End of Project (EOP) Evaluation: Planning and Procuring

USAID CIS Grantees

Workshop Objectives

- Initiate brainstorming on key areas for the evaluation based on the project results framework and organizational goals.

- Provide practical components, insights and steps to prepare for an evaluation procurement and management process.

- Determine how to manage evaluators, the role of USAID CIS and next steps for planning.

Session 1

Defining What to Evaluate

Objectives

- Present overall expected EOP structure

- Initiate brainstorming on key areas for the evaluation based on the project results framework and organizational goals.

"WHY" EOP Evaluation Planning

Expected Results Measurement	• Range of 20-24 months of implementation • Momentum towards expected outcomes should start being apparent
Ending Performance Period	• No-cost extension plans being developed • Remaining budgets being finalized
USAID CIS Follow-on Grant opportunity	• Evaluation information will be required in the Follow-On Grant application

The *RIGHT Time* for Asking the *RIGHT Questions*

Observed changes in the target populations?

To what extent are observed changes attributed to our program?

Are our intended results being observed?

Are there any unintended results occurring?

Structuring the EOP Evaluation

| **General**	**Your Organization**
• External evaluation • Summative evaluation • Mixed-methods	• Procure evaluator • Provide logistical support • Manage evaluation

USAID CIS

- Provide evaluation procurement & management resources
- Provide Quality Assurance assistance (design & implementation
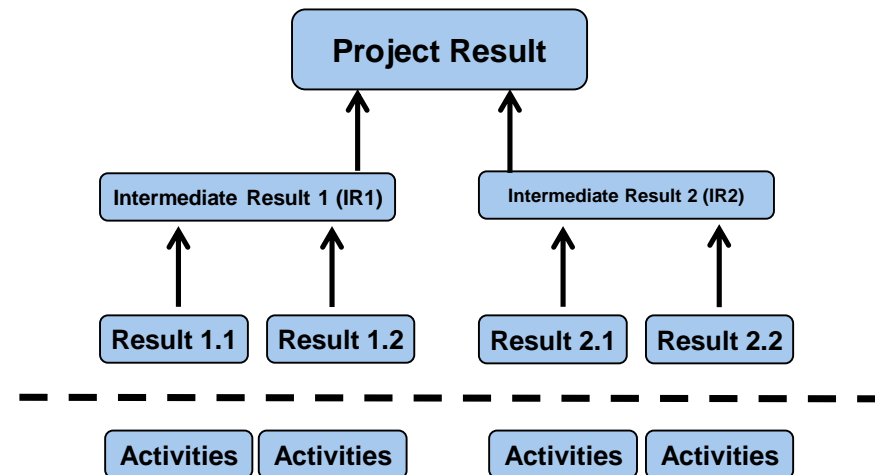
What do WE want TO KNOW?

Brainstorming Exercise 1

Brainstorming Exercise 1

Theory of Change
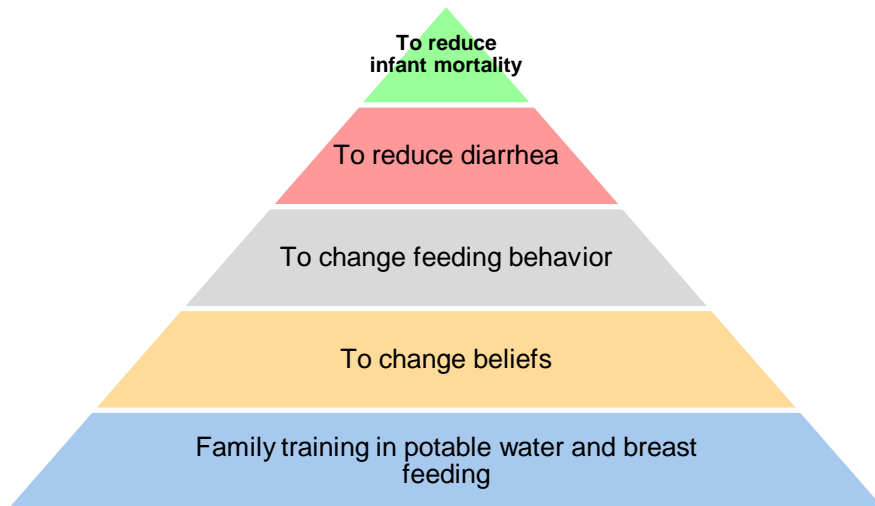
Results Framework

Brainstorming Exercise #1

Summative / Ex-post Evaluation	• Focus on ***OUTCOMES*** • Focus on ***Effectiveness*** • What changes are observed in target groups? • Are their unintended effects not planned for? (positive or negative)

Brainstorming Exercise #1

Step #1: Brainstorm specific areas of desired change within your project design

Step #2: Assign key stakeholders to each area of change.

Step #3: Brainstorm how the evaluation could be used for your organization's wider benefit.

Step #4: Write a 1 line purpose statement for the EOP.

Evaluation Purpose

The overall aim which defines **what is to be evaluated** and for **what purpose**.

Examples:

- *To assess the nutrition education strategy and accomplishments in order to develop lessons learned for future community nutrition education activities and to develop a nutrition education action plan.*

- *To provide an independent, in-depth assessment of the results and impact of the overall institutional strengthening and training strategy.*

- *To assess whether the project is having the planned impact in order to decide whether or not to replicate the model elsewhere.*

Step #5: Write objective statements for the evaluation

Evaluation Objectives

Statements which define the **main expectations for the evaluation**; including quantitative, qualitative aspects, learning and the evaluation process itself.

Examples:

- *To assess the appropriateness of the nutrition education strategy.*

- *To identify the accomplishments, strengths and weaknesses in the implementation of the nutrition education project activities.*

- *To assess the perception change of decision-makers towards priority issues for disabled persons.*

- *To identity the degree to which parliamentary representatives changed their voting patterns on targeted issues.*

Link with Results Framework!!

Session 2

Evaluation Procurement Process

Objectives

- Overview the essential procurement tools

- Overview the key evaluation concepts to be included in the evaluation SOW (RFP).

- Discuss key structural components of an EOP evaluation.

Essential Evaluation Procurement Processes
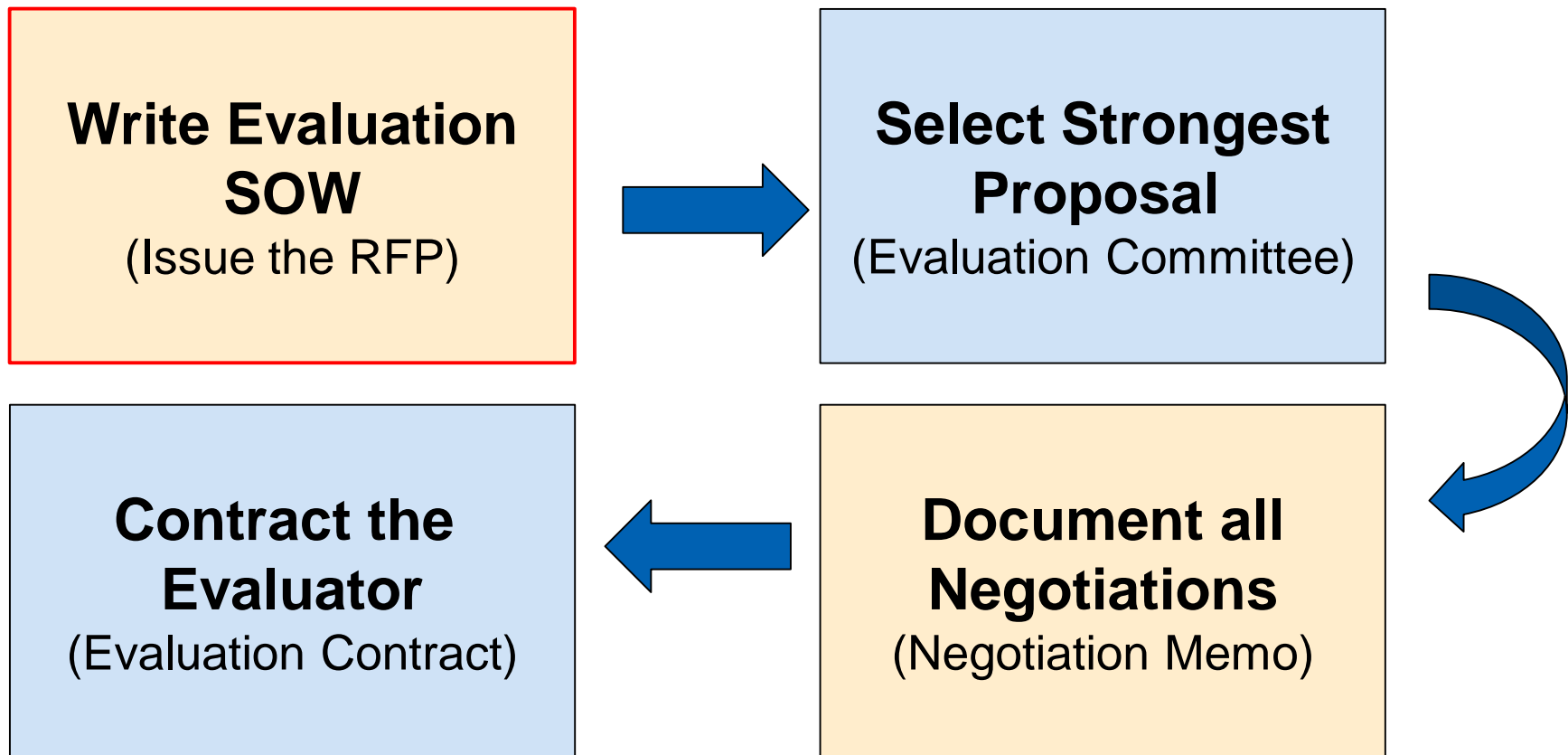
Write Evaluation SOW
(Issue the RFP)

Select Strongest Proposal
(Evaluation Committee)

Contract the Evaluator
(Evaluation Contract)

Document all Negotiations
(Negotiation Memo)

SOW Components

1. **Description of the Program**

2. **Background**

3. **Purpose & Objectives**

4. **Evaluation Questions**

5. **Methods**

Focus #1

6. **Deliverables & Timeline**

7. **Team Composition**

8. **Scheduling & Logistics**

9. **Budget**

SOW - Focus #1

Purpose Statement   What is to be evaluated and for what purpose

Objectives   Main expectations; qualitative, quantitative, or learning

Evaluation Questions

> Though provoking **questions which focuses inquiry and reflection** to define the information which the evaluation seeks to collect.

Warning!!   These are NOT interview questions

Sources for questions:

- Project Objective Tree
- Results Framework
- Project Design & Monitoring Framework

Examples:

Social Engagement – Which engagement platforms produced the greatest interaction, and why?

Which target groups are displaying the greatest benefit? Why?

Training – To what extent did the new awareness lead to different voting patterns?

Evaluation Questions need...*CRITERIA*

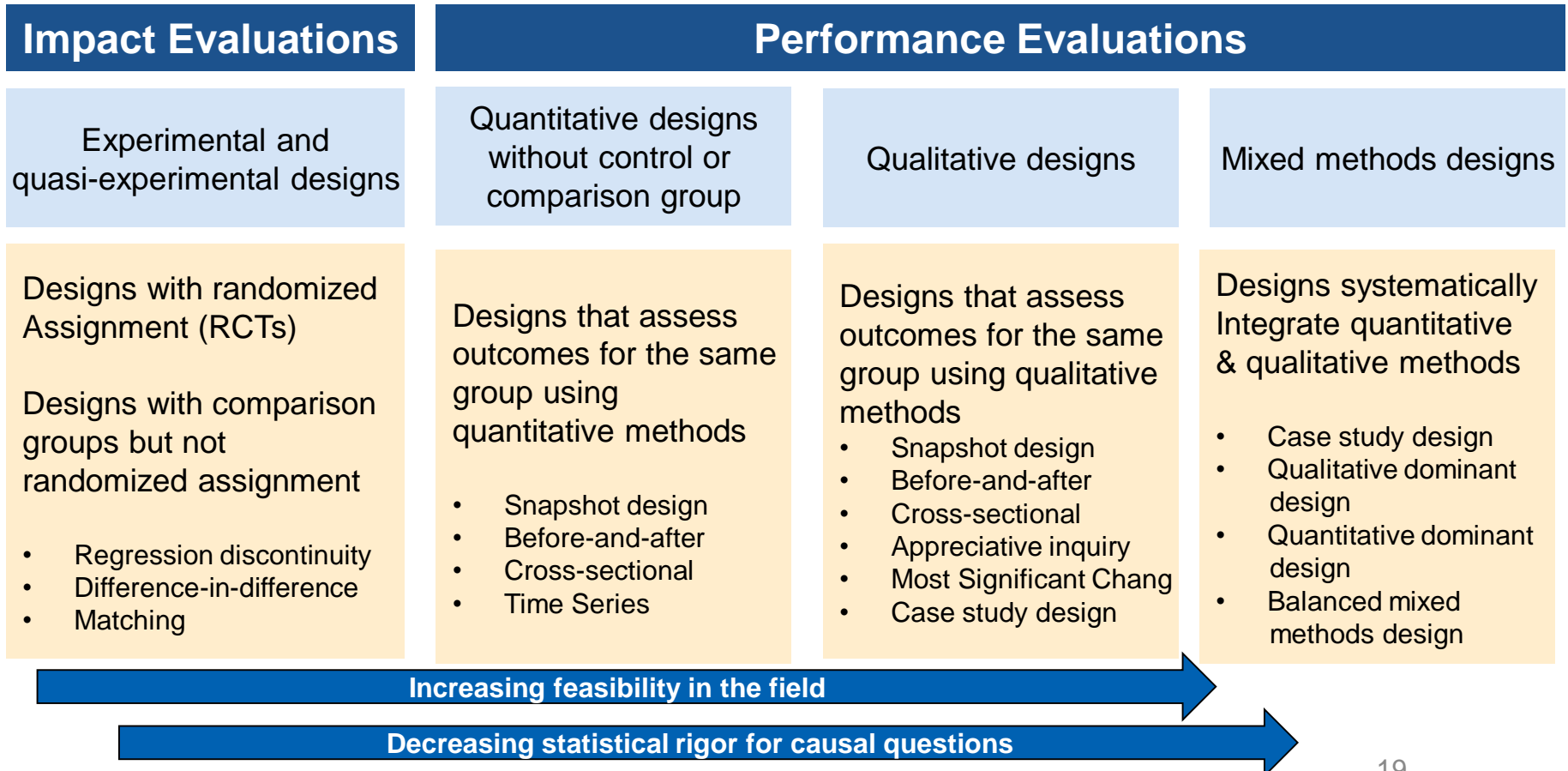|	
Relevance	Focus on project design, strategy, objectives & outcomes compared to original need assessment & research
Effectiveness	Focus on extent of intended change and achievement within target groups. Observes unintended effects. Outputs and outcomes.
Efficiency	Focus on how the use of resources (human, knowledge & financial) enabled or hindered the results of the project.
Sustainability	Focus on probability that observed change will continue upon the completion of the project.
Impact	Focus on contribution and results on the long-term, higher-level social issue desired to be enhanced or changed.

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Exercise #2 – *Evaluation Questions*

Step #1: Select evaluation criteria for your EOP evaluation

Step #2: Create 2-3 evaluation questions for each evaluation criteria

SOW - Focus #1

Methods (designs)

Minimum Level: State if it is an <u>impact evaluation</u> or <u>performance evaluation</u>!

Impact Evaluations	Performance Evaluations		
Experimental and quasi-experimental designs	Quantitative designs without control or comparison group	Qualitative designs	Mixed methods designs
Designs with randomized Assignment (RCTs) Designs with comparison groups but not randomized assignment • Regression discontinuity • Difference-in-difference • Matching	Designs that assess outcomes for the same group using quantitative methods • Snapshot design • Before-and-after • Cross-sectional • Time Series	Designs that assess outcomes for the same group using qualitative methods • Snapshot design • Before-and-after • Cross-sectional • Appreciative inquiry • Most Significant Chang • Case study design	Designs systematically Integrate quantitative & qualitative methods • Case study design • Qualitative dominant design • Quantitative dominant design • Balanced mixed methods design

Increasing feasibility in the field →

Decreasing statistical rigor for causal questions →

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Taken from *Evaluation Some Tools, Methods & Approaches*, Social Impact (2013) Version 2.0, pg.13

SOW Components

1. **Description of the Program**

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3. **Purpose & Objectives**

4. **Evaluation Questions**

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7. **Team Composition**

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Focus #2

SOW - Focus #2

Major Deliverables

1. Inception Report	Draft design document which includes finalized evaluation objectives & questions, selected methodology, stakeholder mapping to evaluation questions, sampling technique, data collection tools, evaluation team composition, evaluation action plan, level of effort for personnel, and overall evaluation budget
2. Evaluation Design Guide	Finalized document which includes methodology, sampling technique, completed data collection tools, data analysis techniques, field training information, and action plan
3. Draft Evaluation Report (Initial Findings)	Draft findings, conclusions, recommendations and methodology without an executive summary.
4. Final Evaluation Report	Finalized report based on feedback with Executive Summary and all required Annexes.

SOW - Focus #2

Optional Deliverables

- Data Collection tools training guide

- Routine action plan reports (weekly, monthly)

- Routine status meetings

- Raw and analyzed data submission format

Hints…

- State **desired language** for all deliverables

- Designate **specific delivery date** for all deliverables

SOW - Focus #2

Timeline

Simple	1 geographic location Limited # of beneficiaries Quantitative or Qualitative data collection Non-experimental method	Design: 3 days Data Collection: 3-5 days Reporting: 3 days **9-11 days**
Medium	Multiple geographic locations Beneficiaries comprised of multiple sub-groups Mixed data collection methods Non-experimental method	Design: 5-7 days Data Collection: 5-8 days Reporting: 5 days **15-20 days**
Large	National reach Diverse beneficiary groups Mixed data collection methods Non-experimental method	Design: 10-15 days Data Collection: 15+ days Reporting: 10 days **30-40 days**

Experimental Designs require a significantly more time than non-experimental evaluations.

SOW - Focus #2

Example LOE for Evaluator

Deliverables	Tasks	LOE	Due Date
1. **Draft Inception Report and Work Plan**	The consultant will conduct the desk review of CSP materials, after which she will submit a draft inception report that includes a detailed methodology, evaluation questions, data collection tools and a work plan, as well as a list of outstanding questions.	4 days	May 15, 2013
2. **Final Inception Report and Work Plan**	Upon arrival in-country, the consultant will meet with CSP staff to review the inception report and receive a detailed program briefing, after which she will finalize the report and work plan in response to comments provided by CSP.	2 days	May 28, 2013
3. **In-Country Field Work plus Debrief Presentation**	The consultant will spend up to 14 days in Jordan, implementing this field assignment during a six-day work week (tentatively scheduled between May 19th and June 9th). Prior to departing the country, the consultant will debrief CSP and possibly USAID/Jordan on preliminary findings and observations.	14 days	June 9, 2013
4. **Draft Evaluation Report**	The consultant will submit a draft evaluation report which addresses the evaluation questions, analyses and synthesizes the findings, lessons learned, draws conclusions, and makes recommendations. The main body should not exceed 30 pages, excluding the executive summary and annexes. CSP will return comments to the consultant within 3 business days.	7 days	June 20, 2013
5. **Final Evaluation Report including an Executive Summary**	Taking the comments provided by CSP, the consultant will finalize the report, addressing any issues raised from the review of the draft report. The final report should be formatted according to USAID's standard evaluation reporting format.	3 days	June 30, 2013
	TOTAL LOE	30 days	

SOW - Focus #2

Evaluation Team

- **Define Evaluator qualifications & experience**

- **Designate other members of the evaluation team**
  - ✓ Project manager(s)
  - ✓ Project field staff
  - ✓ Field partners (NGOs, government…etc)
  - ✓ Logistics coordinator(s)
  - ✓ Sector experts (Gender focal point…etc.)

Knowledge/Skills	Responsibilities
In-depth knowledge of the project	• Define evaluation questions • Participate in data collection & analysis • Contribute to report writing
Experience with process evaluations and qualitative data collection methods	• Plan & coordinate evaluation methodology • Participate in and supervise data collection & analysis • Coordinate report writing
Team-building and group facilitation skills	• Develop spirit of collaboration with team • Facilitate daily data analysis sessions
Planning & managing logistical arrangements for field activities & material resources.	• Prepare budget for training, field, and report work production • Arrange logistics for fieldwork • Procure materials

Adapted from Participatory Program Evaluation Manual, Judi Aubel, 1999

SOW - Focus #2

Scheduling & Logistics

- Communicate clear responsibilities (CSO and Evaluator) for all logistic support (a chart format is suggested)

Budget

- State the **maximum** allowable budget amount

- Provide budget template for completion

- Clearly state all ineligible costs

SOW

Selection Criteria

Evaluation Criteria	
Experience	30%
Previous Work	30%
Past Performance	20%
Cost	20%
Total:	100%

- **Experience of Evaluator** - CV

- **Past Performances** – references received

- **Strength of Previous Work** – sample of a past evaluation report

- **Case Study design** – provide a small case study for the evaluator to create a small inception report. Provides insight into quality of the evaluator's work. (**Appendix 2**)

- **Context Questions** – provide specific context or technical questions to be answered. (**Appendix 2**)

- **Cost** – evaluator's daily rate or completed budget template

SOW - Annexes

Information to Provide with the Evaluation SOW

- **Project Description documentation** – original problem statement, primary stakeholders, project performance period, project budget amount

- **Project Theory of Change**

- **Project Result Framework**

- **Case study material** (if requesting case study)
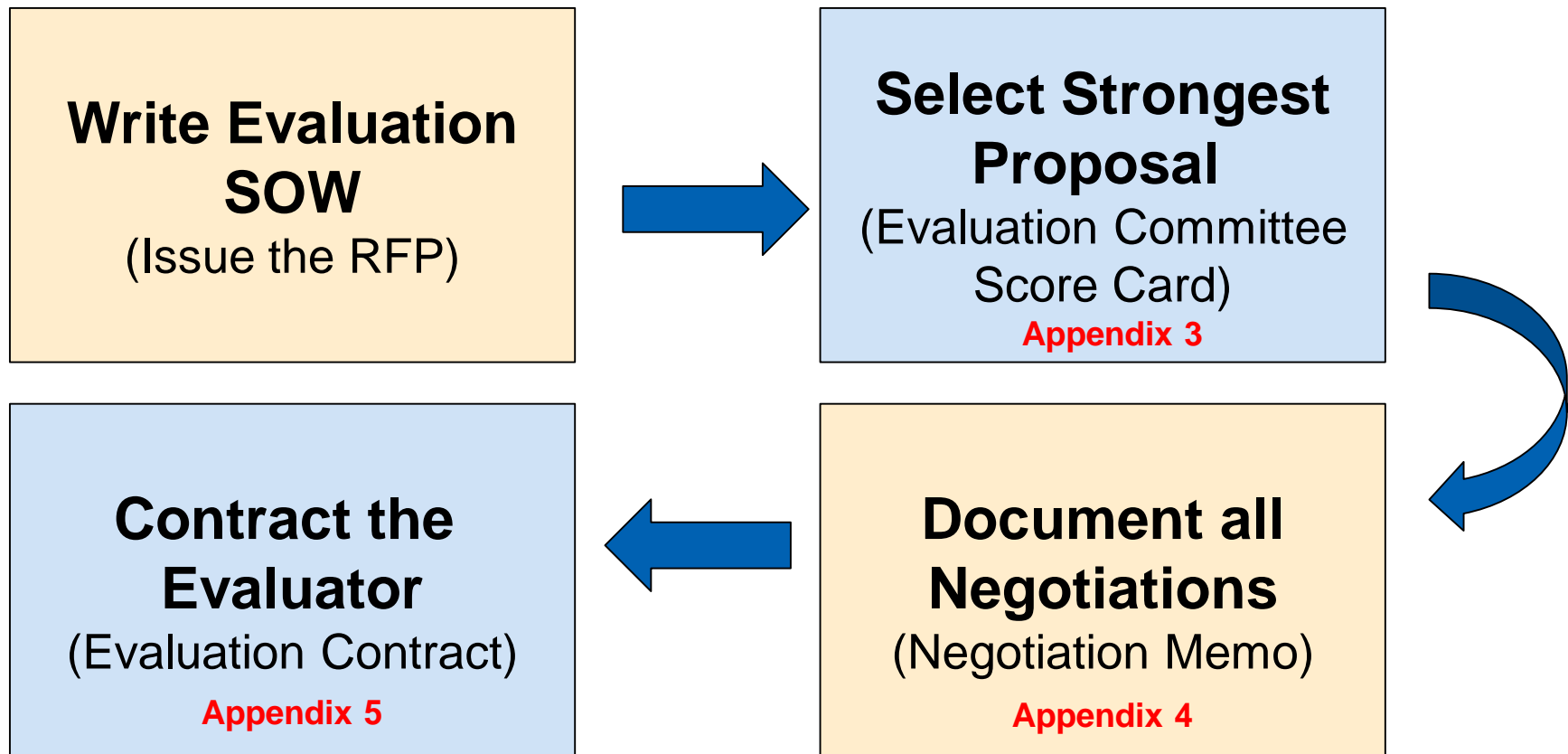
Bringing it together!

Evaluation SOW Example

(Appendix 1)

SOW – Selection Process

Evaluation Committee – Selection

- **3-5** members

- **Score card** voting process (average score from all members)

- Determine the strongest proposal

- **Negotiation Memo** – document the selection process (Appendix 3)

Essential Evaluation Procurement Processes

Write Evaluation SOW
(Issue the RFP)

Select Strongest Proposal
(Evaluation Committee Score Card)
Appendix 3

Contract the Evaluator
(Evaluation Contract)
Appendix 5

Document all Negotiations
(Negotiation Memo)
Appendix 4

Session 2

How to Ensure Gender-Sensitivity in an Evaluation
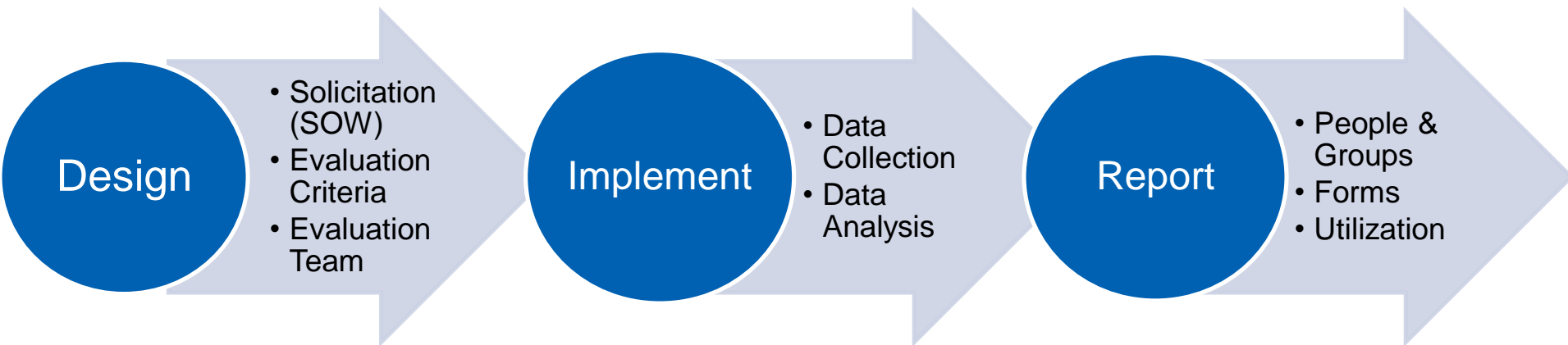
Objectives

- Become aware that gender-sensitive evaluations do not happen without strategic planning.

- Understand how gender-sensitivity integrates practically into evaluation design, implementation and reporting.

Gender-Sensitive Approach to Evaluation reflects…(*Guiding Principles*)

- **Awareness** that program participation, results & sustainability are shaped by gender!

- **Explicit attention** to gender issues must be integrated if they will be addressed!

- **Commitment** to examining the extent to which gender equality was achieved

Brisolara, Sharon. Gender-Sensitive Evaluation and Monitoring. September 2014. JBS International, Inc.

Gender-Sensitive Approach to Evaluation reflects…(*Guiding Principles*)

Integration Points: Evaluation Phases (**Appendix 6 – Checklist**)

Design
- Solicitation (SOW)
- Evaluation Criteria
- Evaluation Team

Implement
- Data Collection
- Data Analysis

Report
- People & Groups
- Forms
- Utilization

Evaluation SOW – EXPLICIT statement is required!

Gender-Sensitive Approach to Evaluation

DESIGN   ## *Relevance*

Project Design	• Needs assessment include a gender analysis? • Baseline study specifically address gender issues?
Project Objectives & Outcomes	• Include gender concerns? • Output & outcome indicators are gender-sensitive?
Project Strategy	• Identifies needs & capacities of female & male partners and beneficiaries?

Adapted from *Guidance Note 4: Integrating Gender Equality in Monitoring and Evaluation of Projects*. March 2014.
International Labour Organization – Evaluation Unit

Gender-Sensitive Approach to Evaluation

DESIGN   ## *Effectiveness*

Effect	• Are women & men affected differently by project activities, outputs and outcomes? • What effects (intended/unintended) are likely to affect gender equality?
Achievement	• In what ways do the project outputs & outcomes contribut to gender equality. • Did the project achieve its gender-related objectives? Progess made? Obstacles?

Adapted from *Guidance Note 4: Integrating Gender Equality in Monitoring and Evaluation of Projects*. March 2014.
International Labour Organization – Evaluation Unit

Gender-Sensitive Approach to Evaluation

DESIGN   Evaluation Questions

Non-Gender Specific Interventions

Assessment Questions: *Does the question…*

- exclude one sex (implicity or explicitly)?

- take the male as the norm for both sexes (implicitly or explicitly)?

- assume that men and women are homogeneous groups?

- If only one sex is considered, are conclusions likely to be drawn in general terms with one sex taken as the norm or standard?

Gender-Sensitive Approach to Evaluation

DESIGN   Evaluation Questions

Non-Gender Specific Interventions

Other Questions:

- Is at least one evaluation question dedicated to assessing unintended consequences?

- Does the question take the family or household as the basic analytical unit? How does this affect who is visible and invisible and what dynamics might be more difficult to perceive?

Gender-Sensitive Approach to Evaluation

Implement

Quantitative Data

Statistically differences between sex, gender identity or other traits contributes to engendering!
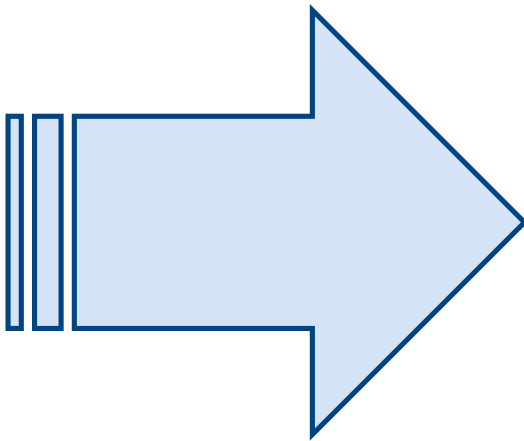
Mixed Methods

Qualitative Data

Better for capturing the **differences in how respondents experience gender differences** – *language itself is revealing*

Gender-Sensitive Approach to Evaluation

Implement

Guiding Principles:

1. Data Collection

- ✓ Pretest instruments with different gender subgroups

- ✓ Tools rooted in gender roles & responsibilities within the culture (questions, indicators, selecting respondents)

- ✓ Protocals acknowledge existing gender relations (accommodation issues, permission request…etc.)

Gender-Sensitive Approach to Evaluation

Implement   2. Data Analysis

Orienting the Analysis Team

Social Issues** or **Cultural Values

- ✓ What are the prevalent issues for stakeholders & how do these help understand the findings?

Class, Race & Gender

- ✓ How do these perspectives expand or contract possibilities? How are program dynamics illuminated based on these perspectives?

Structural inequalities

- ✓ What structural and gender inequalities exist in the context, and how do these frame our understanding of the findings?

Session 2

Preparing for the Evaluation
Data & Logistical Readiness

Objective

- Understand the primary data and logistic readiness required in preparation for an EOP evaluation.

Project Data to Gather

Data Gathering (**Appendix 7** - Full checklist)

- **Project design documents** (original proposal, problem analysis reports, gender analysis report, project description, action plan, budget, theory of change, results framework, performance indicator reference sheets)

- **Project reports** (monthly, quarterly, yearly reviews)

- **Past evaluations** (year 1, mid-term…etc.)

- **Project Activity** (location, participants, partners, pre/post results, participant evaluations)

- **Stakeholder Contact List** (participants, decision-makers, partners, government contacts…etc)

Project Data to Gather

Logistic Support (**Appendix 7** - Full checklist)

- **Project team time allocation** (work with the Evaluator)

- **Logistic coordinator** (specific staff)

- **Data collection staff** (interviewers, recorders, analyzers)

- **Office Space** (specific work location for the Evaluator)

- **Technical Experts** (internal or external expertise to join the evaluation team)

Note: When contracting an individual evaluator vs. an evaluation firm, **your organization must provide all logistic support**. Lack of logistic preparation will negative affect the overall evaluation.

Session 3

Evaluation Management Considerations

Objectives

- Present key characteristics of an external evaluator.

- Understand the role of USAID CIS as the Quality Assurance monitor.

- Define the next steps in preparing the EOP evaluations.

External Evaluator Selection

Key Characteristics (**Appendix 8** - Full checklist)

- **Successful past experience** (conducting & leading evaluation teams)

- **Local or Regional development experience and knowledge** (understanding of context in which the project occurs)

- **Research skills** (quanitative & qualitative)

- **Ability to meet deadlines** (reliable to produce quality deliverables on time)

- **Strong Language skills** (fluent English and Arabic in both conversation and writing)

External Evaluator Selection

USAID CIS Guidance:

- **Individual Evaluator** vs Evaluation firm

- **Cost**

- **Time**

- **USAID CIS Pre-selected Evaluator List** (Appendix 9)

Evaluation Management Guidance

1. **Specify a Technical Monitor** (authorized contact person)

    - Name in contact

    - Formal person to receive deliverables

    - Only person authorized to make changes to scope or contract

2. **Require routine status meetings/reports**

    - With/to Technical Monitor

    - Focus on action plan and deliverables completion issues

USAID CIS Quality Assurance Role

Guiding Principles

USAID CIS	CIS Grantee
• Provide evaluation procurement resources and tools • Provide pre-approved list of evaluators • Participate in the evaluator selection process • Review/approval all major deliverables **(Appendix 10)** • Require standardized evaluation reporting template (**Appendix 11**)	• Undertake procurement process • Oversee the evaluation design and implementation activities • Gather all required documentation and data • Provide required logistic support

End of Workshop

Thank You!