



# Evaluation Helpdesk 2021-2027



## Draft Programme of Training Bulgaria 29-30 May 2024

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Meeting ID: 337 410 063 911

Passcode: 9if9Em



# Training programme - The evaluation process

## 1.1 Objective

Participants are members of the Bulgarian Central Coordination Unit for EU Funds and two Managing Authorities who will prepare and launch evaluations in the 2021-2027 programming period. Some but not all have experience in steering / conducting evaluations, or have already received basic training,. The objective of this training is to help participants have a general view of the evaluation of Structural Funds and better understand what the evaluation process entails.

At the end of the training, participants should be able to:

- share a common vocabulary and comprehension of important evaluation concepts
- identify the main steps of the evaluation process & how these can be managed
- clarify evaluation purpose and scope and ask relevant evaluation questions
- understand the information needs related to answering evaluation questions and how this relates to choosing methods

## 1.2 Content of the training programme

### Before the training:

- Participants answer a short survey about their knowledge and practice of evaluation:  
<https://ec.europa.eu/eusurvey/runner/SupportBG2024Questionnaire>
- They have access to some resources online and are asked to read them: [The Evaluation Process – Bulgaria 2024](#)

### Agenda

Time	Activity
<b>DAY 1</b>	
09:30-10:00	<b>Welcome. Introduction.</b> Participants' experience with evaluation. Agenda of the day. What is evaluation & what can it do? Are monitoring, evaluation and audit the same thing? Evaluation in the policy cycle. The need to adapt evaluation plans and make relevant decisions in support of use & to ensure evaluation quality.
11:00-11:20	<i>Coffee break</i>
11:20-12:45	<b>The evaluation process</b> What is to be evaluated? Scope and Unit of analysis. Elaborating a programme theory. Framing Evaluation Questions and choosing methods. How do we learn from evaluation?
12:45-14:00	<i>Lunch break</i>
14:00-15:00	<b>Hands-on #1.</b> Find uses and users to the evaluation. Participants map stakeholders and identify potential uses.

Time	Activity
15:00-15:20	<i>Coffee break</i>
15:20-17:15	<b>Hands-on #2.</b> Develop a programme theory based on the initial intervention logic, stakeholder mapping, and feedback from the field. Refine the scope of the evaluation.
17:15-17:30	Wrap-up and questions for the next day

Time	Activity
<b>DAY 2</b>	
9:30-11:00	<b>Hands-on #3.</b> Formulate better evaluation questions that follow from the programme theory. Consider different modes of judgment. Clarify judgment criteria.
11:00-11:20	<i>Coffee break</i>
11:15-12:45	<b>Hands-on #4.</b> Identify information needs along the programme theory to answer the EQs. Choose a feasible and appropriate evaluation approach.
12:45-14:00	<i>Lunch break</i>
14:00-15:00	<b>What have we learned?</b> Participants reflect on their practice and identify room for improvement or further reflexivity. Q&A.
15:00-15:20	<i>Coffee break</i>
15:45-17:15	<b>Implications for evaluation management</b> Adaptive management and flexible designs. Key decisions before, during and after evaluations. Managing an evaluation portfolio. Maintaining dialogue with policy stakeholders.
17:15-17:30	Final Q&A

### After the seminar

- A feedback questionnaire is sent to the participants.

## 1.3 Trainers

**Thomas Delahais** is a co-founder of Quadrant Conseil, a French worker-owned cooperative company specialised in evaluation. Before that, Thomas worked for 10 years as the Director of Innovation at Euréval. He manages evaluation and strategic consulting assignments for public organisations in France and abroad. He is a specialist in impact evaluation methods, particularly theory-based impact evaluation and contribution analysis. He provides training in evaluation and public policy design, as well as long-term support to organizations in setting up their evaluation systems.

**Elliot Stern** is Emeritus Professor of Evaluation Research at Lancaster University, UK; Edits the international journal *Evaluation* and has worked in evaluation advisory roles with DG REGIO since the early 2000s when he was the lead author for the Evaled Guide. He has written on evaluation methodology and is interested in how evaluation contributes to governance & policy-making. Elliot has conducted reviews of UN agencies, and national government agencies in Denmark, Sweden and the UK. He has also reviewed evaluation functions of the World Bank, OECD & the CGIAR. He originally studied economics, political science, organisational theory and social anthropology.