

Summary of the Results from the Evaluation Report „Establishing Evaluation Framework in the Delegated Cooperation Project - Improvement of Medico-social Care Services for People with Long-term Care Needs on Both Sides of the Nistru River”

Main aim of the internal evaluation was to establish a general control framework (in the form of monitoring and evaluations) for projects within delegated cooperation, especially with the European Commission, based on the experience from the implementation of the first delegated cooperation project.

The first project realized within the delegated cooperation administered by the Czech Development Agency (CzDA) under the name “Improvement of Medico-social Care Services for People with Long-term Care Needs on Both Sides of the Nistru River” commenced in August 2019 and is scheduled to finish in August 2022. The project is implemented in the Transnistrian region, Moldova, by the Consortium of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and CzDA under the Contribution Agreement. The implementation is supervised and co-chaired by the European Union Delegation (EUD) to the Republic of Moldova. It is the first project of delegated cooperation with the participation of CzDA, which acts as a junior partner, while GIZ is in the position of senior partner.

The evaluation was focused mainly on introducing recommendations for future projects of this kind, while analysing all phases of the project cycle and concentrating on the following areas:

- Communication between project partners;
- Project management and tasks organization;
- System of monitoring, suggestions for types and timing of monitoring;
- Data and information collection during project implementation for the purpose of monitoring and evaluation;
- Data processing and other work related to factors important for processing project results;
- Establishment of the overall project evaluation framework (timeline and type of evaluation – continuous process evaluation, final impact evaluation or combination of both, preconditions and baselines, participants, outputs).

In order to carry out the evaluation, various sources of information were used, such as the project documents (contract including attachments), the experience of CzDA and the Czech embassy in Chisinau gained during the ongoing project implementation between August 2019 and July 2020 including the learning from the cooperation with project partners, and lastly the experience of the Czech Embassy in Sarajevo from the project of delegated cooperation that started in the meantime in Bosnia and Herzegovina. In view of the limited availability of data, it was decided to carry out an internal evaluation. Since the examined project is the first project of delegated cooperation with the participation of CzDA, the conclusions should be utilized not only

in the ongoing projects of such kind (Moldova, Bosnia and Herzegovina) but especially at the overall set-up of planning, implementation and evaluation of the delegated cooperation projects administered by CzDA.

Summary of the Evaluation Findings and Conclusions

❖ Some of the necessary aspects of mutual cooperation and communication between project partners, especially for the initial phase of project planning, are not sufficiently covered by the Contribution Agreement.

❖ The internal capacity and processes of the CzDA are not sufficiently adjusted for planning and implementation of the delegated cooperation projects.

❖ The system of monitoring and evaluation of the project is not well established.

❖ A system of data collection and processing for the period of project implementation, that would enable result-oriented monitoring and substantive evaluation, is not established.

❖ Coordination of delegated cooperation projects and other activities financed by MFA is not in place.

Recommendations, based on the findings from the evaluation process, should contribute to improving the quality of the implementation of the ongoing pilot project as well as the planning and implementation of future projects within delegated cooperation administered by the CzDA.

Recommendation	Level of Importance <i>(1 – highest importance, 2 – medium importance, 3 – lower importance)</i>	Concerned Institutions
Recommendations on system and processes (with general applicability)		
<ol style="list-style-type: none"> 1. CzDA shall adjust its internal capacities and processes to the demands of delegated cooperation: <ol style="list-style-type: none"> a) In cooperation with MFA, establish the system for employment of project managers abroad (in partner countries), including possible founding of project offices and other representation points of the CzDA in the location of project implementation. b) Designate an internal team and define its responsibilities in order to enhance the preliminary decision on the project implementation model already during the process of applying for the delegated cooperation. c) During the implementation of the first projects (Moldova, BiH), collect relevant findings, positive and negative, and review the selected models (grant project vs. direct implementation by experts) after the completion of the projects. d) Compose a manual covering preparation, management and review of the delegated cooperation projects that will contribute to better process management throughout the project cycle. The manual should be enriched by lessons learned and good practises derived from the first projects. 	1	<p>CzDA in cooperation with MFA</p> <p>CzDA</p> <p>CzDA</p> <p>CzDA in cooperation with MFA</p>
<ol style="list-style-type: none"> 2. CzDA shall establish the rules of mutual communication and cooperation with project partners: <ol style="list-style-type: none"> a) In the planning phase – designate the roles of individual partner entities and implementing parties in advance, including procedures and responsibilities for mutual communication and coordination. b) In the planning phase – determine realistic deadlines for implementation in alignment with 	1	CzDA and project partners

<p>the standards of project planning (i.e. for example scheduling extra time slots in the critical parts of the project).</p> <p>c) Before starting the projects – conclude an agreement with the Delegation of the EU in the respective country in order to facilitate smooth communication of all stakeholders.</p>		
<p>3. CzDA shall ensure data and information collection, that will be crucial for processing the outputs of a project during the implementation period:</p> <p>Establish a system of data collection together with partners as well as a system for data processing within the CzDA (internal team comprising the project manager for the respective country, relevant thematic experts, controlling department, financial manager), including cooperation with the respective Czech Embassy abroad (for the purpose of continuous monitoring).</p>	1	CzDA, Czech Embassy and project partners
<p>4. CzDA in cooperation with MFA shall establish an overall control and evaluation framework during the project planning:</p> <p>a) Consider the forms of monitoring (continuous monitoring and evaluation vs. ad hoc monitoring and final evaluation).</p> <p>b) Establish an appropriate set of indicators and a system of data collection for the indicators evaluation (including benchmarking).</p> <p>c) Establish a timeline of monitoring activities and evaluations, internally and in cooperation with project partners. Establish a system for processing the findings and recommendations arising from the monitoring and evaluations.</p>	2	CzDA, in consultation with MFA, and project partners
<p>5. Coordination of activities/projects between CzDA and MFA (Dept. of Human Rights, Dept. of Development Cooperation) shall be ensured:</p> <p>a) By mapping coherence and potential risks among various projects, on a regular basis within existing coordination mechanisms.</p> <p>b) Identified risks shall be consulted among relevant stakeholders.</p>	2	CzDA, Czech Embassy and MFA (relevant departments), other relevant stakeholders