



Tool 10.4 How to plan and conduct an evaluation

Overview

This tool provides an overview of the three steps of the evaluation process, offers guidelines for developing “terms of reference” for an evaluation and provides an overview of the contents of an evaluation report.

Overview of the evaluation process

STEP 1 Planning the evaluation	STEP2 Undertaking the evaluation	STEP 3 Using the evaluation
<ol style="list-style-type: none"> 1. Clarify purpose 2. Responsibilities 3. Evaluation workplan 4. Verification of the budget 5. Core learning partnership 6. Evaluation questions 7. Terms of reference 8. Selection of consultants 9. Logistics 10. Briefing the evaluation team 	<ol style="list-style-type: none"> 1. Involvement of the project manager/ evaluation manager 2. Data collection 3. Draft report 4. Core learning partnership 5. Accommodating stakeholder feedback 	<ol style="list-style-type: none"> 1. Consider recommendations 2. Draw up implementation plan 3. Dissemination 4. Internet

Source: UNODC Evaluation Policy and Guidelines.

Guidelines for developing evaluation “terms of reference”

The terms of reference for evaluation define the work that must be carried out by the evaluator or the evaluation team. Evaluators should be independent, that is, they should not have been involved in the design or implementation of the project they are evaluating. The terms of reference must be tailored to specific projects, but generally contain the following:

1. Background information
 - Why, when and how the programme was established
 - Programme budget

- Main objectives and expected results
 - Legislative authority and mandate
2. Evaluation purpose
 - Who initiated the evaluation?
 - Reason for undertaking the evaluation
 - What the evaluation intends to accomplish
 - Main stakeholders
 - Intended use of evaluation results
 3. Evaluation scope
 - Time frame
 - Geographical coverage
 - Thematic coverage
 - Evaluation questions
 4. Evaluation methods
 - Suggested key elements of the methodology to be used
 5. Evaluation team
 - Size of the evaluation team
 - Necessary qualifications for each team member
 6. Planning and implementation arrangement
 - Management arrangements: consultation with the field and agreements with partners and/or beneficiaries
 - Time frame for the whole evaluation process
 - Resources required and logistical support needed
 - Description of products to be delivered

Overview of the evaluation report

The overall evaluation report will be read by parties to the project. It will be used as a basis for decisions concerning the future of the project and/or other projects and activities. The structure of the report is adapted to particular projects, but should always include findings, conclusions and recommendations.

1. Introduction
 - Background and context (summary of overall project concept and design)
 - Purpose and objective of the evaluation (to examine mandate, strategies, objectives, relevance, effectiveness, results, impact, sustainability)

- Executing modality (appropriateness and effectiveness of implementation modalities)
 - Scope of the evaluation (what the evaluation has addressed, drawn from the terms of reference)
 - Evaluation methodology (methods used to collect data)
2. Analysis and major findings
 - Overall performance assessment (appropriateness, relevance, effectiveness, efficiency)
 - Attainment of objectives (if and how objectives were achieved or not)
 - Achievement of programme/project results and outputs (extent to which achievements contributed to objectives and whether they were achieved within the planned time frame and within the available resources)
 - Implementation (operational plan, monitoring and backstopping)
 - Institutional and management arrangements (whether appropriate and how they affected implementation)
 3. Outcomes, impacts and sustainability
 - Outcomes (outcomes achieve the project purpose—did the achievement of results have an effect on peoples lives?)
 - Impact (positive or negative changes resulting from the project)
 - Sustainability (whether benefits will continue beyond the life of the project)
 4. Lessons learned
 - Lessons (knowledge derived from experience that has the potential to improve action)
 - Best practices (what worked well and how it can be replicated)
 - Constraints (constraints and problems that had an impact on implementation and how to avoid them in the future)
 5. Recommendations
 - Issues resolved during the evaluation
 - Actions/decisions recommended (suggestions for improving project implementation, management, policy)
 6. Overall conclusions (conclusions drawn from the above findings, outcomes, lessons and recommendations)

Annexes

- Terms of reference
- Organizations/places visited and persons met
- Summary assessment questionnaire
- Relevant materials