4.2. Three Classifications of Evaluation

Depending on the nature of a programme and the purpose of an evaluation, there are different classifications of evaluation.

The **first classification** can be made depending on who's conducting the evaluation:
ƒ   internal (when the evaluation concerns a programme implemented entirely within an institution, is carried out by the persons belonging to the same institution as those managing the programme, sometimes in cooperation with the assistance of external evaluators);
ƒ   self-evaluation (is a form of internal evaluation done by those who implement the programme); or
ƒ   external (when the evaluation concerns a programme whose implementation involves persons from outside the institution, often carried out by evaluators independent of the institution).

The **second classification** is made depending on the use of evaluation. An evaluation can be:
ƒ   formative (because its main goal is generally to correct the course taken by a programme and its results are usually intended for those implementing it. Sometimes called mid-term evaluation because it is carried while the programme is still being implemented);
ƒ   summative (because it leads to conclusions about the value of the programme so that lessons can be learnt for the future. It is called end-of-programme evaluation); or
ƒ   ex-post (because it is conducted some time after the completion of the programme in order to draw conclusions on the impact and sustainability of the programme. It is another form of summative evaluation.)

The following three types of evaluation form the **third classification** that is being widely used in programme evaluation. However, some flexibility is applied when conducting the types of evaluation described below in combination with those mentioned above. These three types are: monitoring, review and evaluation.

Monitoring: It is not an evaluation per se, but is a process whereby the progress of activities is regularly and continuously observed and analysed in order to ensure that the expected result is achieved. It is done by regular collection and analysis of information for checking the performance of the programme activities.

Monitoring is usually done internally by those who are responsible for the execution of activities (programme managers) in order to assess:
ƒ   whether and how inputs (resources) are being used;
ƒ   whether and how well planned activities are being carried out or completed; and
ƒ   whether outputs are being produced as planned.

Monitoring focuses on efficiency that is the use of resources. Major data and information sources for monitoring are: financial accounts and also internal documents such as mission reports, monthly/quarterly reports, training records, minutes of meetings, etc.

Review, as for monitoring, is a task performed usually by those who are responsible for the activities, but it is a more substantial form of monitoring, carried out less frequently, e.g.

annually or at the completion of a phase. Often called mid-term review, its results are designed for those who are implementing the activities as well as the providers of funds. Reviews can be used to adjust, improve or correct the course of programme activities. Review focuses, in particular, on effectiveness and relevance. It assesses whether the activities have delivered the expected outputs and the latter are producing the expected outcomes, in other words whether there is indication that the outputs are contributing to the purpose of the project or programme. Key data and information sources for review are typically both internal and external documents, such as annual status reports, survey reports, national statistics (e.g. statistical yearbooks), consultants' reports, etc.

Evaluation in many organisations is a general term used to include review. Other organisations use it in the more restricted sense of a comprehensive examination of the outputs of a programme, how it contributes to the purposes and goals of the programme. Evaluations are usually carried out both by insiders (those belonging to the same institution as the programme managers) and outsiders (external evaluators) in order to help decision makers and other stakeholders to learn lessons and apply them in future programmes. Evaluations focus, in particular, on impact and sustainability. Evaluations may take place:

ƒ   at the end of a project phase or at the completion of a project (terminal or summative evaluations) to assess immediate impact; and/or

ƒ   beyond the end of the project (ex-post evaluations) to assess the longer-term impact of the project and its sustainability.

Key data and information sources for evaluation are both internal and external. They may include annual status reports, review reports, consultants' reports, national and international statistics, impact assessment reports, etc.