

DEVELOPMENTAL EVALUATION OF BUSINESS WITH IMPACT (BEAM) PROGRAMME

WP1: Evaluability analysis

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List of abbreviations

APS	Annual programme statement
AR	Action research
BEAM	Business with Impact Programme
CA	Contribution analysis
CMM	Office of Conflict Management and Mitigation (USAID)
CSBKE	Creating Sustainable Businesses in the Knowledge Economy
DAC	Development Assistance Committee of OECD
DE	Developmental evaluation
DSA	Dynamic systems approach
EC	European Commission
EE	Emergent evaluation
EEP	Energy and Environment Partnership Programme
FP7	Seventh EU Framework Programme for R&D
I4D	Innovation for development
IPP	Innovation Partnership Programme (Vietnam)
KPI	Key performance indicator
MEL	Monitoring, evaluation and learning
MFS	Sustainable Forest Management Programme
MTR	Mid-term review
NGO	Non-governmental organisation
OECD	Organisation for Economic Cooperation and Development
PE	Process evaluation
RBM	Result-based management
RDI	Research, development and innovation
RE	Realistic evaluation
REM	Realistic evaluation model
RTE	Real-time evaluation
SA	Systems approach
SAFIPA	South African Finland Partnership Programme
SAIS	Southern Africa Innovation Support Programme
SE	Systems evaluation
SI	Social Impact
STIFIMO	Programme of Cooperation in Science, Technology and Innovation between Finland and Mozambique
TANZICT	Information Society and ICT Sector Development Project in Tanzania
Tekes	Finnish Funding Agency for Innovation
TF	Team Finland
ToR	Terms of reference
UN	United Nations
USAID	United States Agency for International Development
WEF	World Economic Forum
WP	Work package

1 Foreword

The aim of this evaluability analysis of the BEAM programme is to pull together and present in a concise form the various pieces of information, expectations and lessons learned through the process of further elaborating the programme design during Work Package 1.

The first two parts of the evaluation exercise have focused on roughly two aspects; first on understanding the theoretical approach of developmental evaluation and its applicability to a programme such as BEAM (i.e. state-of-the-art analysis) and second, on analysing the various contextual and operational issues that are important to take into account when the BEAM programme is being launched and ramped up (i.e. analysis of the ramp up phase). These two aspects have been documented earlier and form integral parts of the Evaluability analysis of BEAM.

The third part of the Work package 1 is building on the previous ones and suggesting a practical framework for the monitoring and evaluation of BEAM. Hence, this document does not anymore explain the general principles of developmental evaluation or its particular suitability to BEAM. Instead, this part aims to provide a practical model that can serve in a balanced way the needs of programme evaluators, programme management and Steering Group, as well as eventually the programme participants, financiers and other stakeholders.

The report starts by re-addressing the programme purpose, mission and objectives for the purpose of monitoring and evaluation. The next section discusses the issue of how to define useful baselines for the measurement, which is not necessarily a straightforward matter in a programme like BEAM.

The third section discusses the evaluability from the programme management point of view. It utilises the Result-Based Management approach for that. This section should give sufficient background information to decide upon related BEAM management principles.

The fourth section aims to clarify the role of developmental evaluation in BEAM. During the course of the programme launch (and its evaluation), the concept and role of developmental evaluation has caused some concern, particularly whether it will be too heavy and therefore counterproductive to its original purpose (i.e. to allow for more flexibility and support dynamic management of the programme).

At the end of the document (Annex) is also a plan for conducting the meta-analysis of MFA innovation programmes during Work package 2.

In the nature of BEAM and developmental evaluation, this document should not be considered as a fixed framework or the only way forward. On the contrary, the views and suggestions in this document represent our current understanding of how the monitoring and evaluation of BEAM should be best organised, and these should be adjusted and elaborated during the course of the programme.

The evaluation team, 18.3.2016.

2 BEAM impact model

2.1 The elaboration process

One of the first tasks of the evaluability analysis was to assess the programme planning documents and their suitability from the purpose of monitoring and evaluation of the programme. In the planning documents, BEAM activities were divided into four work packages.

- *Work package 1: Identification and utilisation of existing networks and ecosystems, as well as the creation of new ecosystems*
- *Work package 2: Enabling international funding*
- *Work package 3: International collaboration*
- *Work package 4: Advice to project consortia and provision of market information*

From the programme monitoring and evaluation perspective, the definition of initial work packages was somewhat problematic. Specific targets weren't set, and work packages 2 and 3 had some very similar elements and were blending into each other.

The programme setup, rationale, objectives and means have been described in detail in the Ramp up -phase analysis document. The same document highlights issues, which would benefit from further elaboration both from the evaluation and management point of view. These issues include:

- *Better distinction of different means of programme intervention (from the original work packages)*
- *Further elaboration of the anticipated impact logic of the intervention mechanisms (how are the anticipated benefits created)*
- *Ensuring that all the stated view points and anticipated results are actually accomplishable with the planned activities, and that these impact mechanisms are understood*

To address these issues, a tentative logical framework was jointly worked out by the evaluation team and the programme Management Team, taking into account the above aspects. The suggestion for a revised programme intervention logic and the draft logical framework were presented and discussed in a few occasions, namely in bilateral meetings with programme management, in a workshop with the programme Management Team, in Evaluation Steering Group meeting and finally at the evaluation workshop organised by the evaluation team in February 2016.

Amongst all discussions, it was the evaluation workshop, which included the broadest set of programme stakeholders and allowed a thorough discussion of various programme perspectives, risks and anticipations which should be taken into account in the evaluation. In particular, the workshop highlighted following issues:

- *There is a need for a jointly agreed impact model (and eventually a logical framework) which is specifically designed for BEAM. Before such agreement and a common vision, the perspectives and anticipations of different stakeholders may differ.*
- *There are so many different kinds of anticipations, aspects and stakeholders for BEAM that the programme has become a complex set of activities that is difficult to grasp and manage. This is directly reflected in the proposed logical framework for BEAM. Work should be done to simplify and streamline the programme tasks and logical framework to allow for easy utilisation and common interpretation.*
- *Logical framework result chains should indicate both the development and business impacts of BEAM, and take into consideration the Finnish development policy/ODA-criterion, national innovation policy goals and other related objectives (such as developing countries own development goals).*

- *Responsible approach to business behaviour and corporate social responsibility should be emphasised, as they are central to BEAM operation culture.*

Altogether, the evaluation workshop provided a good quality check with regard to whether the programme logic is realistic, whether all the important aspects are taken into account and where there are overlaps or redundancies in the planning. The results of the workshop were integrated to a revised logical framework.

Observations:

Already at this stage, the evaluation team can suggest that the organisation of an evaluation workshop to validate programme logic, aspects and evaluability to be a good practice at the programme inception phase.

At the same time, a number of issues had been raised in discussions with the BEAM programme management and programme Steering Group:

- *The tentative logical framework of BEAM collected all the anticipated programme activities and outcomes, and once worked out what they should mean in terms of activities, the result turned out to be larger than was perhaps initially realised. There was an evident need for prioritisation and streamlining of activities, as well as a need for defining some programme targets more clearly.*
- *To some extent, the approach and the set up for the developmental evaluation were challenged by the programme Steering Group. Concerns were raised regarding possible over-elaboration, resulting in bureaucracy and loss of cost-effectiveness.*
- *The programme management raised the same issue: how to ensure the evaluation is light and supporting dynamic decision-making, instead of becoming a burden.*

In light of the above, it is important to notice that the programme setups and cultures within Tekes and MFA differ significantly from each other. MFA follows closely international evaluation guidelines and practices of development aid (UN / OECD DAC), which also mean that there is a substantial effort put to proper programme design, ex ante evaluations (programme document appraisals), conduction of baseline analyses and to the definition of logical frameworks for monitoring and evaluating the programme.

Tekes, on the other hand, designs and manages programmes related to research and innovation opportunities of Finnish companies, research institutions, etc. These are co-funded programmes, in which a large part of the initiative, risks and funding is coming from the participants. Furthermore, besides the programme level activities, the programme is essentially conducted by project stakeholders, who are also the largest beneficiaries of the programmes. Against this light, programme Steering Group in Tekes programmes is largely business-driven and business-minded. Programme evaluation is typically a more external function and usually conducted afterwards (ex post).

At the turn of the year 2016, both the responsible Programme Director and the Programme Manager for BEAM changed at Tekes. In discussions with the new leadership, a new lighter framework was suggested for BEAM monitoring and management. As a consequence, the evaluation team has adopted the new model and applied BEAM activities into it, taking into account the revisions suggested during the course of the process.

The revised model was further discussed in bilateral meetings with Tekes and with Evaluation Steering Group. This report presents the outcome of that process.

2.2 Refined programme impact logic

A new, simplified impact model was proposed for BEAM by its new Programme Director. Such model had been earlier used for the Innovative Cities Programme (INKA) of Tekes, where it was found functional. This model was adopted and adjusted for BEAM purposed by the evaluation. The figure below presents a refined impact logic for BEAM, according to the proposed new model.

INPUT →	ACTIVITIES →	RESULTS →	IMPACT
Resources available for BEAM Other mobilised resources which support BEAM objectives (e.g. Finnpartnership, WB)	Activation, initiation and definition ↓	Engagement of partners and stakeholders New concepts for products, solutions and working models	Wider community of engaged partners New knowledge, intangible assets and networks
	Joint projects, piloting and demonstration ↓	Proof of concepts that have been validated by users and key stakeholders	Proven concepts, tools and processes Experience on the applicability of these concepts
	Project results and their utilisation ↓	Utilisation of new concepts Investments into solutions First product or service deliveries	Impact on partners and stakeholders; on the quality, availability or impact on products, services
	Dissemination and expansion	Broader utilisation amongst other stakeholders	Impact on wider communities, environment, business ecosystems, etc Sustainability

Figure 1. Suggested impact model for BEAM (adapted from Tekes INKA/VTT)

The above impact model follows a general *Theory of Change* – approach, but it also has some unique features. More specifically, this impact model emphasises the changing nature of programme activities and outputs during the life-cycle of a programme. In the first phases, emphasis is put on the activation and programme initiation, the second stage on the launch of projects, pilots and demonstrations. The next stage and its assessment focuses more on the projects results and their utilisation, while at the end, the programme focus should be more on the dissemination and expansion issues. For each of these phases of the programme life-cycle there are different kinds of result and outcomes to be anticipated.

Observations:

It is the perception of the evaluation team that the above impact model is largely functional and applicable for the purposes of BEAM.

However, from the evaluability point of view, measurable overall programme targets for BEAM still need to be defined in line with the above impact model. These targets should take into account:

- a) The overall performance, success and impact of the programme within its prime focus, and in the wider context of different stakeholders,*
- b) The piloting nature of BEAM as a Team Finland programme with respect to combining innovation and development programmes and the various lessons learnt, and*

c) Ensuring the objectives and legitimacy of the different sources of funding, namely concerning the ODA funding of Ministry for Foreign Affairs of Finland.

The above figure presents the general impact logic for the entire programme. It does not however take into account the different kinds of activities in each stage – namely the different impact mechanisms or programme components. For that reason, the following chapters present in more detail the different impact mechanisms and their specific targets.

2.3 Key impact mechanisms

In the following chapters the BEAM impact logic is broken down by the four different impact mechanisms (components) of the programme. For each impact component, anticipated results, suggested change indicators and targets set by the programme are presented. In the initial work plans of BEAM, its activities were grouped into four work packages, which have been proposed to be replaced by the four programme components with same activities (see D 1.2 Analysis of the Ramp-up Phase).

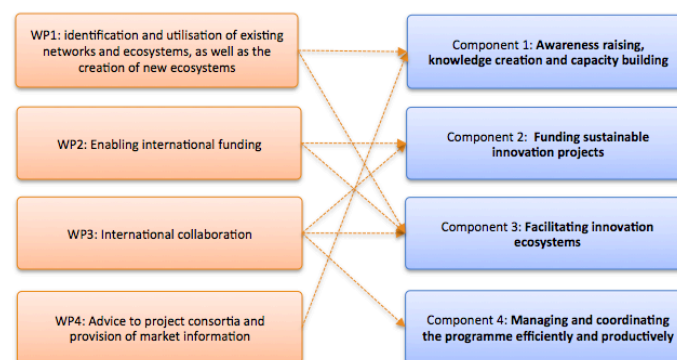


Figure 1. The relation between initial BEAM Work Packages and Components

The presentation and formulation of these components has been done on the basis of BEAM planning documentation by the evaluation team, in consultation with the BEAM Management Team. The components, indicators and targets have been revised according to the feedback received at the evaluation workshop and during the course of the evaluability analysis. *The components, indicators and targets below represent the evaluation team's interpretation of BEAM documents and Management Team discussions.* At the end of each component, more views and points are raised for further consideration.

2.3.1 Awareness raising, knowledge creation and capacity building (Component 1)

Anticipated result: Increased knowledge and capacity of public, private & third sector stakeholders in Finland and partner countries to generate sustainable innovation through collaborative research and development projects and experimentations.

Table 1. Change indicators and targets related to awareness raising, knowledge creation and capacity building.

Change indicators	Set programme targets
A. Market intelligence reports, sessions and other solutions delivered to the BEAM partners' needs	Market intelligence and foresight of target areas gathered and delivered to interested parties
B. Number of organisations engaged and applying to BEAM from Finland and from partner countries.	Increasing the capacity of Finnish and partner countries governments, agencies and stakeholders to

	initiate and support collaborative projects.
C. Finnish partners (researchers, companies and NGOs) in active collaboration with partner country counterparts.	Increasing the capacity of Finnish research institutions, companies, NGOs to initiate and participate in projects and ecosystems in developing countries.

Observations:

The following aspects regarding this component could be further elaborated by the programme management:

Capacity building:

It is important to define precisely whose capacity is to be developed.

Programme management should define targeted stakeholders for capacity building. For example in country-specific calls the relevant stakeholders in the partner country should be identified and a brief capacity building plan created.

Is the institutional setup of BEAM sufficient for delivering the capacity building objectives; are other knowledge partners needed?

Ecosystem facilitation:

BEAM has specific activities (calls & instruments) towards companies and research communities. Could there also be activities for community-driven innovation, living labs, etc? For example, NGOs play an important part in development innovation – could activities for their engagement be designed?

Could there be longer-term objectives set for collaboration (beyond programme period)?

2.3.2 Funding sustainable innovation projects (Component 2)

Anticipated result: Sustainable economic and societal impacts generated by collaborative innovation projects with businesses, universities, research organisations and NGOs.

Selected projects should generate a) business growth and renewal in Finland and in partner countries, b) new innovative solutions for environmental challenges and c) increase well-being and social equality / justice.

Table 2. Change indicators and targets related to funding sustainable innovation projects.

Change indicators	Set programme targets
A. Generation of broader, business-led ecosystem projects.	At least 25 ecosystem projects
B. Generation of demonstration projects.	At least 15 demonstration projects
C. Generation of smaller business projects.	At least 25 smaller business projects
D. Joint research projects	At least 25 joint research projects

Observations:

The following aspects regarding this component could be further elaborated by the programme management:

Calls and selection of projects:

Is it clear from the outset how success is defined for different types of projects?

How is the need for replication/scaling of project results taken into account in the demonstration projects?

How do we ensure (and measure) that all necessary stakeholders are engaged in these projects (e.g. educational sector and development business companies)?

Managing projects and the project portfolio:

The above targets reflect mainly programme input, not its performance, result or outcomes of projects. Project targets should include also other quantitative targets (e.g. related to volumes, project results, outcomes). These targets should be reflected in the project selection process.

The project targets could be divided for each programme year.

The above project targets as such do not reflect any thematic, substance or geographical aspects. How do we ensure the selected projects are delivering the kind of impact anticipated? Should also thematic or geographical targets be set? A project portfolio approach could be applied.

How do these project targets link to the various parts of the programme impact model? It should be taken into account how the projects are able to generate the anticipated impact.

2.3.3 Facilitating innovation ecosystems (Component 3)

Anticipated result: Raised awareness of the opportunities in socially sustainable business and innovation collaboration. Dynamic development innovation ecosystems identified and functioning.

Table 3. Change indicators and targets related to facilitating innovation ecosystems.

Change indicators	Set programme targets
A. Reverse Innovation processes result in partner country-originated innovations being implemented in Finland	Reverse Innovation well known. Funding and other support mechanisms exist in Finland. XX reverse innovation projects successfully implemented annually in Finland.
B. Impact Fund established and operational in Finland	Impact Fund backed by several domestic and international funders. Up to XX million Euro investments annually.
C. International co-funding for Finnish projects in developing countries from World Bank, UN, Nordic consortia, etc	Finnish organizations are desired partners in international consortia. XX large projects annually receive international funding.

Observations:

The following aspects regarding this component could be further elaborated by the programme management:

Clarification:

BEAM definition for a Reverse Innovation should be elaborated.

Setting targets:

Targets related to reverse innovation and international co-funding need to be more precisely defined.

Role and targets related to the establishment and operation of the Impact Fund need to be defined.

BEAM should be realistic in how much (measurable) progress it can make in ecosystem development during the lifetime of the programme. Scalability and participation from the target countries is critical to this.

The above targets are set at activity level. Also performance, result and outcome -level targets should be defined.

2.3.4 Managing and coordinating the programme efficiently and productively (Component 4).

Anticipated result: BEAM-programme is respected, trusted and desired partner around development innovation funding. Programme will have a follow-up phase.

Table 4. Change indicators and targets related to managing and coordinating the programme efficiently and productively.

Change indicators	Set programme targets
A. Coordination activities	Well-functioning management and coordination function is in place.

B. Communications	Programme and its achievements are well known and appreciated among stakeholders.
C. Monitoring and evaluation	Monitoring and evaluation is providing up to date information and guidance throughout the programme

Observations:

The following aspects regarding this component could be further elaborated by the programme management:

Programme monitoring (by management) and programme evaluation (by evaluation team) have different functions and their tasks and roles should be clearly defined.

Programme evaluation should conduct a risk assessment of BEAM and continuously question whether BEAM is doing right things. It should also identify the lessons from the programme. Monitoring of risks belongs to the programme.

As a programme, BEAM has many new features. Learning should be set as a target by itself for BEAM.

3 Progress and performance monitoring

3.1 Principles of result-based management

In the past decade results based management¹ (RBM) has become increasingly common practice among development cooperation agencies. The rationale for this stems from the need to show the results which have been achieved with the invested public resources, not only what has been done. Several agencies² have prepared guides and handbooks on results based management and linked monitoring and evaluation systems. Results based management refers both to 1) an organisational management approach that focuses more on results rather than inputs, activities and processes; and 2) an approach that utilises results based tools for planning, monitoring and evaluating the performance of projects and programmes.

Results based monitoring and evaluation system is essentially a feed-back system, a management tool to measure and evaluate outcomes, and to provide information for decision making. Experts and guides vary on the sequence and number of steps in building results based M&E system, but the essential actions include:

1. *Formulate outcomes and goals;*
2. *Select outcome indicators to monitor;*
3. *Gather baseline information on the current situation;*
4. *Set specific targets to reach and dates for reaching them;*
5. *Regularly collect data to assess whether the targets are being met; and*
6. *Analyse and report the results.*

The main element in RBM is a results framework that brings together a programme's hierarchy of objectives, planned activities and available inputs; indicators, baseline information and targets; and assumptions and risks.

¹ Also referred to as results management, performance management or management for development results.

² World Bank, Asian Development Bank, various UN agencies, Danida, SIDA, NORAD, CIDA and the Ministry for Foreign Affairs of Finland.

The starting point is the concept of **results chain** with causal relationships linking programme inputs (resources) to activities, outputs, outcomes and finally impact. In this chain **results** include impact, outcomes and outputs. Inputs, activities and outputs are considered to be implementation³. The core of results management is its **focus on desired outcomes**. Outcomes illustrate what success will look like. They are intended, intermediate effects on programme clients or beneficiaries resulting from programme's outputs. Outcomes are, however, at least partly outside of a programme's direct influence and their achievement depends on factors beyond the direct control of a programme. Typically, a programme aims at changing clients'/beneficiaries' behaviour - to influence them to act differently. This behaviour change is encouraged/induced through programme outputs that often address clients' a) capacity, e.g. through training, b) opportunity, e.g. through providing funding, c) motivation, e.g. through awareness raising.

Starting from impact, objectives should be defined to all levels of results chain e.g. by asking the following questions:

1. *Why do we want this programme in the first place? What long term changes are aimed at? (impact)*
2. *What short term and medium term changes do we wish to achieve with the programme? (outcome)*
3. *What is produced or delivered by the project (outputs) and what key activities need to be carried out (activities)?*
4. *What resources are required? (inputs)*

3.2 Setting performance indicators and targets

After the objectives are defined for results, the next step is to define indicators and data sources to measure and verify success to reflect changes connected to an intervention or to help assess the performance of a programme. Ideally, indicators should be set to all levels of the results chain, but from the RBM perspective, the most important ones are the indicators to measure achievement of the programme outcomes. OECD defines indicators as quantitative or qualitative variables that provide a simple and reliable means to measure achievement. They should relate to the key stakeholders and be relevant to programme managers. Indicators should be Clear, Relevant, Economic, Adequate and Monitorable (CREAM) or Specific, Measurable, Adequate, Relevant, Time-Bound (SMART).

If possible, quantitative indicators should include both number and percent. Qualitative indicators reflect changes in perceptions, attitudes, processes, motives, which are important but more time consuming to collect, measure and distil. It is common that precise indicators cannot be defined in which case there is a need to use proxy indicators. It is better to be approximately correct than precisely wrong.

Once the indicators have been defined, a baseline for them has to be established. Baseline describes the situation regarding the selected indicators prior to the programme implementation, against which progress can be assessed or comparisons made. Defining baselines is therefore necessary also for setting informed and meaningful targets.

Finally, all programmes are suspect to risks and are implemented under assumptions that are beyond the direct control of the programme. Assumptions are hypotheses about factors or risks, which could affect the progress or success of an intervention. Risk management is

³ In fact, Kusek and Rist (2004) consider outputs to be part of implementation and not to be included in results.

an integral part of RBM. The core is to identify, analyse and react to various categories of risks in all stages of programme implementation.

A results framework, comprising all the above-mentioned dimensions is often presented in a graphic form, such as one below. It is important to note that it is not the form of presentation that matters but its usefulness for programme management, and for analysing and communicating the achievement of programme objectives.

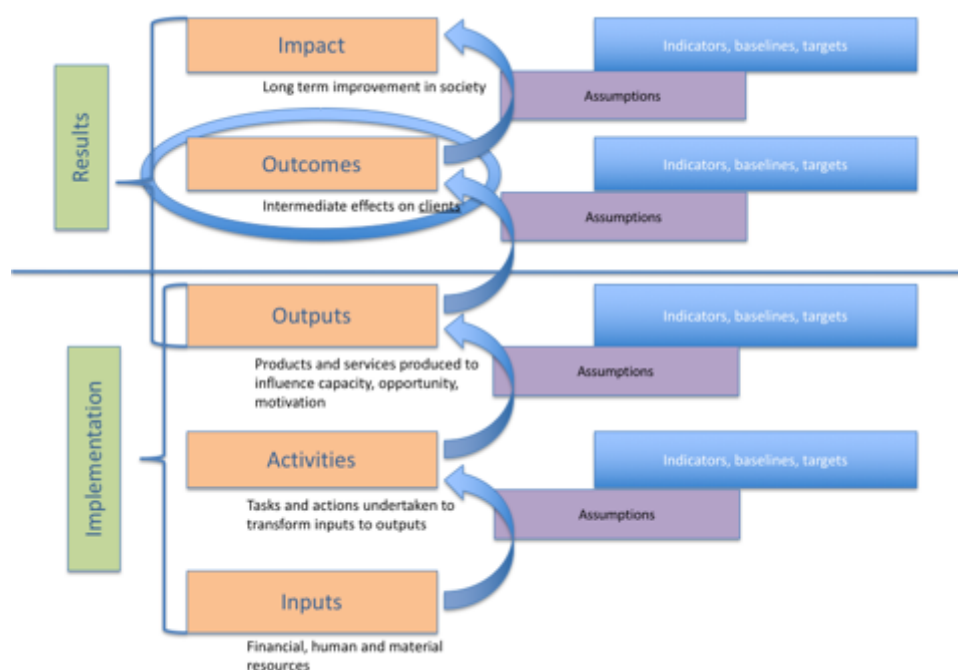


Figure 2. General results framework

Monitoring gives information on where a programme is at any given time relative to respective targets and outcomes. Results based monitoring aims to move beyond an emphasis on inputs and outputs to put a greater focus on outcomes and impacts. Kusek and Rist (2004) illustrate the difference between implementation monitoring and results monitoring in the following way:

Table 5. Implementation monitoring vs results monitoring. (Kusek and Rist, 2004)

Implementation monitoring	Results monitoring
Description of the problem or situation before the intervention	Baseline data to describe the problem or situation before the intervention.
Benchmarks for activities and immediate outputs	Indicators for outcomes.
Data collection on inputs, activities, and immediate outputs	Data collection on outputs and how and whether they contribute toward achievement of outcomes.
Systematic reporting on provision of inputs.	More focus on perceptions of change among stakeholders.
Systematic reporting on production of outputs.	Systematic reporting with more qualitative and quantitative information on the progress toward outcomes.
Directly linked to a discrete intervention (or series of interventions)	Done in conjunction with strategic partners.
Designed to provide information on administrative, implementation and management issues as opposed to broader development effectiveness issues.	Captures information on success or failure of partnership strategy in achieving desired outcomes.

Consequently, in BEAM following results based monitoring would mean that in addition to monitoring of the number of projects funded and the amount of funding, or the number of events and participants, emphasis should be in the number and type of innovations to be supported, number of jobs contributed and other outcome level indicators.

3.3 Baseline definition and sources of verification for BEAM

Defining a programme baseline means setting the point of departure from which the programme implementation starts. This is particularly important for monitoring and evaluating programme progress and achievements, as it sets the reference points for comparison. Baseline definition is usually done by the management at the beginning of a programme, before the activities have commenced. Typically baseline definition includes a re-assessment of programme performance indicators from their measurability perspective, as well as a verification of data sources and methods for later measurements.

Typical outcome of a baseline analysis is that some of the indicators need to be redefined, specified or quantified for easier measurability, relevance and reliability. Sometimes baselines are particularly difficult to define and only qualitative methods can be used. For example the knowledge creation and capacity building (Component 1) of BEAM. It will be difficult to measure at what level the understanding and knowledge has been before starting BEAM, and also to which extent has it increased. In such cases it is possible for example to conduct a baseline survey to assess the starting point.

The table below summarises BEAM performance indicators and their set targets, reflecting shortly their baselines (when possible) and sources of verification. For defining a baseline for Component 1, a survey (Baseline report) is suggested.

Table 6. Performance indicators, targets, sources of verification and baselines

KPIs	Targets	SoV	Baselines
Strengthening knowledge creation and capacity building (Component 1)			
<i>A. Market intelligence</i>	Qualitative	Annual reporting	Baseline report
<i>B. Engaged organisations</i>	tbd	Annual reporting	Baseline report
<i>C. Collaborating partners</i>	tbd	Annual reporting	Baseline report
Funding sustainable innovation projects (Component 2)			
<i>A. Ecosystem projects</i>	25+	Funded projects	0
<i>B. Demonstration projects</i>	15+	Funded projects	0
<i>C. Business projects</i>	25+	Funded projects	0
<i>D. Research projects</i>	25+	Funded projects	0
Raising awareness and building ecosystems (Component 3)			
<i>A. Reverse innovation processes</i>	tbd	Annual reporting	Baseline report
<i>B. Impact Fund established and operational</i>	tbd	Annual reporting	Not existent
<i>C. International co-funding</i>	tbd	Annual reporting	Not existent
Managing and coordinating the programme efficiently and productively (Component 4)			
<i>A. Coordination</i>	Qualitative	Annual reporting	Baseline report

B. Communications	Qualitative	Annual reporting	Baseline report
C. Monitoring and evaluation	Qualitative	Annual reporting	Evaluability Report

3.4 Monitoring and reporting mechanisms in BEAM

In the BEAM planning documents, anticipated evaluation follows the standard practices of Tekes programmes (mid-term, final and ex-post). The early programme documentation does not particularly mention the Developmental Evaluation, which was later added aside of the programme. The first tasks of the DE (Evaluability Analysis) are to ascertain BEAM has a sufficient monitoring and evaluation framework and practices in place.

The following description builds on the standard Tekes monitoring practices and proposes some updates to BEAM in line with the planned DE functions and . Furthermore, specific aspects in monitoring of MFA and ODA funding should be included.

Table 7. Regular monitoring and reporting tasks of BEAM (suggestion)

Who?	What is monitored?	How often?	Reports to whom?
1. Project administration at Tekes	Progress of different types of projects (ecosystem projects, demo projects etc), trends in project portfolios and big picture	Monthly status check from Tekes information system. Alerts on deviations, delays and decisions.	Programme Manager
2. Programme Manager and Programme Coordinator	Progress of programme implementation (activation, coordination, funding decisions, administration,...)	Weekly meetings	Programme Director and Programme Steering Group
2. Programme Management Team as a whole	Progress and performance, with a particular focus on ensuring a good balance between stakeholder aspects (including ODA criteria).	Monthly meetings	Programme Manager (advice) and to own organisations.
3. Programme Steering Group and Programme Director	Overall progress towards strategic objectives. Programme performance.	Quarterly meetings, or as needed.	Programme funders: MFA & Tekes

Observations:

Precise progress and performance monitoring practices have not been agreed for BEAM. It is a suggestion of the evaluation team that such practices are elaborated for each monitoring level (see above Table) on the basis of change indicators and targets defined for the whole programme and its components (see Chapter 3.2 and 3.3).

It is a suggestion of the evaluation team that the monitoring targets within each programme component are broken down to annual targets, taking into account the evolution and changing nature of the BEAM programme during its life-cycle.

A particular aspect is to ensure the use of MFA originated funding is monitored appropriately in BEAM.

4 Role and functions of developmental evaluation

4.1 Contribution to programme steering and management

The general role and approach of developmental evaluation (DE) for BEAM programme has already been presented in detail in the state-of-the-art analysis (D 1.1) along with a risk analysis specifically related to the DE approach (Table 5 in D 1.1). However, the evaluation workshop highlighted some further viewpoints, expectations and practices, as well as possible roles and responsibilities for the developmental evaluation of BEAM. These included:

- *The prime responsibility of the evaluation team is to ensure the evaluability of the BEAM programme, and to assist the programme team in finding a functioning monitoring system that provides information to the evaluation and overall learnings.*
- *Developmental evaluation should provide the necessary information for continuous development of the programme.*
- *A clear distinction should be made between monitoring, evaluation and learning objectives and practices following the Monitoring, Evaluation and Learning (MEL) -framework.*
- *In order to reach also those that were interested, but not selected to BEAM, a feedback survey should be sent to all who have applied for BEAM funding.*
- *A schedule for providing formal feedback to the BEAM Steering Group should be developed.*

On the basis of the above, the following synthesis has been developed (Table 8). It aims to present the most important monitoring and evaluation needs and aspects of the BEAM programme, as well as the relevant stakeholders who would benefit from that information.

Table 8. Elaboration of the possible roles of developmental evaluation in BEAM

Information needs for the Developmental Evaluation of BEAM	Example questions	Tekes	MFA	BEAM Steering Group	BEAM Management	ESG	General public
1. Programme setup, structure and resources	How appropriate is the programme setup and programme organisation? Is it sufficiently resourced?	X	X	X		X	
2. Market intelligence & strategy	How well is the programme utilising Team Finland knowledge and liaising with its programmes?			X	X		
3. Programme evaluability & MEL framework and practices	How well has the programme MEL been defined and operationalised?				X	X	
4. Design, establishment and operation of the Impact Fund	Is the approach, design and resourcing appropriate?	X	X	X	X		
5. Design, launch and analysis of calls for proposals	How well were the calls able to attract the right kind of partners and proposals? How well does the project portfolio meet programme anticipations?			X	X		
6. Selection of proposals. Suitability of funding instruments	How well did the selection criteria work for the purpose of programme? Could the process be improved?	X	X		X		

7. Evaluation of programme & project progress and performance	Is the programme, and its projects, progressing in the anticipated direction and with good speed?	X	X	X	X	X	
8. Monitoring/evaluation of meeting specific criteria (ODA, etc)	Is there shown evidence of meeting the ODA criteria?	X	X				
9. Analysis of project results	Are the projects performing and delivering results? What kind of results?	X	X	X	X		
10. Enhancement of ecosystems and international partnerships	Has the programme been able to enhance new ecosystems? What are the lessons to that end?	X	X	X		X	X
11. Generation of sustainable impact in anticipated aspects.	Has the programme been able to generate e.g environmental, economic and social impact in target areas?			X		X	X
12. General lessons and learning from the programme	What are the overall lessons from this kind of programme?	X	X			X	X

Amongst the above information needs, particularly relevant and suitable for the evaluation team would appear to be numbers 1, 3, 6, 8, 10, 11 and 12 (of which 1 and 3 are already covered by WP1).

Tasks 8-11 could largely be included as specific aspects in the planned bi-annual reviews. However, Task 6 (selection of proposals and the suitability of funding instruments) and Task 12 (general lessons and learnings), which would require specific evaluation methods to be carried out. This is however an issue to be first discussed with the Evaluation Steering Group and with the Programme Steering Group.

4.2 Specific Evaluation Reports

The Developmental Evaluation has been assigned to deliver a number of Specific Evaluation Reports, which for their own part, will support the evaluation needs of BEAM. These reports are presented in the Table 9 below.

Table 9. Planned BEAM Evaluation Reports

	Report focus	For whom?	When?
1. Evaluability Analysis	Analysis of the evaluability of BEAM, with a particular look at the monitoring and evaluation framework, related indicators and reporting practices, etc.	Programme management and Steering Group. Programme owners.	March 2016
2. Bi-annual Reviews (2 +5)	This is to be decided on the basis of BEAM focus and current needs at each point.	Programme management and Steering Group.	One report roughly every six months, as agreed by the ESG
3. Mid-term Review of BEAM		Programme management and Steering Group. Programme owners.	June 2017
Final Evaluation Report (optional)	Summary (descriptive and summative evaluation) of all	Programme management and Steering Group. Programme	2019

above reports.

owners. General public.

The *bi-annual evaluation reviews* of BEAM have a considerable room for manoeuvre. The total number of reports (seven in total, of which two agreed and five additional are optional), their precise timing, their thematic focus and precise methodology can be adjusted according to the needs of the programme and as seen appropriate by the Evaluation Steering Group. In terms of resourcing, a short mission has been planned for each review.

Observations:

It is the suggestion of the evaluation team that a tentative plan for the timing, focus and methodological approach of the bi-annual reviews is prepared before fall 2016. The purpose of the plan is to provide a general methodological frame for reviews, to identify current priority issues or challenges of the programme and to propose how they are to be addressed or approached. The plan should be agreed by ESG and BEAM Programme Steering Group and reflect the anticipated impact model and impact mechanisms of BEAM.

All the seven bi-annual reviews will eventually be synthesised into a *Final Report*, which summarises previous reports and draws on the lessons learnt and reflecting the changes made during the course of the programme, as well as analysing the generated impacts. This report is part of the option for DE work.

As a standard practice, all Tekes MFA programmes are subject to *ex post evaluation*, focusing on their overall success, impact, sustainability and lessons. These are commissioned to external evaluation experts some 3-5 years after the completion of the programme. The decisions for ex post evaluations are made once the programme has been closed.

4.3 Other on-going support

Besides anticipated and pre-planned evaluation tasks, the DE team should also be able to support BEAM management in various unforeseen evaluation needs. Such needs can be, for example:

- *Quick analyses of annual seminar lessons and estimation of progress made*
- *Quick risk assessments and anticipated impact of different decisions*
- *Quick portfolio analyses for anticipated impact: application area aspects (e.g. health, environment impacts), thematic or geographical aspects (e.g. opportunities in India vs Vietnam)*
- *Support to process and methodological development (e.g. selection process and criteria, systemic impacts)*

The DE team is prepared to support BEAM management on such needs on an Ad Hoc – basis. This is however, essentially a question of identified needs for such services, and on the other hand, a question of formal allocation of sufficient resources, as well as quality assurance.

The figure below presents a suggested process for requesting Ad Hoc support from the DE team. The process starts with the identification and definition of the information needs either at the Programme Steering Group or Programme Management –level. This need may be further discussed and elaborated with the DE team (for example regarding different approaches to addressing the need), while a *request for support* should be submitted to the Evaluation Steering Group (ESG).

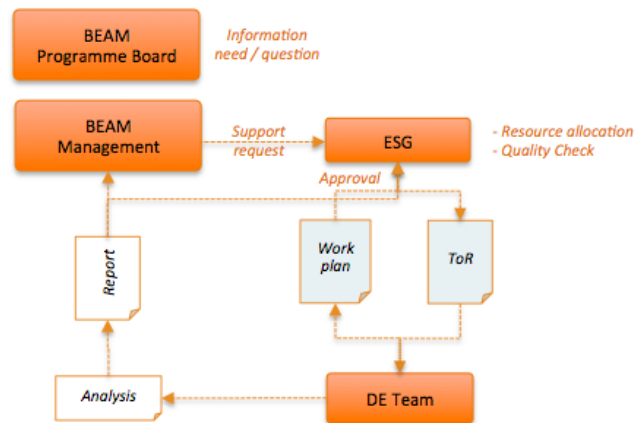


Figure 3. Suggested process for requesting Ad Hoc DE support

It is the task of the ESG then to consider the importance (i.e. budget re-allocations) and urgency (timeline) of the request, as well as the appropriate way of organising the work (e.g. methodological considerations). The request is turned into a short Terms of Reference for work, for which the DE team suggest a work plan. Once the plan is approved, DE team can start working. The support is delivered to the BEAM management, with a copy to the ESG (which is formally approving the delivery).

Observations:

It is the suggestion of the evaluation team that a certain amount of flexibility is left in the planning of bi-annual reviews, allowing the ESG to reallocate some of the evaluation resources to unexpected / Ad Hoc needs of the programme, as well as to consider grouping some of the short reviews into bigger ones.

Annex 1. Questions concerning BEAM MEL framework

The following points synthesise the issues and concerns raised during the evaluation workshop regarding the monitoring, evaluation and learning framework of BEAM

1. **Systematic risk assessment should be included in the monitoring**

- a. *This is feedback for project management/coordinators. Monitoring should collect data periodically, for example quarterly on all indicators and present a short report to the programme steering committee. A light risk assessment should be part of this quarterly data. Are we at risk of not reaching the goals? What should be done?*
- b. *We assume a risk assessment is done as part of each application approval process. The risks identified in these assessments also need to be monitored, mainly through reporting from the funded projects. This risk monitoring could in most cases be annual, although for individual high-risk projects it could be more frequent.*

2. **Annual feedback is needed on the activities: what is working and what not.**

- a. *Annual feedback should be part of annual reporting to the programme steering committee. It can be partly based on the indicators. It would also be possible to consider doing an annual survey of project participants, applicants and other stakeholders who have participated in BEAM events to get feedback on activities.*

3. **What are the qualitative targets set for BEAM?**

- a. *Most of the programme targets and impact statements are qualitative. The indicators are partly quantitative, partly qualitative.*

4. **How do we ensure cross-fertilisation and synergy across projects?**

- a. *Program management is ideally positioned to address this issue. Tekes has a tradition of programme seminars, which also could be used in this case. Match making and smaller thematic events for projects could also be considered. BEAM can also use capacity building events for projects to get them to engage. For example training on sustainability issues, reverse innovation, human rights issues and other cross cutting themes.*

5. **Which indicators should be considered KPIs?**

- a. *Each component should have at least one KPI. The KPI's should be agreed between programme management, programme Steering Group.*
- b. *All Component 2 indicators should be considered KPI's*

6. **What are the overall indicators that define whether BEAM has hit its targets (in 4-5 years)?**

- a. *Many of the programme targets serve this purpose. The obvious indicators are Component 2 indicators on project funding. The success of the funded projects; whether they have reached the goals stated in the funding applications is another.*
- b. *Ecosystem, awareness and capacity indicators also describe long-term impact and can be used to evaluate the success of the entire programme.*

7. **Programme impact: Is BEAM more than the sum of its projects?**

- a. *The funded projects are each expected to create an impact. In addition, BEAM is expected to create broader impact in creating and supporting ecosystems and networks, building capacity, etc. BEAM also is by its nature an experiment and a learning experience for most of the stakeholders, and that in itself will have an impact.*

8. **Evaluation should not replace good monitoring.**

- a. *Monitoring is a task for the project management. The evaluation team supports monitoring by helping to set up the indicators.*

9. **Should BEAM apply a logical theory of change or systemic change (ecosystems)?**

- a. *Tekes and MFA programmes are typically evaluated against a Theory of Change –approach. For the case of BEAM, a systemic change approach may however be more appropriate, due to the large number of stakeholders, perspectives and the systemic nature of ecosystems.*

Annex 2. Work plan for the combined meta-evaluation and meta-analysis

4.4 Definitions

Meta-evaluation in its broad and widely used term for evaluations designed to aggregate findings from a series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators⁴. In their seminal work on evaluation methodology, Rossi et al. (1999: 273) use meta-evaluation to describe pooling evaluations. They argue the existing evaluation literature is so extensive that it may be possible to examine reproducibility and generalizability empirically.

For Pawson and Tilley (1997: 148-9), meta-evaluation also refers to 'the aggregation of the evidence from a number of evaluation studies into a single database, which allows the results to be analysed collectively rather than individually'. Pawson and Tilley argue – while stressing the importance of understanding the role of explanatory mechanisms and contexts (the Context-Mechanism-Outcome principle) – the danger is that evaluators get stuck with concepts such as randomization, control and statistical power.

For Patton (1997: 143), the meta-evaluation process is about evaluating given evaluation studies based on the profession's standards and principles. In this sense, the focus of meta-evaluation is immediately shifted from aggregation of results to something else. The motive for conducting meta-evaluation in Patton's terms is to ensure an independent and credible review of an evaluation's strengths and weaknesses. In this meta-evaluation context we are then dealing with questions such as: was the evaluation well done?; is it worth using?; did the evaluation meet professional standards and principles?; and so forth (see also Patton, 1997).

Whereas the term meta-evaluation refers to an evaluation of evaluations, the term *meta-analysis* (in the context of program evaluation literature) refers to “a synthesis of existing program evaluation studies in a given area, designed to summarize current knowledge about a particular type of program” (McDavid et al, 2013: 488).

4.5 Purpose, objectives and scoping of the analysis

Ministry for Foreign Affairs (EVA-11) commissions meta-evaluations approximately every two years. Previous meta-evaluations were conducted in 1996, 2007, 2009, 2012 and 2015. These meta-evaluations are planned to inform decisions on Finland's policy for development co-operation. The meta-evaluations also inform the capacity development products and services provided by EVA-11, including revisions to the guidance provided to MFA staff and partners through evaluation manuals and training. Thus, the primary users of the meta-evaluation in MFA are: EVA-11, regional and policy departments, and other stakeholders involved in shaping Finnish development co-operation.

This combined meta-evaluation and meta-analysis is part of the Developmental Evaluation of the BEAM Programme (Work Package 2) and covers 12 evaluation reports in the field of Science, Technology and Innovation.

The aim of the *meta-evaluation* is to learn lessons of methodologies applied in evaluating innovation projects.

⁴ OECD, Glossary of Key Terms in Evaluation and Results Based Management (2002, 27)

The evaluation team and evaluation management will use the lessons collected through *meta-analysis* to strengthen the programme's developmental evaluation process. Summarised information on MFA supported innovation projects' results can be used by BEAM programme management and the MFA in future cooperation programmes to promote innovation for improved quality of cooperation and better results.⁵

The results of the combined meta-evaluation and meta-analysis are to support the programme learning in the BEAM by presenting overall assessment of the typical strengths and weaknesses of the innovation policy evaluations if development cooperation, as well as a synthesis of key lessons and outcomes of programmes.

Main questions for the analysis are:

1. What is the quality of MFA's innovation projects based on the OECD/DAC evaluation standards?
2. What evaluation designs and methods work best in evaluating innovation projects?
3. What can be said about the quality of Finnish innovation projects based on the reliable evaluation reports by each OECD/DAC criteria?
4. What are the main success stories, good practices and challenges as well as the reasons behind these emerging from the innovation project evaluation reports?

4.6 Approach and assessment process

To guarantee the objective results of the analysis team will carry out the work according to the process and staged below.

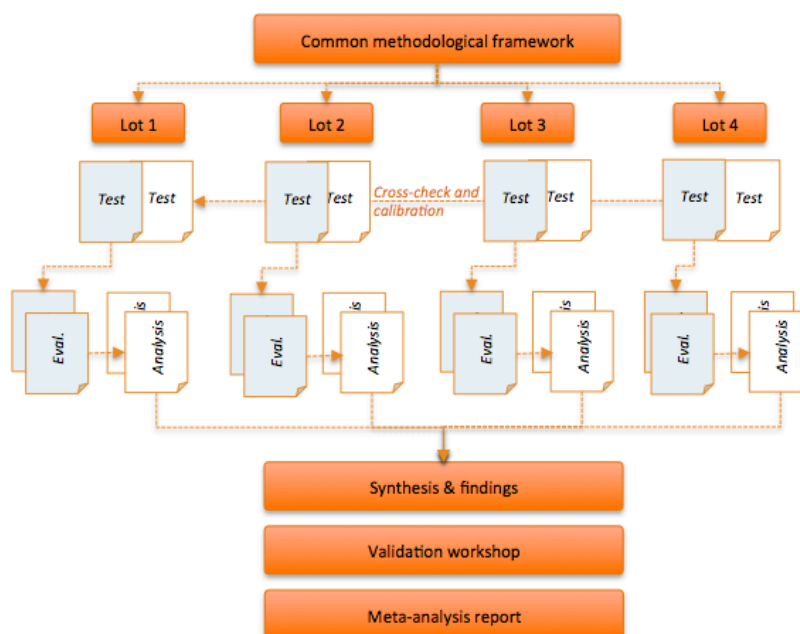


Figure 1. Organisation of the meta-analysis work process

The evaluation reports to be analysed will be divided into four lots according to experts.

⁵ MFA/EVA-11: Developmental Evaluation of the BEAM Programme - Terms of Reference for the Meta-analysis of MFA Innovation Project Evaluations (15.2.2016 DRAFT)

Each expert will conduct one test evaluation, followed with a test analysis of one report individually. This is to test how the common analysis framework can be applied in practice. The first test analyses, along with any questions raised, will be discussed, cross-checked and scorings mutually calibrated between the four lots and experts.

After that, each expert will conduct the remaining analyses of his/her lot accordingly and present the outcomes to the synthesis. The synthesis will collect the results of each analysis report, merge the findings into a common framework and process aggregate results.

These aggregate results will be presented and discussed at a validation workshop, which may include e.g. steering group, external experts, programme managers, etc. Based on the validated finding and feedback of the workshop, a meta-analysis report will be written.

4.7 Methodology

The combined meta-evaluation and meta-analysis will be conducted as a *document review*. Assessment tools for analysing both the quality of the reports and the results of the projects are annexed.

Meta-evaluation

Methodology of meta-evaluation is a combination of quantitative and qualitative document review. The quantitative analysing process of the meta-evaluation is based on the MFA Evaluation Manual's outline for evaluation reports and the report quality check list. This guidance is based on OECD/DAC and EU standards. The rating system is adopted from the EU (see Exhibit 1).

In addition, descriptive data will be collected particularly on evaluation methods applied on the evaluations. This consists of 1) a systematic review of what different evaluation methods have been used and to what extent (e.g case studies, interviews, surveys, statistical analyses, participatory methods such as workshops etc), 2) analysis of good practices, advantages and limitations of different evaluation designs and methods.

Meta-evaluation will be conducted for all chosen evaluation reports, with the exception of those that have already been a subject to meta-evaluation.

Meta-analysis

After meta-evaluation, evaluation reports with no major shortcomings will be included in the meta-analysis. Five evaluation reports of innovation projects have already been included in previous meta-evaluations commissioned by the MFA: SAIS, EEP (Southern & Eastern Africa, Mekong), STIFIMO, BIOFISA, and TANZICT. These reports were rated as good or very good, and they will be included in the meta-analysis based on their previous rating. The OECD/DAC and EU evaluation criteria are used as the basis for the meta-analysis. Also for this assessment the rating is adopted from the EU.

The qualitative analysis of what has worked, what not and why in the innovation projects is conducted through an assessment of document review and evaluation criteria, which pays attention to relevance, impact, effectiveness, efficiency, sustainability, aid effectiveness, and coherence. Contents will be rated based on the level of fulfilment (see Exhibit 2). The criteria for including or excluding reports from the meta-analysis will be agreed with the ESG.

4.8 Detailed work plan and reporting

The reporting will follow the guidance in the Evaluation Manual of the MFA. The meta-analysis results will be presented by the evaluation questions in this ToR. For all evaluation questions findings, conclusions and recommendations will be presented. The main quantitative results will be summarised in graphs. The meta-analysis is a part of the Work Package 2 of the BEAM evaluation. The deadline of the meta-analysis report is June 2016.

The planned schedule for the combined meta-evaluation and meta-evaluations is divided into four phases; preparatory, analysis, synthesis and reporting (Table 1).

The workload consist of 20 working days distributed among the members of the evaluation team as shown below (Table 2).

Table 1. Planned schedule for the combined meta-evaluation and meta-analysis

Month	March				April				May					June			
Activity / week	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
1. Preparation phase																	
Methodological definition																	
Work planning and coordination																	
2. Analysis phase																	
Pilot analysis (test case)																	
Cross-checking and calibration																	
Individual analysis work																	
3. Synthesis phase																	
Result collation and synthesis																	
Validation workshop																	
4. Reporting																	
Meta-analysis report (Draft)																	
Feedback and revisions																	
Final Report																	

Table 2. Workload allocation for the combined meta-evaluation and meta-analysis

Workload allocation (days)	4FRONT	Frisky & Anjoy	Uusihakala	All
1. Preparation phase	2	1		3
2. Analysis phase	4	3	2	9
3. Synthesis phase	1	1	1	3
4. Reporting	3	2		5
Total	10*	7	3	20

* One day for Steve Giddings (if possible)

4.10 Exhibit 1: Tool for meta-evaluation of the evaluation reports

Report contents	Report quality checklist:	Rating
Executive summary	<ul style="list-style-type: none"> contains a clear and representative executive summary of the report summarises the main findings, conclusions, recommendations in a summary table presents overall lessons learned 	1 = criteria mostly not fulfilled or totally absent
Context	<ul style="list-style-type: none"> describes the context of the development programme assesses the influence of the context on programme performance 	2 = criteria partially fulfilled
Intervention logic	<ul style="list-style-type: none"> describes and assesses the intervention logic (e.g. in the form of a logical framework) or theory describes and assesses the underlying assumptions and factors affecting the success of the programme takes into account the evolution of the programme 	3 = criteria mostly fulfilled
Sources of information	<ul style="list-style-type: none"> describes the sources of information (documents, interviews, other) used so that the adequacy of the information can be assessed, explains the selection of case studies or any samples, cross-validates the information sources critically assesses the validity and reliability of the data 	4 = criteria entirely fulfilled
Methodology	<ul style="list-style-type: none"> annexed to the report explains and justifies the evaluation methodology and its application, including techniques used for data collection and analysis explains limitations and shortcomings, risks and potential biases associated with the evaluation method 	5 = criteria entirely fulfilled in a clear and original way
Analysis	<ul style="list-style-type: none"> presents clear analysis covering findings, conclusions, recommendations and lessons separately and with a clear logical distinction between them. makes explicit the assumptions that underlie the analysis. 	n/a = not addressed
Answers to ToR evaluation questions	<ul style="list-style-type: none"> answers all the questions detailed in the TOR for the evaluation covers the requested period of time, and the target groups and socio-geographical areas linked to the programme if not, justifications are given 	
Limitations	<ul style="list-style-type: none"> explains any limitations in process, methodology or data, and discusses validity and reliability indicates any obstruction of a free and open evaluation process which may have influenced the findings explains any discrepancies between the planned and actual implementation and products of the evaluation 	
Differences of opinion	<ul style="list-style-type: none"> acknowledges unresolved differences of opinion within the evaluation team 	
Stakeholders comments	<ul style="list-style-type: none"> reflects stakeholders' comments on the report and acknowledges any substantive disagreements 	

4.12 Exhibit 2: Tool for meta-analysis

Evaluation criteria	Generic evaluation questions	Rating
Relevance focuses on problems and policy priorities	<ul style="list-style-type: none"> - Are the objectives and achievements of the programme consistent with the problems and priorities of the stakeholders, including all final beneficiaries? - Whose poverty and inequality is the programme focused to reduce? - Whose sustainable development is the programme promoting? - Are the objectives and achievements of the programme consistent with the policies of the partner country? - Are the objectives and achievements of the programme consistent with Finland's development policy? - Are the objectives consistent with poverty reduction objectives? - Are the commitments of the partner country's national policies and strategies, and of the international and regional conventions on promotion and enjoyment of human rights and gender equality, reduction of inequalities and promotion of climate sustainability integrated into programme design and implementation? 	<p>1 = criteria mostly not fulfilled or totally absent</p> <p>2 = criteria partially fulfilled</p> <p>3 = criteria mostly fulfilled</p> <p>4 = criteria entirely fulfilled</p> <p>5 = criteria entirely fulfilled in a clear and original way</p> <p>n/a = not addressed</p>
Impact focuses on achievement of wider objectives	<ul style="list-style-type: none"> - Has progress been made towards achieving the overall objective(s) of the programme? - Did the programme reduce the poverty of all intended final beneficiaries? - Did the programme impact on the lives of the poor women and men through prices, employment, transfers, access, authority, assets or empowerment? - What are the overall impacts of the programme, intended and unintended, long term and short term, positive and negative? - Are there real and long lasting positive changes in the lives of all intended beneficiaries in terms of human rights and gender equality, reduction of inequalities and promotion of climate sustainability? 	
Effectiveness focuses on evaluating the achievement of the programmes immediate objectives	<ul style="list-style-type: none"> - Has the intervention achieved its purpose or will it do so in the future? - Are the results and the programme purpose making a contribution towards reducing poverty? - To what extent have the objectives related to promotion, enjoyment and accountability for human rights been achieved during implementation of the programme? - To what extent have gender equality, reduction of inequalities and promotion of climate sustainability been achieved during implementation of the programme? 	
Efficiency focuses on value for money, other available resources and sound management	<ul style="list-style-type: none"> - How well have the activities transformed the available resources into the intended outputs or results, in terms of quantity, quality and time? - Can the costs of the intervention be justified by the achievements? - What is the quality of the management of the programme, including e.g. work planning, monitoring and reporting, resource and personnel management, cooperation and communication? - Have important assumptions been identified? Have risks been appropriately managed? - Have resources been provided and efficiently used for participation of all stakeholders (rights holders), inclusiveness and other short-term process achievements? - Have resources been provided and efficiently used for long-term investments in enabling environment, capacity development etc. for 	

	promotion and enjoyment of human rights by duty bearers and rights holders, for promotion of gender equality, reduction of inequalities and promotion of climate sustainability?	
Sustainability focuses on evaluating the likely continuations of achievements	<ul style="list-style-type: none"> - Will the benefits produced by the programme be maintained after the termination of external support? - What are the possible factors that enhance or inhibit sustainability, including ownership/commitment, economic/financial, institutional, technical, socio-cultural and environmental sustainability aspects? - Has the phasing out of external support been planned, and will the plan ensure sustainability? - What is the likelihood that the achievements in human rights and gender equality, reduction of inequalities and promotion of climate sustainability are sustained after the programme is completed? 	
Aid effectiveness focuses on evaluating the implementation of Paris Declaration principles	<ul style="list-style-type: none"> - Has the programme promoted ownership, alignment, harmonisation, management for development results and mutual accountability? - Has the programme promoted coordination and complementarity? - Has the implementation of Paris Declaration principles contributed to the achievement of the cross-cutting objectives? 	
Coherence focuses on evaluating issues beyond development cooperation	<ul style="list-style-type: none"> - Have contradictions with other policies prevented the implementation and achievement of the development objectives, or are they mutually reinforcing? - Are other policies consistent with the human rights based approach and cross-cutting objectives and their integration into the programme? 	

Annex 3. Monitoring stakeholder aspects

Stakeholder group	BEAM contribution aspects	Issues to monitor
A. Programme customers, applicants and participants	<ul style="list-style-type: none"> Reaches and activates new customers for this topic Increases the risk-taking capacity of participants Generates new turnover from new markets Brings new partnerships and access to local ecosystems Generates new frugal and sustainable business models which are scalable Provides co-funding for accepted applicants Facilitates mutual collaboration between participants 	<ul style="list-style-type: none"> Refine strategic pathways and related actions Provide a strategic backbone also for tough non-customer decisions Learn from and disseminate good practices / pathways from companies Rapid feedback on what works and what not
B. Programme funders, Tekes, MFA and partners	<ul style="list-style-type: none"> Broadening the community of actors for a common goal: universities, NGOs, researchers, companies Tekes aspect: Opening new markets, partnerships and new types of innovation opportunities for Finnish companies MFA aspects: Leverages Finnish competence for enhancing UN Sustainable Development Goals General: Efficiently leverages several types of interests, instruments and funding for a common goal. 	<ul style="list-style-type: none"> Annual self-assessment by the BEAM funders and partners Information regarding the progress and performance of BEAM Qualitative feedback regarding progressing towards anticipated impacts Facilitate a joint impact vision between MFA & Tekes Support for strategic programme management Provide continuous feedback based on collected and precious evidence Feedback on efficiency of administrative aspects (between two ministries)
C. Target countries, partner organisations and people in them, ODA issues	<ul style="list-style-type: none"> Participation in the process at programme and project levels Increase visibility of Finnish solutions and competences Solve specific societal challenges and contribute to well-being Needs, priorities of clients, final beneficiaries of innovations = demand Too many unconnected projects with a lack of critical mass 	<ul style="list-style-type: none"> Assessing which part of the activity meets ODA criteria and how it can be ensured Client satisfaction Identify strategic impact pathways and related partners
D. Finnish industry and the economy in general	<ul style="list-style-type: none"> Did BEAM manage to support internationalisation more than just at projects that received funding Providing examples on national objectives to support SDG and Agenda 2030 Increase interest towards frugal inclusive innovation opportunities Communication failures, misunderstanding of the win-win-idea (e.g. BoP –philosophy) 	<ul style="list-style-type: none"> Can a developmental evaluation approach tackle or support this? Should this be part of an ex-post evaluation?