



IPDET

Module 12: Managing an Evaluation



Introduction

- Managing the Design Matrix
- Contracting the Evaluation
- Roles and Responsibilities of Different Players
- Managing People, Tasks, and Budgets

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2



Evaluation Design Matrix

- Key to success in evaluation is planning
- Evaluation Design Matrix, links descriptive, normative, and impact evaluation questions
- Helps to systematically map out the evaluation through an iterative process
- Focuses the attention on each of the major components for each [sub]question
- Can be adapted

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3



Contracting the Evaluation

- If human resources are not available in the organization, may need to hire one or more other people to assist
- Can be conduct the entire study or only parts

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Contracting Evaluations

Advantages of Hiring

- contractor may have in-depth knowledge of the sector or issue and strong evaluation skills
- contractor may speak the local language and have local knowledge

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Disadvantages of Hiring

- contracting can be expensive
- Can be difficult to determine evaluation capabilities
- in-house capacity is not increased
- No corporate memory

5



Steps for Hiring Contractor

Options:

- Develop a request for proposal (RFP) and use a selection panel to choose the winning proposal (firms)
- Develop terms of reference (TOR) (individuals)

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Items for Request for Proposal (RFP)

- Purposes of the evaluation
- Background and context for the study
- Key information requirements, including evaluation scope and general approach
- Evaluation objectives
- Deliverables required and time frame for them
- Criteria for tender selection
- Contract details for the project manager
- Deadline for the proposal
- Budget and other resources

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Selection Process for Contracting

- Select a panel comprising people with:
 - evaluation knowledge and experience
 - knowledge of the content area
 - knowledge of the organizational culture
- Have the panel select the proposal using the criteria in the RFP
- Manage a fair and transparent process
- Keep a record of the selection process

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Possible Criteria for Selecting the Contractor

- Contractor's record of related accomplishment
- Evidence of specific needed competencies
- Willingness to use the design matrix
- RFP adequately addressed
- Quality of T of C model, if requested by RFP
- Detailed explanation of the time commitment of the principal and other staff
- Reasonable cost –specified in detail
- Quality of similar evaluations contractor has done

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9

Terms of Reference (TOR)

- Often stand-alone [no RFP]
- TOR describe the evaluation and establish the responsibilities and timeline for deliverables
- Often used for all members of an evaluation team, whether consultants and/or internal team members
- Helps all understand expectations and context of the evaluation

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10

Definition of Terms of Reference

- OECD, DAC Glossary:
 - TOR are a written documentation that present:
 - the purpose and scope of the evaluation
 - the methods to be used
 - the standard against which performance is to be assessed or analyses are to be conducted
 - the resources and time allocated
 - reporting requirements

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11

TOR Typically Include:

- Short title and description of the intervention
- Purpose of the evaluation and general approach
- The T of C [or this may be the first deliverable]
- The scope, focus, and overall time frame of the evaluation: initial issues and questions for address
- Nature and extent of stakeholder involvement
- Deliverables and schedule, including review process: design matrix, evaluation work plan, interim reports, final report, presentations
- Needed evaluator [or team] qualifications
- Overall budgets for staff and travel

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12




The good practice Contract or ToR will include:

A code of ethics

Request for analysis of how intervention has addressed issues of human rights, gender equity, environmental and social sustainability


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TOR Checklists

- UNDP :
www.undp.org/eo/documents/erc/Evaluation_TOR_Description.doc
- UNICEF:
www.unicef.org/evaluation/files/TechNote2_TOR.pdf
- CIDA:
[http://www.acdicida.gc.ca/INET/IMAGES.NSF/vLUIImages/Performancereview4/\\$file/Tor_sample_text.pdf](http://www.acdicida.gc.ca/INET/IMAGES.NSF/vLUIImages/Performancereview4/$file/Tor_sample_text.pdf)


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Responsibilities of the Contact/TOR Manager

- Setting clear and *realistic* objectives
- Maintaining ownership of the study
- Monitoring the work and providing timely feedback
- Responsive decision-making
- Openness to renegotiation if scope is expanded or unanticipated problems encountered


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Roles and Responsibilities

- Define and agree to who is responsible for what and when
- Who needs roles and responsibilities defined:
 - main client
 - Key stakeholders
 - evaluation manager
 - evaluators


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Main Client(s)

- Meet with main client early to discuss
 - the nature and context of the request
 - the need, issue, or interest leading to the evaluation request
 - critical timing needs for the evaluation findings
 - questions of major importance for the evaluation to address
 - communication schedule and frequency

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Key Stakeholders

- Organizations representing those with “stakes” in the intervention or individuals
- May be internal or external
- Responsibilities:
 - identify issues and questions for the evaluation to consider
 - in participatory evaluations, may share responsibilities for planning, conduct, reporting of evaluation

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Evaluation Manager Role and Responsibilities

- Detailed responsibilities in three areas:
 - preparation
 - implementation
 - follow-up

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19



Evaluator Skills and Abilities

- Expertise in the specific subject matter
- Knowledge of key development issues, especially those relating to the main goals or the ability to see the “big picture”
- Familiarity with organization’s business and the way such business is conducted
- Evaluation skills in design, data collection, data analysis, and preparing reports
- Skills in the use of information technology

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20



Managing People

- People are complicated. They are not machines. Their behavior will change from day to day.
- The manager is responsible for everything that happens within the manager’s scope of authority.

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Conflict Management

- Communication skills
 - use “I” instead of “you” language
- Listening skills
 - confirm that the listener has correctly understood the speaker
- Most constructive conflicts end up with both parties “winning”

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22



Teambuilding Skills

- Listening, questioning, persuading, respecting, helping
- Brainstorming
- Concept mapping

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Managing Tasks

- Task map
 - everyone’s assignments
 - start and completion dates
- Gantt chart
 - chart showing interrelationships of projects and schedules

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24



Actions for Planning

- Describe the project scope
- Define and sequence project activities
- Estimate durations for activities and resources required
- Develop a project schedule
- Estimate costs
- Build a budget and spending plan

(continued on next slide)

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31



Actions for Planning (cont.)

- Create a formal quality plan
- Create a formal project communication plan
- Organize and acquire staff
- Identify risks and plan to respond
- Plan for and acquire outside resources
- Organize the project plan
- Close out the project planning phase

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32



Phase III: Executing

- Manager makes sure the tasks are being completed on schedule
- Action to be undertaken: Execute project activities

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Phase IV: Controlling

- Manager tracks people, activities, money, and scope
- Action to be undertaken: Control project activities

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Phase V: Closing

- Manager finalizes activities, archives information
- Action to be undertaken: Close out project activities

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35



Carol Weiss: On Building Evaluation Use

- Who are the primary intended users of the evaluation?
- Who are the target audiences of the evaluation?
- Which groups or individuals are most likely to be affected by the evaluation?
- Whose actions and/or decisions will be influenced by their engagement with the evaluation process or evaluation findings?
- How can the intended users of the evaluation be involved?
- What challenges/barriers might you face in identifying and involving users? How to overcome them?

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36



A Good Evaluation:

- Meets stakeholder needs and requirements
- Is relevant and realistic in scope
- Uses appropriate methods
- Produces reliable, accurate, and valid data
- Includes appropriate and accurate analysis of data
- Presents impartial conclusions
- Conveys results clearly – in oral or written form
- Meets professional standards

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37



Kusek and Rist's Six Characteristics of Quality Evaluations

- Impartiality
- Usefulness
- Technical adequacy
- Stakeholder involvement
- Feedback and dissemination
- Value for money

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38



Checklists for Quality

- The Key Evaluation Checklist (Scriven)
- Program Evaluations Meta-evaluation Checklist (Stufflebeam)
- Utilization Focused Evaluation Checklist (Patton)
- Guidelines and Checklist for Constructivist Evaluation (Guba & Lincoln)
- Deliberative Democratic Evaluation Checklist (House & Lowe)
- Guiding Principles Checklist (Stufflebeam)

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39



External Reviewer

- A person with evaluation and/or subject matter expertise who is not involved in conducting the evaluation, but who you can use as a sounding board, advisor, and helpful critic

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40



"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

— Paul Hawken, *Growing a Business*



Questions?

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41