Handouts

Handout 1: Person Bingo

Lives in East Africa		Has met a Nobel Prize winner		Works on planning
	Lives in Central America	Works in the Office of the President	Lives in southern Africa	
Has developed a logframe	Works in Parliament	X	Has founded an evaluation network	Has developed indicators
	Works on strategy	Knows about RBM	Works in the UNDP	
Is an economist		Knows about project management		Works on M&E

Handout 2: Define Evaluation and an Evaluation System

- What is evaluation?

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_____

- What should an Evaluation System Achieve?

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Handout 3: Stakeholder Matrix

Evaluation Practice Requiring Capacity	Commissioners (Demand/ principals) (Cabinet, Parliament, political parties, Civil Society, the media, donors)	Intermediary Agents - Delivery and Management (Central Government (Treasury etc.) Line departments (Health etc.).	Supply Agents (Universities, think tanks, consultants)
User Evaluations			
Manage Evaluations			
Conduct evaluations			

Handout 4: Reflection

- What have you found most useful?

- What experience from another person in the room struck you?

- What are the opportunities in your context for applying these tools?

Handout 5: Literature Review

Review the below list of sources.

- What has been the actual demand for evaluation?
    - Review of national development policy/strategy
    - Review of budget priorities
    - Examples of nationally commissioned and completed evaluations
    - Evidence in media internet sources of use of evidence
    - Identification of institutional commissions that utilise evidence in decision-making
- Where is there latent and potential demand for evaluation?
    - Identification of legal mechanisms that support the demand for evaluation (e.g. constitution or committee structures in parliament)
    - Identification of political structures that can legitimately contest policy
- How is evaluation demanded in the current organisational arrangements?
    - Identification of any government frameworks for evaluation (especially in reference to sectors where there are existing social science research journals)
    - Identification of political processes into which evidence has been used

What would you add to understand the politics of evaluation?

_____

What documents might be useful to help understand potential and latent demand?

_____

What other questions might you add?

_____

_____

Handout 6: Questionnaire

Below is an questionnaire developed to understand different actual demands for evaluation within an organization. Please review

Evaluation is most valuable to Org X when it:	Type of use
Improves how we do influencing work	Implementation
Helps us better respond to the citizens we work with	Implementation
Legitimizes to our boss what we do and how we do it	Internal advocacy
Gives new insights on cross-cutting strategic issues	Strategic
Helps us mobilize supporters around a campaign	External advocacy
I most need knowledge that:	
Supports advocacy work	External advocacy
Mobilizes supporters	External advocacy
Makes sure that the good things we are going are known by my CD/HQ/OI	Internal advocacy
Helps implementation when it is not going well	Implementation
Makes sure partners voice informs the design of strategies	Internal advocacy
Enhances understanding whether strategies used are effective and why	Implementation
I mainly used the conclusions or recommendations of the last evaluation because:	
We had to complete a management response for OI/back donor	Implementation
They highlighted concerns that we already wanted to take action on	Internal advocacy
They challenged how we were thinking about change	Strategic
They could convince politicians or supporters of our position	External advocacy
They gave us good ideas on improving the implementation of the program	Implementation

Evaluation is most valuable to Org X when it:	Type of use
Provides strategic information to management	Implementation
Focuses on the achievement of the implementation plan for a project	Implementation
Helps hold government to account for how they spend money	External advocacy
Provides globally relevant theoretical insights	Strategic
It helps line management understand the way we work	Internal advocacy
The main reason I organize evaluations is:	
It is a donor requirement	Implementation
It is an OI policy	Implementation
We want to improve the implementation of the program	Implementation
We want to check the theory of change	Strategic
We want to support specific learning for Org X	Strategic
We want a specific learning for partners	Internal advocacy

Reviewing your matrix to which stakeholders would you send a questionnaire ?
_____
_____

Which questions are the most important? What other questions might you add?
_____
_____
_____

How might you use the results of the questionnaire?
_____
_____

Handout 7: Semi-Structured Interviews

Overall policy environment questions

- What is the political balance between executive, legislature, judiciary, political party and civil society?
- What are the dominant political decision-making bodies?
- How decentralised in the policy environment?
- Who are the current champions for evaluation?
- How does the system deal with evaluation information that is critical?
- To what extent is the system open to new knowledge and evidence?
- Who are the major role players in defining the trajectory of policy?

Evaluation demand in the current organisational arrangements?

- What are the most important reforms taking place?
- What are the structured or informal relationship between academics and the organization that demonstrate a level of collaboration to influence policy?
- What are the links between evaluation and budgeting?
- When is evaluation used for policy?
- Who in the legislature and executive is interested in undertaking evaluations?

To which stakeholders are most important when conducting a semi-structured interview?

_____

_____

Which questions are the most important? What other questions might you add?

_____

_____

_____

_____

How might you use the results of the questionnaire?

_____

_____

_____

Handout 8: Five Whys

Five Whys Problem Analysis ([here](#))- This requires identifying a core problem then asking why sequentially five times. This analysis can help to better understand latent demand through identifying underlying organizational issues to which evaluation could respond.

Example 1: Individual Response

We don't yet have a way to evaluate whether we are succeeding or failing on a fast enough feedback loop

Why 1 - We don't have a shared way to declare progress indicators towards a long term vision that works in different contexts and across different teams

Why 2 - No usable theories of change. We have not made clear the causal assumptions that will drive our programming decisions towards those progress indicators in any theme.

Why 3 - No updated long term vision towards which the theory of change is driving. We haven't connected our progress indicators to a longer term decision on a strategic vision.

Why 4 - No final decision on what we will do to refine or develop strategic plans

Why 5 - The new Thematic directors are not in place.

Multiple responses helps to identify challenges that an evaluations system needs to work through

Reviewing your matrix with which stakeholders would you conduct a Five Whys analysis?

_____
_____

With what types of demand would these results help understand?

_____
_____

How might you use the results of five whys analysis ?

_____
_____
_____

Example 2: Collated Responses

Challenge	Example
How to get to success requires further definition	"Most of the individual issues stem from a systemic culture of over-ambition that's masked as a holistic approach to ending poverty"
	"No updated long term vision towards which the theory of change is driving. We haven't connected our progress indicators to a longer term decision on a strategic vision."
Challenges in supporting learning	"Evaluations are one-off and do not feed in a structured way into organizational learning, planning and training"
Challenges in the use of evidence	"Lack of commitment from leadership to ensure uptake of evaluations in campaign and program design"
Challenges in measuring and understanding effectiveness	"We wish to support a diverse range of ways to measure outcomes and outputs, which means it hard to select a single suite of tools to support the process"
Challenges in implementing matrix relationships	"Why were they not well connected? A: The Divisions leaders had different visions for what MEL is for, plus the Divisions have always been in competition with one another."
	"Unclear accountability for program quality"