

## Welcome

**Welcome to the 2015-16 EvalNet Members' survey. This survey is part of the review of evaluation systems in development agencies that has been initiated by the EvalNet Secretariat in collaboration with NORAD, and is being implemented by Danish Management A/S. This review is a follow-up to the 2010 Review of Evaluation in Development Agencies.**

**The questionnaire of the survey has been designed with the aim to understand the role and activities of evaluation systems in order to draw lessons on how to improve evaluation effectiveness. Your responses will provide a view on the functioning of evaluation systems as well as your own perspectives on how to improve the performance of evaluation systems within resources constraints.**

**It is expected that the questionnaire will take a maximum of 30-45 minutes of your time. You may save your responses and return to the questionnaire if you wish to break up the task but please note: *your responses are saved when you click to proceed to the next screen*so please complete the page of questions and click next before closing the questionnaire. If a question is not applicable to you or you do not know the answer, you are free to skip the question.**

**The questionnaire contains the following sections reflecting the main features of evaluation systems:**

- Section 1: Respondent information**
- Section 2: Evaluation policy**
- Section 3: Strategic approaches**
- Section 4: Evaluation governance**
- Section 5: Independence**
- Section 6: Capacity and professionalism**
- Section 7: Participation**
- Section 8: Evaluation use and dissemination**

**Thank you for contributing your valuable time.**

**Please email [EvalNet\\_review@dem-esb.dk](mailto:EvalNet_review@dem-esb.dk) if you have any problems with completing the questionnaire.**

## Section 1. Respondent information

### Respondent Information

\* 1. Name of your Organisation:

\* 2. Name of the Unit with overall responsibility for evaluation:

\* 3. Name and position of the Respondent:

Name

Position

4. How many full-time employees work in the Evaluation Unit?

5. Head/ Director/ Assistant Director

Females

Males

6. Professional evaluation Staff

Females

Males

7. Administrative/support Staff

Females

Males

8. Has an external review of the Evaluation Function been carried out in the last 5 years?

Yes

No

9. If your answer above was yes, in which year?

Please send a copy of the last external review by email to [EvalNet\\_review@dem-esb.dk](mailto:EvalNet_review@dem-esb.dk)

## Section 2. Evaluation policy

10. Does your organisation have an Evaluation Policy (or equivalent)?

Yes

No

Please send the latest version of your evaluation policy document by email to [EvalNet\\_review@dem-esb.dk](mailto:EvalNet_review@dem-esb.dk)

11. In which ways do you envisage your policy developing in the next five years?

12. Please indicate below the sections that are included in your policy document:

- Description of evaluation function & institutional location
- Definition of roles and responsibilities
- Evaluation typology
- Partner country role in evaluation, joint evaluation/ collaborative partner-donor evaluation
- Evaluation capacity development
- Quality standards
- Process for approving reports
- Management response system
- Publication, communication and use
- Other (please specify)

13. To what extent do you feel that policy documents are congruent with organisational strategy?

Not congruent	Somewhat congruent	Moderately congruent	Very congruent
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. In your view, what needs to be changed to make the policy more relevant to your organisation's needs?

## Section 3a. Strategic approaches

15. What do you see as the purpose of evaluation in your organisation?

16. In your view, what should be the most important purpose of evaluation: accountability or learning?  
Please explain your answer.

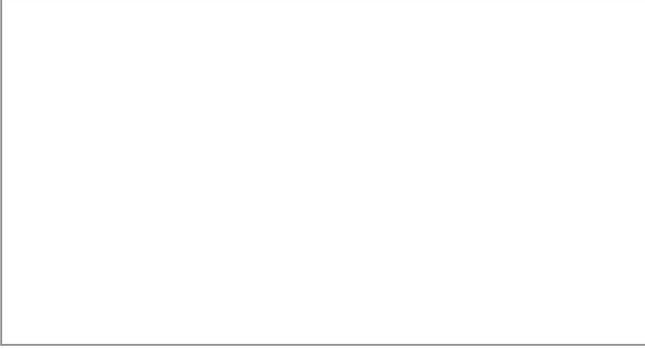
17. Has the evaluation system been subject to structural changes in the last 5 years?

Yes

No

18. What has been the nature of these changes?

19. Please describe impacts of these changes on independence, methods, participation, dissemination and use, etc. of evaluations.



## Section 3b. Planning

20. What period does your work plan cover?

- Up to 1 year
- Up to 2 years
- Up to 5 years
- 5+ years

21. To what extent is the work plan synchronised with organisation overall strategy ?

Not synchronised

Somewhat synchronised

Moderately synchronised

Strongly synchronised

22. Who is involved in the formulation of the evaluations work plan?

- Operational units
- Policy makers (Governing authorities - Board of Directors or similar entity)
- Senior management
- Please explain how the above parties are involved.

23. To what extent does the work plan respond to demand from governing authorities (Board of Directors or similar entity)?

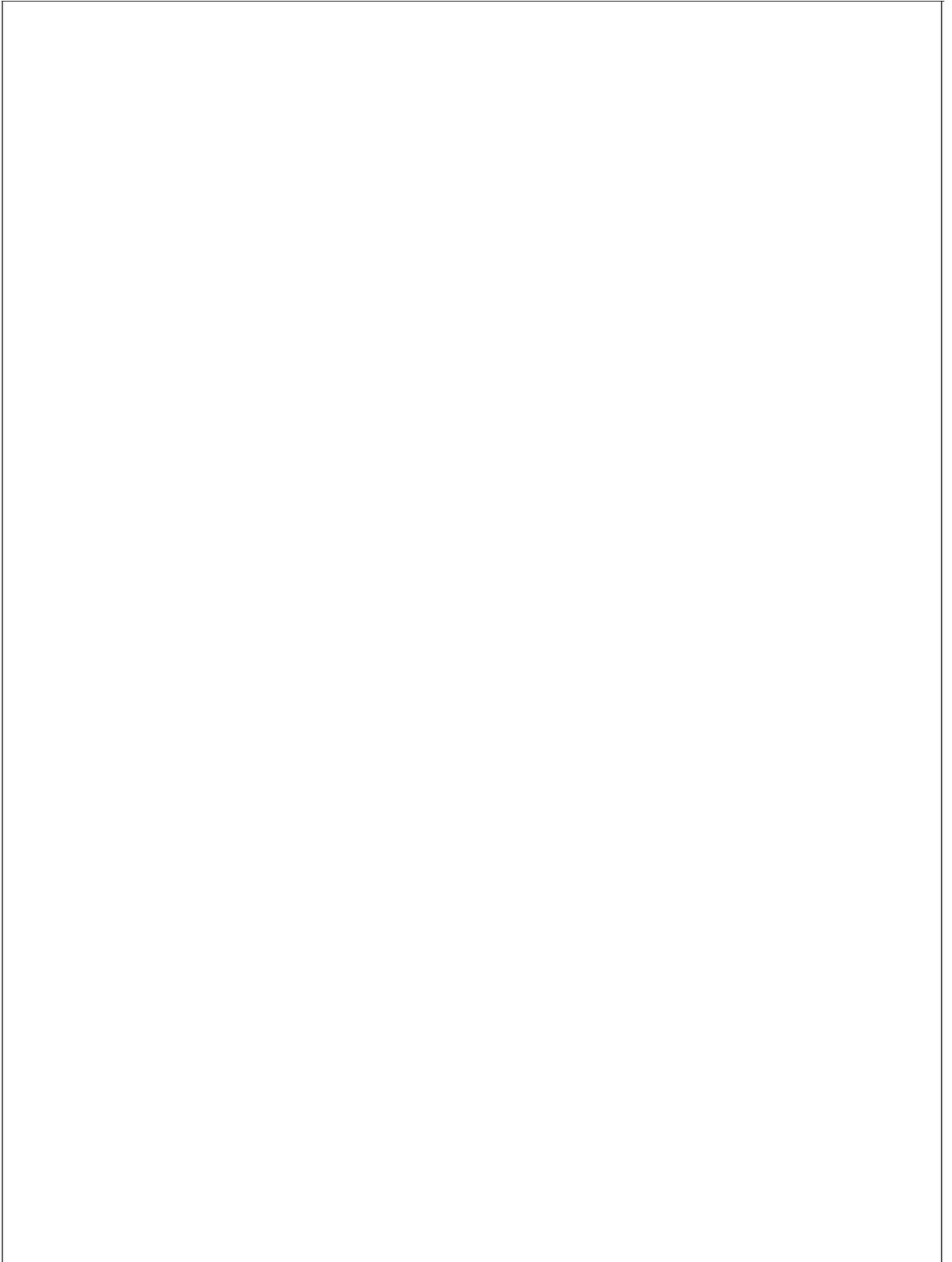
Not significantly

Somewhat

Moderately

Significantly

24. Who has the mandate to approve the evaluation work plan?



## Section 3c. Resources

25. How are centralised and decentralised evaluations, respectively, funded in your organisation - a separate budget line or within operational budgets?

26. Over the last 5 years, did the evaluation budget for centralised evaluations change?

- It increased
- It remained the same
- It decreased

27. How much was budgeted (in EUR) for centralised evaluations in the last financial year?

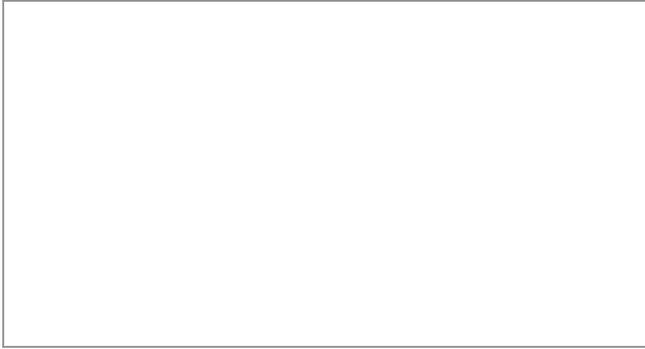
28. How much was budgeted for centralised evaluations in the last financial year as a proportion of your development budget (as a percentage)?

29. How many full-time employee equivalents (FTEs) are employed in carrying out the evaluation function?

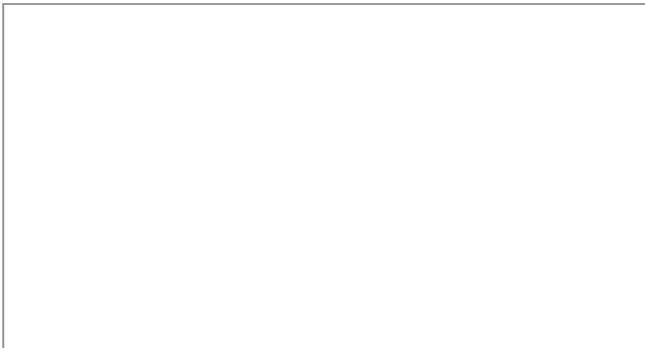
30. Over the last 5 years, did the evaluation staff increase, remain the same or decrease?

- Increased
- Remained the same
- Decreased

31. How did the changes in budget/ staffing affect your overall evaluation work? How did you optimise/ compromise based on the resources available?



32. Please provide any additional concerns/issues, challenges and solutions to budget management/ allocation below.



### Section 3d. The nature of evaluations (type, focus, methodology, criteria)

33. Please tick the sectors/activities covered by evaluations performed by your organisation:

- Thematic evaluations or crosscutting evaluations
- Organisational performance evaluations
- Sector-wide evaluations
- Program evaluations
- Country evaluations
- Policy/strategy evaluations
- Project/activity evaluations
- Other (please specify)

34. Of the main types of evaluation described below, please indicate the approximate number of each type carried out by your organisation over the last 5 years.

Ex-ante evaluations	<input type="text"/>
Real time evaluations	<input type="text"/>
Ex-post evaluations	<input type="text"/>
Impact evaluations	<input type="text"/>
Process evaluations	<input type="text"/>
Evaluability assessments	<input type="text"/>
Systematic reviews	<input type="text"/>
Other	<input type="text"/>

35. Do you foresee that this will change in the future?

36. Do you use other criteria apart from DAC to define evaluation questions?

Yes

No

If Yes, what criteria?

## Section 4a. Evaluation governance

37. Is there an Evaluation Advisory Board/ Evaluation Committee?

Yes

No

38. Who appoints members to the Advisory Board?

39. Please provide your own views on the benefits and challenges of an Evaluation Advisory Board/ Evaluation Committee – Is it helpful, effective, knowledgeable, influential?

## Section 4b. Centralised/ decentralised evaluation

40. Which is the predominant approach adopted by your organisation in undertaking evaluations?

- Centralised
- Decentralised
- A combination of centralised and decentralised

Please describe your approach in more detail and explain what you see are the benefits and disadvantages of your organisation's approach?

## Section 4c. Decentralised evaluation

41. Could you describe the formal and informal links between the evaluation unit and services that carry out decentralised evaluation?

42. Who commissions decentralised evaluations?

43. Are decentralised evaluations actively disseminated within the organisation?

Yes

No

Sometimes

Please clarify the circumstances under which they are/ are not

44. Are decentralised evaluations available publicly?

Yes

No

45. Does the Evaluation Unit have adequate capacity (in terms of human and financial resources) to provide training, support, advice and technical assistance to decentralised evaluations?

Yes

No

Please explain your answer

46. In your view what can be done to improve the work performed by services that carry out decentralised evaluations?

## Section 4d. Governance and inter-linkages

47. How strong is the link between your evaluation approach and results management more broadly within the organisation?

Very weak

Weak

Strong

Very strong

Please explain your answer

48. What is the evaluation unit's role in enhancing evaluability during the project cycle?

49. Are there mechanisms within the evaluation system to validate self-evaluation reports by other departments?

Yes

No

50. Please provide your opinion whether central evaluation units should validate self evaluation reports.

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## Section 5a. Independence of the Evaluation Unit

51. How is the independence of the evaluation unit described in the unit's mandate/policy/guidelines?

Not stated

Implied

Clearly

Very clearly

52. To whom does the head of evaluation report?

53. Is the Head of the Evaluation required to be filled internally or externally?

- Internally
- Externally
- Not applicable

54. What is the period of employment of the Head/ Director of the Evaluation Unit (i.e. how many years is the appointment for)?

55. Does the Head/Director of Evaluation Unit have the possibility of taking up any other position within the organisation when they leave the position?

- Yes
- No

## Section 5b. Autonomy of the Evaluation Unit

56. Do you feel that you are able to take decisions regarding evaluation without interference from your supervisors?

Not at all

To some extent

For the most part

Always

57. Does the Head /Director of the Evaluation Unit participate in senior management meetings?

Never

Sometimes

Often

Always

58. How independent do you feel that you are able to be with respect to the following?

Not at all

To some extent

For the most part

Always

Budget

Selection of evaluations

Planning and preparation

Reports

Dissemination

59. Do you consider that you are independent from operational staff?

Not at all

To some extent

For the most part

Always

60. Do you feel that the degree of independence of the evaluation function is sufficient to ensure external credibility of evaluation?

Not adequately

To some extent

For the most part

Completely

61. What is the degree of independence of the decentralised evaluations?

Not strong

Somewhat strong

Moderately strong

Very strong

62. To what extent is perceived independence important to the uptake of evaluation results ?

Not important

Somewhat important

Quite important

Very important

63. Please provide your own views on the advantages and disadvantages of being an independent evaluation unit?

## Section 6a. Capacity and professionalisation

64. How do you deal with skills constraints in the evaluation unit?

65. Do evaluation staff have the knowledge and skills for evaluating crosscutting issues - gender, environment, human rights?

	Not enough	Some	An adequate amount	Significant
Gender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Section 6b. Capacity and professionalisation - on outsourcing of evaluations

66. What proportion of your organisation's evaluations are *completely* outsourced (as a percentage)?

67. What proportion of your organisation's evaluations are partially outsourced (i.e. include staff from your organisation as members of the evaluation team) (as a percentage)?

68. When evaluations are outsourced, does your organisation include a disclaimer in evaluation reports expressing that the report contains the views of the external consultants?

Yes

No

69. For outsourced evaluations, who is responsible for formulating the recommendations?

Consultants (who did the evaluation)

Staff from the evaluation unit

Both in collaboration

Other (please specify)

70. How would you assess the independence of external consultants in carrying out evaluations for you?

Weak

Somewhat weak

Strong

Very Strong

71. How do you rate the evaluation competencies of external consultants that you have contracted to undertake evaluations?

Not competent

Moderately competent

Quite competent

Very competent

## Section 6c. Capacity building and knowledge management

72. Is evaluation capacity development within the organisation the role of Evaluation Unit staff?

- Yes  
 No

73. Is evaluation capacity development for partner institutions part of the role of Evaluation Unit staff?

- Yes  
 No

74. What is the nature of the knowledge management system your organisation maintains for evaluation-related information

- None  
 A file archive with relevant documents stored in folders  
 A dedicated database through which you can search for relevant documents  
 An information web portal that contains multi-media materials, allows for sharing of views, as well as relevant documents  
 Other (please specify)

75. In your view, is the knowledge management effective in terms of being updated and actively used by evaluation/ operations and decision-making staff?

Not effective

Somewhat effective

Moderately effective

Very effective

76. What improvements do you think could be made to your knowledge management system?

## Section 6d. Professionalisation

77. In your view, would professionalization and a system of designation/credentialing help to reinforce the internal and external legitimacy of evaluation? Please explain your answer.

78. Would professionalization and a system of designation/credentialing lead to the recruitment of more competent internal staff?

Not significantly

To some extent

Quite significantly

Significantly

79. Would professionalization and a system of designation/credentialing lead to the recruitment of more competent external consultants?

Not significantly

To some extent

Quite significantly

Significantly

80. How many of your staff have engaged in internal or external accreditation schemes?

81. Would your organisation be willing to engage in an external designation or accreditation scheme for the staff of the Evaluation Unit/ function?

## Section 7. Information and participation

82. Information on evaluations are provided to recipient/ partner institutions on work plan and evaluation preparation

Never	Rarely	Sometimes	Systematically
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

83. To what extent do stakeholders from country partners participate in?

	No participation	Some participation	Frequent participation	Close participation
Setting evaluation plans and work programs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designing evaluations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reference groups or the Steering Group?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

84. How many joint evaluations have been carried out over the last 5 years?

85. With which organisations did you carry out the joint evaluations?

- Other bilateral agencies
- Other multilateral agencies
- Partner/ recipient institutions

Please cite the organisation(s) or joint partner(s)

86. What are the criteria for instigating a joint evaluation and how valuable do you think they are?

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## Section 8a. Evaluation use and dissemination

87. Does your organisation have a formalised management response system?

- Yes  
 No

88. Please briefly describe this system below.

89. Does the evaluation system include a follow-up procedure to monitor the implementation of the accepted evaluation recommendations?

- Yes  
 No

90. In your view is your policy on management response and follow-up adequate?

- Yes  
 No

91. How could your policy on management response and follow-up be improved?

92. In your view, do management and program/project officers use evaluation findings during design and preparation of new programs?

Never

Rarely

Sometimes

Systematically

93. Would you say that evaluative evidence has influenced decision making in your organisation and/or in partner countries?

- Yes
- No

If you answered yes above, please provide an example

94. If this is not the case, in your view how could the use of evaluation be improved?

- With better support from senior management
- By improving the influence of the evaluation system
- With a better system of communication
- Any other reason (please explain)

95. Do you feel that there is demand for evaluation to inform decision-making?

No demand	Weak demand	Moderate demand	Strong demand
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

96. How is this demand expressed?

97. If there is no or weak demand for evaluation how do you think that such demand can be elicited?

## Section 8b. Communications

98. Are evaluation findings and recommendations publicly available (e.g. via your organisation's website)?

- As complete reports
- As shortened/ summarised reports
- Not publicly available

99. Are management responses made public?

	Never	Sometimes	Often	Always
When evaluations are outsourced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When the evaluation is internal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

100. Are evaluation results actively shared with partner countries?

Never	Sometimes	Often	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

101. Please describe your own experiences of sharing evaluation results with partner countries.

102. Which media is used to communicate reports?

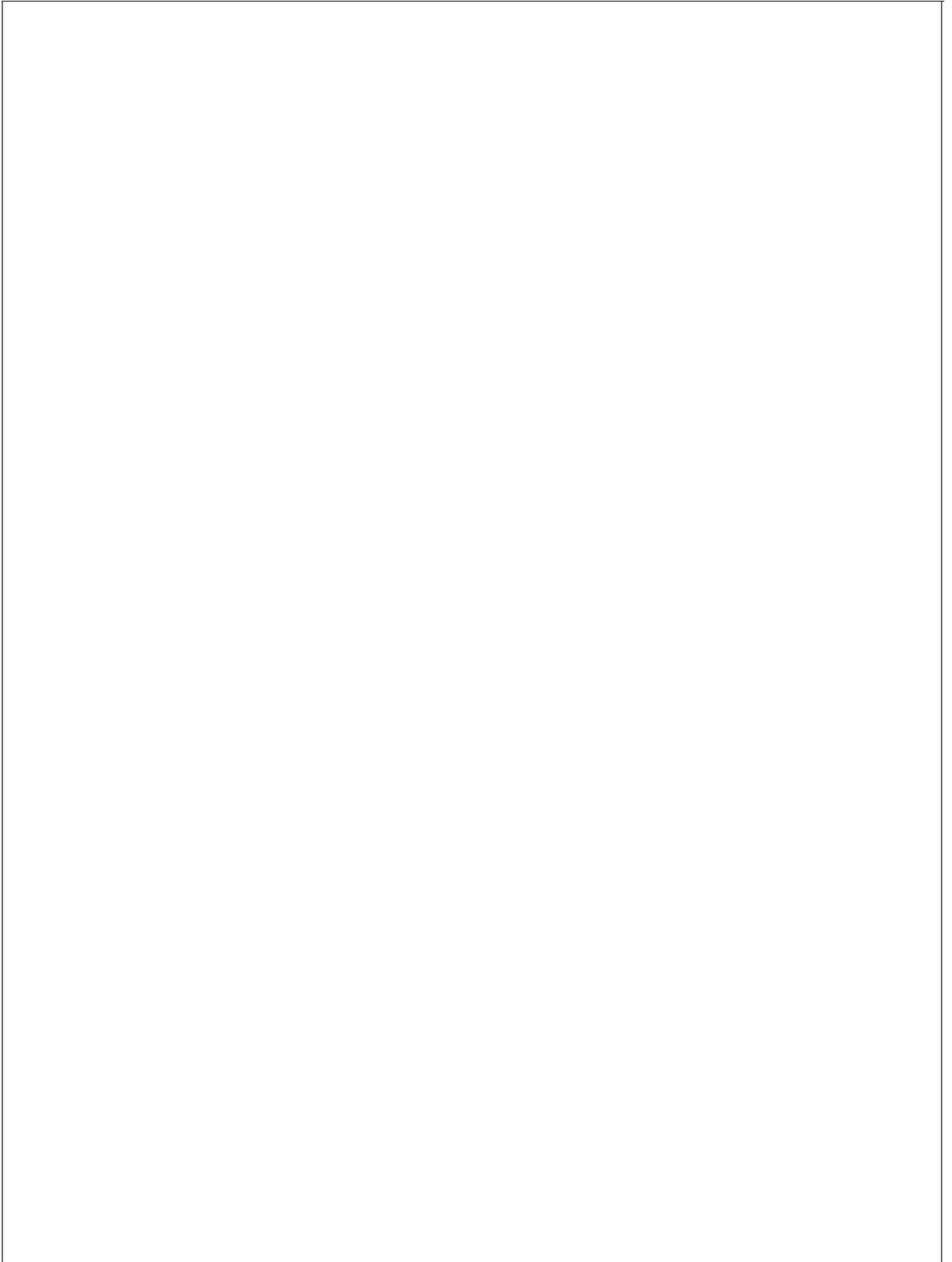
	Never	Rarely	Sometimes	Systematically
Your organisation's website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The press/ media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal circulation (intranet/email)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal sythesis reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
External circulation to development partners (email)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

103. In your view, which is the most effective method to communicate evaluation findings? Please indicate from the list of options below and describe your choices in more detail in the text box.

- Your organisation's website
- The press/ media
- Social media
- Publications to be purchased
- Internal circulation (intranet/ email)
- Internal synthesis reports
- External circulation to development partners (email)
- Other (please specify)

Please describe your choices in more detail



**THANK YOU VERY MUCH!!**

Thank you for taking time to complete this questionnaire. Your input is valuable to informing the review of evaluation systems in development agencies.