

## Module 9: Managing Evaluations



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### Objectives

This session will address:

- Managing Evaluations
- Constraints to effective management and implementation
- Managing multidonor and collaborative evaluations
- Preparing the evaluation
- Selecting the evaluator
- Managing the evaluator

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## *Management functions*

- Preparing the evaluation
- Addressing any difficulties or disagreements that may arise
- Handling logistics
- Briefing the evaluation team
- Liaising with the team leader and other stakeholders
- Managing the funds
- Ensuring that a timely, efficient, high-quality evaluation is delivered

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## *Constraints to Effective Management and Implementation*

- Budget Constraints
- Time Constraints
- Political Constraints
- Data Constraints

Source: Bamberger, Rugh, Mabry (2006), RealWorld Evaluation

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## ***Constraints to Effective Management and Implementation***

### Budget Constraints

- How to make the most effective use of limited resources
- Adjusting to changes in the funding arrangement when there are cuts
- Budget too limited to address data-collection needs
- Source of funds can affect independence

### Time Constraints

- There is a time limit for selection of consultants
- Delays in obtaining information
- Evaluation team has multiple tasks
- Pressure to produce results within an unrealistic time frame
- Windows of opportunity may be narrow

Source: Bamberger, Rugh, Mabry (2006), RealWorld Evaluation 5  
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## ***Constraints to Effective Management and Implementation***

### Data Constraints

- Lack of baseline data
- Deficient monitoring systems
- Poor quality data
- Difficulty accessing data from other sources
- Data validity
- Missing data
- Limited resources available for data collection

### Political Constraints

- Need to address varying stakeholder demands
- Communicating through intermediaries
- Managing politically sensitive evaluations
- Managing political and management demands

Source: Bamberger, Rugh, Mabry (2006), RealWorld Evaluation 6

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## ***Managing Multi Donor and Collaborative Evaluations***

### **Challenges**

- Each agency may have its own agenda or preferred methodology
- The interventions of each agency may be different or may be managed differently
- Political sensitivity of assessing the work of another agency
- Some subjects may be too difficult to evaluate
- Logistical problems

### **Opportunities**

- Increased financial resources
- Increased professional resources
- A broader scope may be addressed
- Mutual capacity development
- Greater objectivity and legitimacy

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## ***Preparing the Evaluation: Evaluability Assessment***

### **Evaluability Assessment**

- Determine whether a program can be evaluated, using the type of evaluation planned, with the resources available and within the proposed time frame

### **The following questions may be useful:**

- Is there sufficient money and authority for this evaluation?
- Is now the right time?
- Will key people be available at this time?
- Are the objectives well defined?
- Are adequate data for the evaluation available?
- Can the required data be obtained at a reasonable cost?
- Is there a high probability that the results will be used?
- What are possible problems in completing a successful evaluation?

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## ***Preparing the Evaluation: Addressing the Budget Issues***

This function should be undertaken during the planning process with considerations of:

- Funding sources
- Conditions of payment
- Budget period
- Budget contact
- Budget limit
- Personnel costs
- Travel costs
- Supplies, materials and equipment costs
- Communication costs
- Copying/printing costs
- Consultant costs

(<http://www.wmich.edu/evalctr/checklists/evaluationbudgets.pdf>)

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## ***Preparing the Evaluation: Determining the Goals & Scope***

- Determine the Purpose and Goals
  - Why is the evaluation being conducted?
- Determining the Scope
  - What will be the focus of the evaluation?
  - What will the evaluation not focus on?

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## *Preparing the Evaluation: Determining the Questions*

### Evaluation Questions

- What are the three most important questions you want the evaluation to address?

### Other questions may include:

- What is it the client or sponsor want to know?
- How will the results be used?
- How can the evaluation best address the desired results?

Refer to Module 2

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## *Preparing the Evaluation: Outlining the Methodology and Taking Stock of Available Information*

### Evaluation Methodology

- Includes a description of the approach, design, type of evaluation, data collection, and analysis methods. The reason for choosing the methodology should be explained

### Taking stock of Available Information

- What information is already known to be available?
- The **Monitoring Department** of the organization should be the first source of existing information. The quality of the monitoring data will be important to the success of the evaluation.

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## Preparing the Evaluation: Developing the Work Plan

### Outline for a Work Plan

Program/Project Review	The program logic
Evaluation Mandate	Rationale and purpose
Evaluation Matrix	Approach to the conceptual issues
Methodology	Summary of the evaluation approach, type, data collection, and analysis methods
Evaluation Team	Names, roles, prior experience, and qualifications
Activity and Effort Analysis	Number of days required for each team member to complete specific activities
Schedule (Timeline of Activities)	The dates for milestones
Budget	Cost of conducting the evaluation
Report Outline	Overview of the expected components

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## Preparing the Evaluation: Developing the Evaluation TOR

The main elements of the Evaluation Terms of Reference (TOR) are:

- Program background
- Purpose/reasons for the evaluation
- Scope and focus
- Statement of work
- Evaluation team
- Timetable
- Budget
- Deliverables

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## **Selecting The Evaluator: Internal or External**

When deciding whether to choose an internal evaluator consider:

- The skill and experience of internal staff in planning an evaluation in designing data collection instruments, and in collecting and analyzing data
- Have you successfully conducted previous evaluations internally?
- Can you collect information as part of your regular operation?

▪ Reasons for selecting external consultants include:

- Lack of technical expertise
- To build local capacity
- To save time
- To ensure independence and objectivity
- To enhance credibility
- A requirement of the funding agency

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## **Selecting the Evaluator: Some Possible Options**

- An Internal evaluator who serves as team leader and is supported by other program and other agency staff
- An Internal evaluator who serves as team leader and is supported by program staff and an outside consultant
- An External evaluator (individual or consulting firm) who serves as the team leader and is supported by internal staff
- An Internal evaluation conducted jointly with the funding agency
- The evaluation is undertaken by the funding agency
- The evaluation is conducted by a central planning agency in the host country
- The funding agency subcontracts the evaluation to a consulting firm and adopts a “hands off” approach

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## **Selecting the Evaluator: Consultant Selection Criteria**

Some criteria for selecting consultants:

- Relevant qualifications and credentials
- Country or regional experience
- Quality of the proposed methodology
- Understanding of the information needs of the main users
- Understanding of the policy context and the political climate in which the project is being undertaken
- Oral and written communication skills
- Language capability
- Timeliness

It is useful to ask external evaluators to provide samples of their prior evaluations as well as references from people who are knowledgeable about these evaluations

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## **Selecting the Evaluator: Handling the logistics**

- Be familiar with the procurement guidelines, policies, and procedures
- Consider the following in the procurement of consultants:
  - Potential conflicts of interest issues
  - Preparation and issuance of a request for proposals (RFP)
  - Methods of selection to be used, (e.g. Quality-Based Selection, Quality and Cost-Based Selection, Fixed-Cost Selection, Single-Source Selection, etc)
  - Types of contract (lump sum contract, time-based contract)
- Advertisement requirements, methods, and procedures
- Consult the procurement specialist

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## **Selecting the Evaluator: The Consultant's TOR**

The Consultant's TOR clarifies the scope of the evaluation and outlines the responsibilities and authority of the contracted evaluator.

- Background and Purpose
- Major Evaluation Questions
- Suggested/Required Evaluation Methods
- Team Members and Roles (as well as roles and responsibilities of the unit or office that hires the evaluators)
- Schedule of Major Tasks
- Expected Products and the expected format for these products
- The process for reviewing draft and final work products
- Budget

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## **Managing Consultants Effectively**

- Ensure that the evaluation team receives key documents
- Organize travel arrangements
- Organize meetings with the project team and staff
- Identify qualified local staff to assist the evaluation team
- Provide identity cards or letters of introduction when necessary
- Provide administrative support (photocopying, fax machines and office)
- Assist in organizing focus groups and interviews when requested by the evaluation team

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## **Selecting the Evaluator: Individual vs. Firm**

- Dependent on the type and size of the assignment
- Method of payment is different
- The procurement of an individual may be less time-consuming
- Issue of possible need for continuity to be addressed
- Consideration for the type of skills required
- Who will assure quality control?

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## **Briefing the Evaluator**

The evaluator should be briefed before the evaluation:

- The evaluation's purpose
- The needs of the main users as they relate to the evaluation
- The policy context of the evaluation
- The proposed methodology
- The political and resource climate in which the evaluation is being undertaken

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## ***Staying in Contact***

The evaluation manager should ensure that there are processes for staying in contact with the evaluator to review progress.

Throughout the process the evaluation manager should confirm:

- Key issues are being addressed
- Milestones are being achieved as proposed
- Data analysis is rigorous
- Potential problems are identified and proposed solutions considered
- That the information will meet the needs of the intended users
- Data justify recommendations, which logically follow conclusions

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## ***Reporting the Findings: Types of Reports***

Some types of reports include:

- Inception Report (provides more information about the work plan)
- Progress Reports (to keep informed of status)
- Interim Reports (useful for phased assignments)
- Oral Briefings
- Final Report (comprehensive report of the evaluation findings)
- Presentations

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## *Reporting the Findings*

### The Main Evaluation Report:

- Well structured
- May include tables, graphics, illustrations
- Language should be simple, clear and concise
- Should contain the appropriate headings and subheadings for easy reading
- The conclusions should be based on the findings
- Should not be too wordy

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## *Disseminating the Results*

- Develop a communication and dissemination strategy
- Identify the information needs
- Determine:
  - What reports will be provided and when?
  - To what audiences?
  - In what format will the information be presented?

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