



Evaluation management

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Member of Engineering Academy of RT,

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26 years of professional activity in M&E - worked as the head of the department, specialist, consultant for M&E of the projects of the Government of RT and the EO of the President of the RT with the World Bank, UNDP, ADB, ILO, etc.

Certified Trainer in M&E of Programs and Projects of the World Bank Institute (since 2001)

Participated in M&E seminars and trainings in Addis-Ababa, Bishkek, Washington, Moscow, Istanbul, Tashkent, Dushanbe.

Conducted M&E trainings in Bishkek, Shymkent, Semipalatinsk (Semey), Yerevan, Dushanbe.

Conducted M&E of the implementation of Strategies, Programs and Projects of RT and international organizations operating in the RT.

Developer of M&E sections for NDS-2015; PRS 2007-2009; NDS-2030; MDPT 2016-2020; Labor migration strategy of RT until 2015; Implementation Review of MDPT 2016-2020.



Evaluation management functions

- Evaluation preparation
- Addressing difficulties or disagreements that may arise
- Logistics preparation
- Coaching the evaluation team
- Communication with the project team leader and other partners
- Funds management
- Ensuring timely, effective and high quality evaluation



Limitations of Effective Evaluation Management

- Budget constraints
- Time limits
- Political restrictions
- Data constraints



Budget constraints

- How to make the best use of limited resources
- Adapting to changes in funding when it decreases
- The budget is too small to adequately address the need for data collection
- Funding source affects independence



Time limits

- Limited time for selection of consultants
- Delays in obtaining information
- The evaluation team has many tasks
- Pressure to deliver results over an unrealistic time frame



Data constraints

- Insufficient initial data
- Inappropriate monitoring systems, insufficient data
- Low quality data
- Difficulty accessing data from other sources
- How to increase the reliability of your data
- Missing data
- Limited resources for data collection



Institutional constraints

- The need to deal with the various requests of partners
- Communication through intermediaries
- Management of "delicate" evaluation
- Management of institutional and managerial requests



Difficulties

- Each organization may have different interests or preferred methodology
- The involvement of each organization can be different or can be managed differently
- Political sensitivity when evaluating the performance of another organization
- Some areas can be very difficult to evaluate
- Logistics issues



Possibilities

- Increase in financial resources
- Increased professional resources
- A wider range of issues can be considered
- Mutual capacity development
- More objectivity and weight

Preparation for evaluation

- **Analysis of the possibility to conduct evaluation**
 - Determining if the program can be evaluated using the planned type of evaluation, with the resources available, and within the proposed time frame

- **The following questions may be helpful in conducting this analysis:**
 - Is there sufficient funds and authority to carry out this evaluation?
 - Is the timing right?
 - Will there be people who need to participate at this time?
 - Are the objectives of the evaluation well defined?
 - Is there sufficient data to be used in this evaluation?
 - Is it possible to collect the necessary data at a reasonable cost?
 - Is it likely that the results of the evaluation will be used?

Preparing evaluation: defining objectives and scope

■ Defining the task and goals

- Why is the evaluation done?

■ Determination of the scope of work

- What exactly will the evaluation focus on?
- What will not be the focus of the evaluation?

Evaluation questions

- What are the three most important questions you want the evaluation to answer?
 1. ?
 2. ?
 3. ?
- Other questions may include:
 - What do you want to know?
 - Who wants to know?
 - What do they want to know?
 - How will the results be used?
 - What is most important?



Preparing the evaluation: developing a methodology and taking into account the available information

- **Evaluation Methodology** - Includes a summary of the approach, design, type of evaluation, collection of basic data, and methods of analysis. The rationale for the choice of methodology should also be included.
- **Keeping track of available information** - Was the information collected as part of your routine work?

The organization's monitoring framework should be the first source of existing information. The quality of the monitoring data will be essential to the success of the evaluation.

Preparing the evaluation: developing a work plan. Work plan diagram

| | |
|---|--|
| Program / project overview | Program logic |
| Evaluation task | Rationale and purpose |
| Evaluation matrix | Approach to conceptual issues |
| Methodology | A summary of the approach, such as Evaluation, data collection and analysis methods |
| Evaluation team | Names, roles, previous experience and qualifications |
| Analysis of activities and scope of work | The number of days required for each team member to complete specific tasks |
| Schedule (period of activity) | Dates of specific milestones |
| Budget | Cost of Evaluation |
| Report outline | Overview of expected components |

Results report: report types

Some types of reports include:

- Start-up report (provides more information on the work plan)
- Implementation reports (status reporting)
- Interim reports (useful for staged tasks)
- Oral reviews
- Final report (full report of the research results)
- Presentations (planned at different stages of the assessment for different target audiences)



Results report:

The main assessment report should:

- Be well structured
- May contain tables, graphs, illustrations
- Use simple, clear and concise language
- Have headings and subheadings to make it easier to read
- Contain conclusions based on the results of the evaluation
- Don't be too verbose or voluminous



Dissemination of results:

- Develop a communication strategy
- Determine information needs
- Decide:
 - What reports will be provided?
 - What audiences?
 - In what format will information provided?
 - On what schedule?