



**HUMAN RIGHTS,
DEMOCRACY
AND THE RULE OF LAW**

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

**DROITS DE L'HOMME,
DÉMOCRATIE
ET ÉTAT DE DROIT**

SESSION 7 – Implementation of Monitoring and Evaluation - Evaluation Activities

Training on Monitoring and Evaluation of Training Programmes for Professional Development in LSG



Learning objectives

- To empower participants to implement the operational steps regarding the evaluation.

Learning outcomes

- Participants are able to identify the tools and competences needed for the implementation Final evaluation.
- Participants are able to implement Final evaluation operational steps.

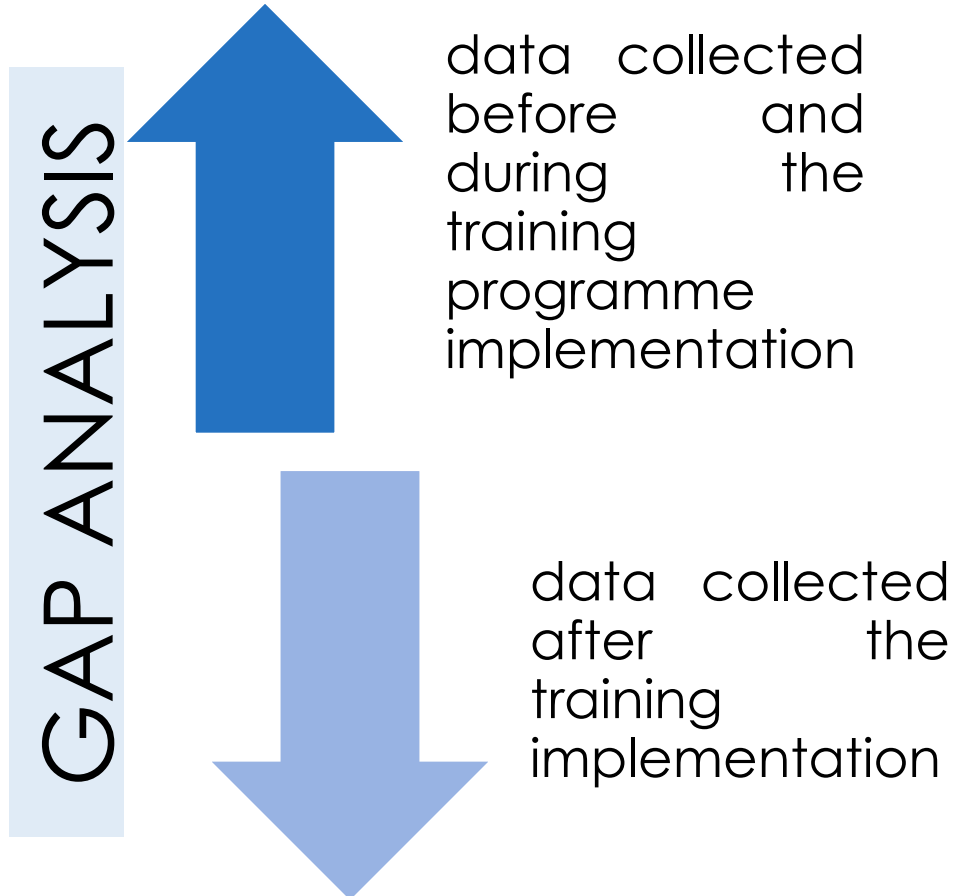
FINAL (EX-POST) EVALUATION



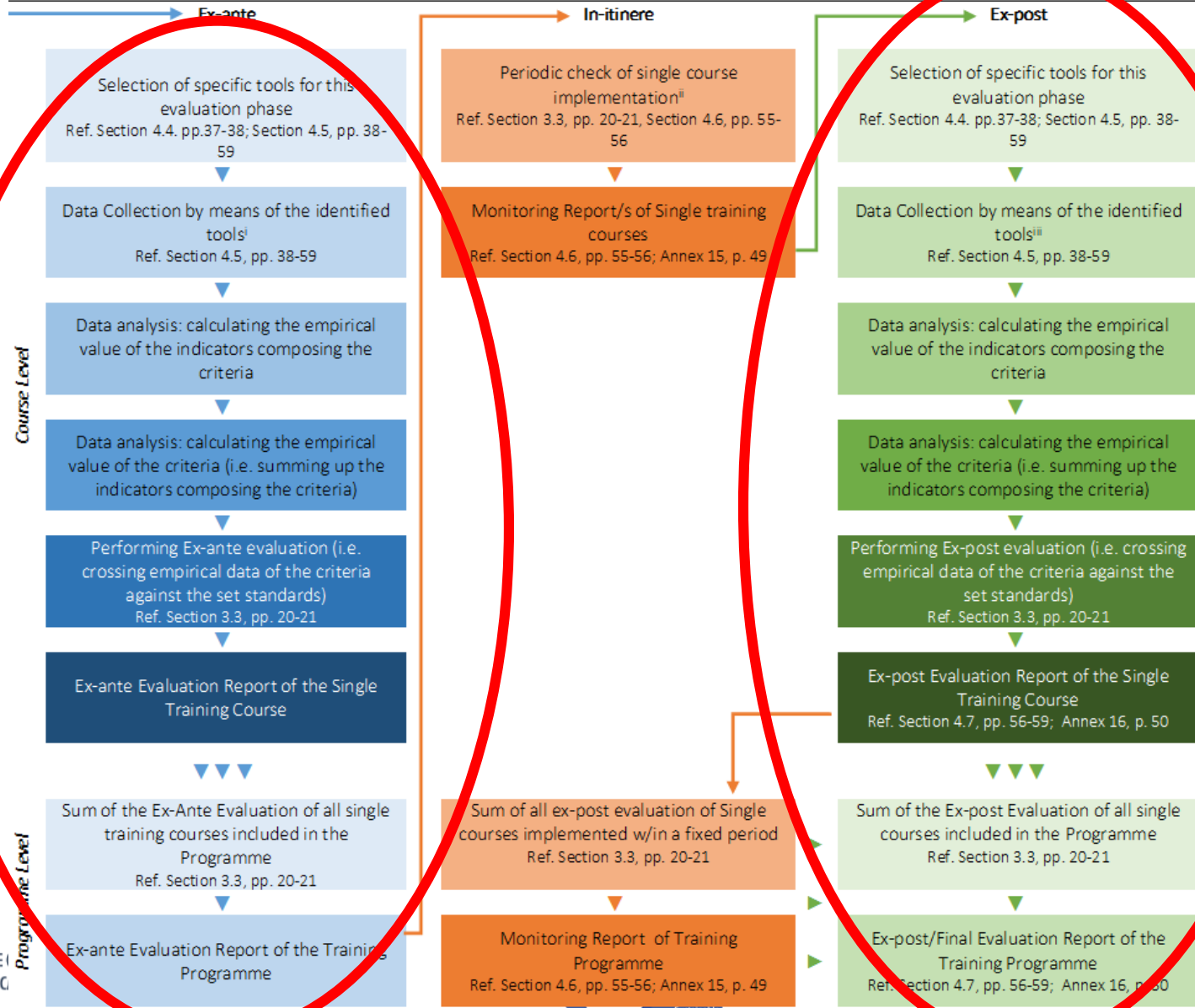
SESSION 7 – Final Evaluation

Final evaluation includes the comparison between data collected before and at the end of the training programme implementation, so to identify achieved objectives and conduct a gap analysis. It is done in **ex-post** phase of the training implementation.

In the specific case of training programmes, the final evaluation allows to plan and/or redefine appropriate interventions (e.g. on the organisation of the course, on its structure, on the selection procedure, etc.) in order to improve the achieved outcomes in the future.



SESSION 7 - Evaluation





- Criteria stand at the basis of an evaluation process.
- They are subject to an *a priori* selection, usually based on their relevance at a political/policy level, rather than technical level.
- Criteria will be able to guide the evaluation process of the training programme implementation with direct reference to specific sets of indicators.
- The following slide provides some examples in this regard



SESSION 7 – Criteria for the final evaluation 2/2

Criterion	Phase	Guiding questions
Input	Ex-ante	Are the foreseen resources adequate for the implementation of the course? Are the foreseen resources adequate to produce the expected outcome?
	Ex-post	Were the used resources adequate for the implementation of the course? Were the used resources adequate to produce the expected outcome?
Output	Ex-ante	Is the minimum attendance requirement adequate to reach the set outcome?
	Ex-ante/Ex-post	Is/Was the structure of the course adequate to produce the expected outcome? Is/Were the planned/implemented activities adequate to achieve the goal of the training course?
		Ex-post
	Outcome	Ex-ante
Ex post		
Effectiveness		Ex-ante Ex-post
External consistency	Ex-ante/Ex-post	Is the initiative logically connected with the strategic and regulatory framework? Is the objective of the initiative a valid step towards the achievement of the overall strategic and regulatory framework objectives?
		Efficiency
Compliance	Ex-ante/ post	Ex- Is/was the initiative able to meet the expectations of the participants? post Is/was the initiative able to meet the learning needs of the participants?
		Reliability
Impact	Ex-post	How did the performance of participants improve ? Is the work setting adequate for the application of the acquired competences? Are the employees that attended a training course willing to apply the acquired competences? Have the working procedure been modified/improved? How much users' satisfaction has grown up?





SESSION 7 - Implementing Quality Control

- Information about the environment, the effectiveness and the efficiency of the training programme are collected for evaluation purposes :
 - Providing *“a basis for decision-making to improve the performance of the programme or project and to feed into the learning processes”*.
- Effectiveness and efficiency of trainings have been proposed as key evaluation criteria. After the assessment of effectiveness and efficiency levels, and thanks to the understanding of the context features that explain the achieved levels (evaluation of the process), improvements in key features can be devised in order to increase effectiveness and efficiency.
- The data collected about the context comprise information about the institutional environment in which interventions take place; having assessed and understood how and how much environment features influenced the training outcome, strategies can be devised on how to steer the local and central institutions toward more favorable policies.
- **All the above allows to consider a properly designed evaluation strategy as a means to achieve also a quality control strategy.**





SESSION 7 – Q&A

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