESS

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.



EFFICIENCY

How well are
resources used?

EFFICIENCY

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).



IMPACT

**What difference
is the intervention making?**

IMPACT

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.



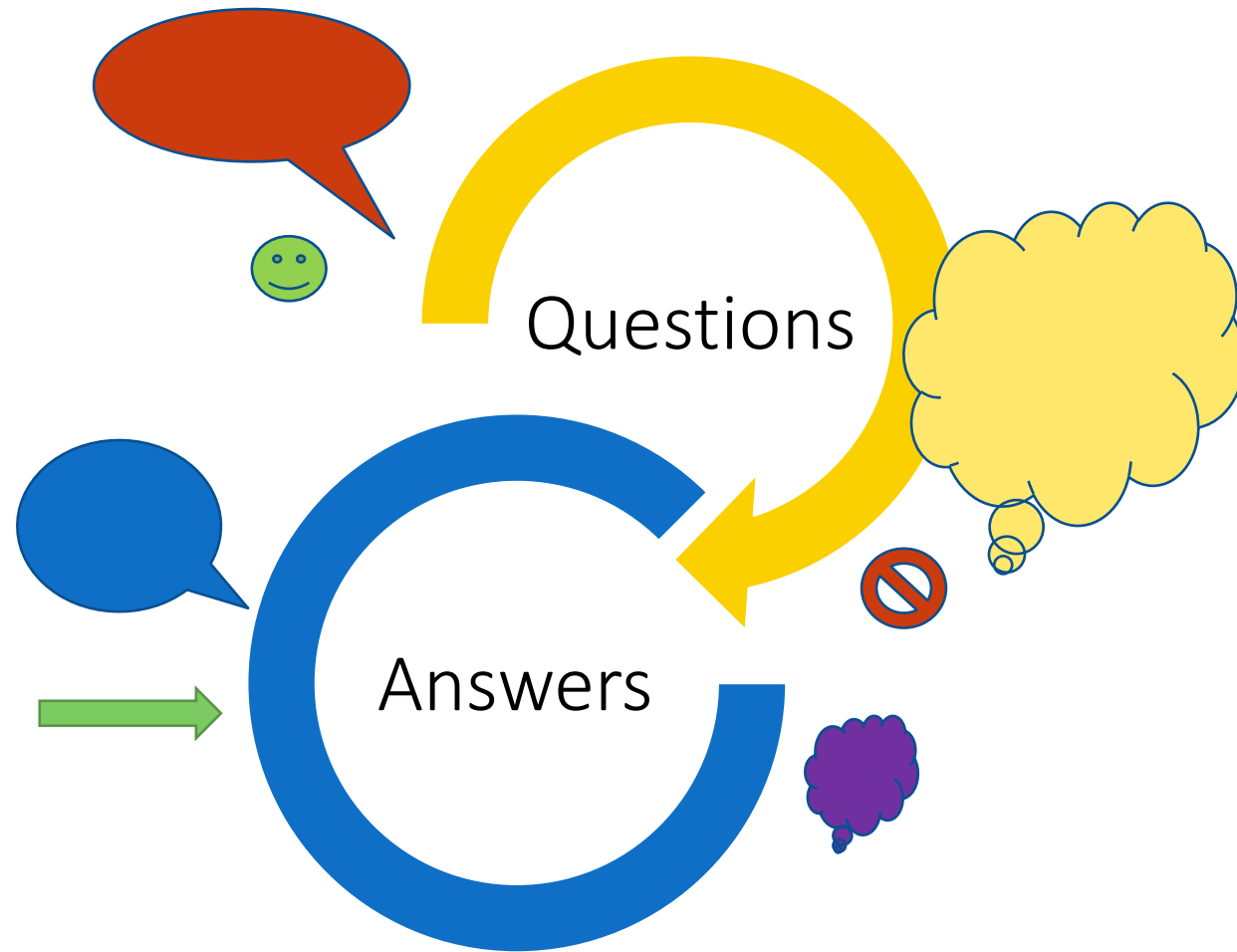
SUSTAINABILITY

**Will the
benefits last?**

SUSTAINABILITY

The extent to which the net benefits of the intervention continue, or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.



Discussion

Exercise: 1-2-All

1. Think of an intervention you are involved in or might want to evaluate. Write down the name of the project/intervention, and its primary objective(s).
2. For each criteria (as we give definition) come up with 1-2 key evaluation questions.
3. Look at your list: If you could only ask one question, which one would you ask? Why?
4. Share your thoughts and questions.

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COVID-19 GLOBAL Evaluation Coalition

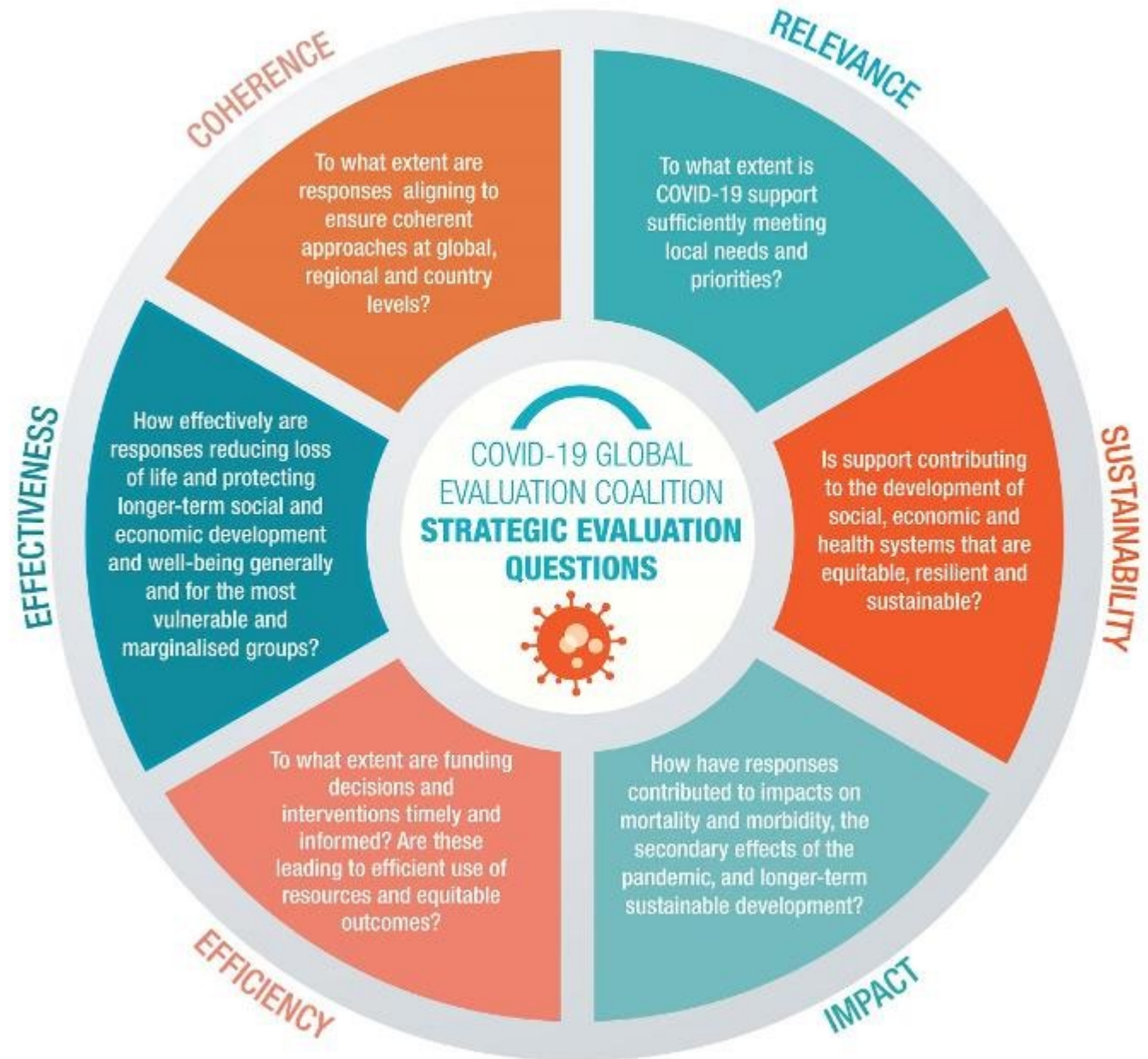
The Coalition supports evaluations of COVID-19 response and recovery— local, national efforts, and international co-operation.

Open to any country interested in evaluating COVID-related efforts to respond to the direct and indirect impacts of the pandemic.

Currently looking for partners interested in country-led evaluations.

COVID19evaluation@oecd.org

www.covid19-evaluation-coalition.org





Thank you!

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