***Evaluate the Project***

1. **ARC-CRS M&E Module: Preparing for an Evaluation**
2. **ARC-CRS M&E Module: Managing and Implementing an Evaluation**
3. Project Evaluation Criteria Recommendations
4. Evaluation Question Guidance
5. Evaluation Use Plan
6. Evaluation ToR Guidance
7. Evaluation ToR Blank Template
8. Evaluation Report Guidance
9. Evaluation Management Response Plan

***Develop Conceptual Framework***

1. **IFRC Project Planning Guidance Manual**
2. Results Framework
3. Logframe Cheat Sheet
4. LWR Logframe
   1. Template
   2. Definitions
   3. Example
5. Logframe Master Translator
6. Project Design Workbook Instructions
7. Project Design Workbook Blank Template
8. Problem Tree Documentation
9. Problem to Objectives
10. Results Framework
11. Logframe
12. Work Plan

***Develop Initial M&E Plan***

1. M&E Planning Checklist

***Develop Detailed M&E Plan***

1. Detailed M&E Plan- Instructions
   1. Detailed M&E Plan Instructions
   2. M&E Plan Matrix Description
   3. M&E Plan Matrix Cheat Sheet
   4. M&E Plan Matrix Example
   5. M&E Plan Matrix (Blank)
   6. Indicator Tracking Table (ITT) Description
   7. ITT – Blank
   8. Activity Tracking Table (ATT) Description
   9. ATT - Blank
2. Detailed M&E Plan-Blank
   1. M&E Plan Matrix-Blank
   2. ITT-Blank
   3. ATT-Blank

***Report to Stakeholders***

1. Reflection Meeting Guidance
2. Project Progress Report Instructions
3. Project Progress Report Blank Template
4. Detailed M&E Plan
   1. M&E Plan Matrix
   2. Indicator Tracking Table
   3. Activity Tracking Table

**LINKING DMEL FRAMEWORK: PHASE I**

***Analyze Problems and Solutions***

1. **IFRC Project Planning Guidance Manual**
2. Problem-Objectives Tree Template
3. Project Design Workbook
   1. Problem Tree Documentation
   2. Problem to Objectives

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| 1. INTRODUCTION |

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| **Project Cycle Stage** | **Process** | **Guide – Manual** | **Tools** | **Additional Resources** |
| **IMPLEMENTING-FINALIZING** | *Evaluate the project* | 1. ARC-CRS M&E Module: Preparing for an Evaluation 2. ARC-CRS M&E Module: Managing and Implementing an Evaluation | 1. Project Evaluation Criteria Recommendations 2. Evaluation Question Guidance 3. Evaluation Use Plan 4. Evaluation TOR Guidance 5. Evaluation TOR Blank Template 6. Evaluation Report Guidance 7. Evaluation Management Response Plan | 1. Utilization-Focused Evaluation Checklist 2. LWR Evaluation Methodology Overview 3. IDRC Selecting and Managing an Evaluation Team or Consultant Guide 4. UNIFEM Guidance Note on Developing an Evaluation Dissemination Strategy 5. OECD-DAC: Quality Standards for Development Evaluation 6. ALNAP Evaluating humanitarian action using the OECD-DAC Criteria 7. LWR Procurement Manual |

**PROCESS AIM:** The aim of this process is to plan and manage the project’s evaluation and to ensure that the results and recommendations of the evaluation are learned from and utilized.

**PROCESS DEFINED:** The process of evaluating the project requires significant time and resources to ensure that the evaluation is relevant and contributes to both learning and increased effectiveness. Therefore, the process is broken up into three core stages: 1. Evaluation Planning, 2. Evaluation Management, 3. Using and Sharing Evaluation Results.

**PROCESS AND THE PROJECT CYCLE:**

*Evaluate the Project* is a process that takes place primarily during the IMPLEMENTING stage (mid-term evaluation) and the FINALIZING stage (final evaluation), but also requires significant action during the PLANNING stage. The quality of evaluation reports and findings is dependent on the quality and completeness of the tools and methods used in each of the previous processes of the DMEL Framework. If one of the key tools or methods (logframe, detailed M&E plan, baseline) is of low quality, then the quality of the data and information used in subsequent processes will be limited to the lowest quality process preceding it.

The *Initial M&E Plan* outlines the types of evaluations the project will implement (mid-term, final) and the associated time, cost, and staffing needs. The *Detailed M&E Plan* details what project data and information will be collected and how it will be collected by taking into account the proposed project evaluation purpose. Although these processes are integral in achieving quality evaluation results, the majority of time and effort to successfully complete an evaluation takes place around the time the evaluation is implemented, which requires planning for the evaluation, managing the evaluation and using the evaluation results. These are the three main stages of the *Evaluate the project* process.

1. Planning for the evaluation
2. Managing the evaluation
3. Using project evaluation results

**HELPING US IN OUR WORK**

* Identifying questions during project planning and then continually reviewing and revising them as the project progresses will help to create relevant and focused evaluation questions.
* Planning before the evaluation, through completion of the Evaluation ToR, helps ensure evaluation results meet project and stakeholder’s needs.
* Managing the evaluator closely and requiring that multiple drafts of the Evaluation Report be shared with the evaluation manager will ensure the Evaluation Report answers all questions and addresses all aspects of the Evaluation ToR.
* Planning on how to use the evaluation results (Evaluation Use Plan) before start the Evaluation ToR will ensure that the evaluation and its results are useful for all project stakeholders.

**PROCESS GUIDE – MANUAL:**

The guides for this process are two modules (Preparing for an Evaluation[[1]](#footnote-1) & Managing and Implementing an Evaluation[[2]](#footnote-2)) from the M&E Module series created by the American Red Cross and Catholic Relief Services with support from USAID. These modules are designed to provide readers with information that helps them get the most out of their program evaluation. Due to the great variability in the evaluation processes and products, these modules are not tools with rigid steps that are identically followed in every case. Instead, they provide orientation, guidance and broad process steps that can be used as a reference for LWR country offices, and in particular for the evaluation manager that is selected for each evaluation. The two modules are complemented by specific tools and examples from LWR with a list of additional resources provided for those seeking more detailed information. The Utilization-Focused Evaluation Checklist can help evaluation managers in ensuring that all the general content required in this process is accounted for.

In this Process Overview you will find a list of all the resources and tools for each stage with short explanations. Also provided is a summary of the evaluation process for each stage listed above with an outline of the main steps involved.

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| 2. EVALUATION PLANNING |

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| **DESCRIPTION:** TOOLS - ADDITIONAL RESOURCES |
| **TOOLS**   1. **ARC-CRS M&E Module: Preparing for an Evaluation:** This resource breaks the process of preparing for evaluations into seven steps. *Section I* describes each of the pre-evaluation steps in terms of:    * + Why the project needs the planning step      + What needs to be produced during the planning step      + Who will produce it, where, and when      + How the steps will be accomplished through specific activities.   *Section II* estimates how much time key actors should allow for each step in an evaluation and presents four options for managing the activities. The annexes include references, tools, sample tables, and checklists.   1. **Project Evaluation Criteria Recommendations:** Assists the project team or the proposal team in determining which projects should be evaluated, under which circumstances, and who should conduct the evaluation (internal, external, intra-organizational) 2. **Evaluation Questions Guidance:** This tool is used to help brainstorm and select the evaluation questions (Evaluation TOR, Section 4) that, when answered, will give intended users of the evaluation the information they seek in order to make decisions, take action or add to knowledge. They help to focus the evaluation to ensure that quality information can be feasibly collected to fully answer the questions. 3. **Evaluation Use Plan:** Identifying all the stakeholders that will use the evaluation findings, how they will use them, and when the evaluation or project team must meet these needs is the primary is primary objective of completing this matrix. 4. **Evaluation Terms of Reference (TOR) Guidance:** This tool outlines the key sections of an evaluation TOR and the content that should be included in each. The TOR is used as a planning tool that will answer the following questions: 5. Why are we doing the evaluation? 6. What will be evaluated? 7. How will it be evaluated? 8. How will the evaluation be managed? 9. **Evaluation Report Guidance:** This tool serves as template that outlines the key content that should be included in the evaluation report with the goal of getting meaningful, useful and credible evaluation reports that meet quality standards of the organization.   **ADDITIONAL RESOURCES**   1. **Utilization-Focused Evaluation Checklist:** Is a general evaluation checklist that evaluation managers can use throughout evaluation planning, implementation and dissemination. 2. **LWR Evaluation Methodology Overview:** This resource contains basic descriptions of the most commonly used evaluation tools and methodologies that can be used to assist the evaluation manager in working with the selected evaluation team to finalize the evaluation methodology. 3. **IDRC Selecting and Managing an Evaluation Team or Consultant Guide:** The purpose of this guideline is to provide ideas and suggestions for selecting and managing an evaluation consultant or evaluation team. It is designed to shed light on when an external evaluator/team should be employed and what factors should be considered when selecting them. 4. **LWR Procurement Manual:** LWR’s official procurement policies are listed in this manual and should be followed for contracting the purchase of any goods or services. |

**EVALUATION PLANNING SUMMARY**

The steps for planning for an evaluation are outlined below and are explained in detail in the ARC-CRS M&E Module: Preparing for an Evaluation[[3]](#footnote-3). Planning for the evaluation generally involves understanding the evaluation basics; identifying evaluation manager, evaluator, and primary users; determining the purpose, intended use and scope; and organizing project documentation, information and logistics. When to begin evaluation planning depends on the size of the project and the expected length of the evaluation and should take into account the time needed to complete all the steps outlined below.

**One of the most common challenges in planning for evaluations is the lack of clear internal responsibility for managing the evaluation.** Many times internal leadership of the evaluation is not clearly established until the project begins drafting the Evaluation terms of reference (ToR) and the evaluation work plan. This practice should be avoided. Assigning an evaluation manager early will ensure coherency of all the different evaluation planning deliverables (TOR, contract, methodology, evaluation work plan, etc.) and will also ensure that each of the steps for conducting the evaluation are followed and that all tasks get accomplished.

The evaluation manager is normally someone who has good knowledge of the project that is being evaluated. The evaluation manager will often be the LWR program manager or the partner project manager, but it can be any LWR or partner project staff that has the time and ability to effectively manage the evaluation. Once chosen, the evaluation manager can follow the steps outlined below and can use the tools and guidance that are linked to each step in order to ensure that all the necessary evaluation planning is completed before the evaluation begins.

**GOOD PRACTICE FOR GREAT RESULTS:** This section is to document best practices. This section will be continually updated to reflect any best practices encountered throughout LWR’s programming worldwide.

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| **Table 2.1:** | **EVALUATION PLANNING STEPS AND RESOURCES** | | |
| Below you will find summary steps involved in evaluation planning. It should be noted that these steps are not exhaustive and seek only to guide the user to the relevant sections within the guide-manual and the specific tools that are used to complete the entire process. This table lists the key steps (in bold) and tasks (lettered bullets).  The second column in this table shows **the exact location of the sections** of the ARC-CRS M&E Module: Preparing for an Evaluation that explain the step and has general guidance on the tools outlined in the third column. Each tool listed in the third column has guidance at the beginning of the document that covers the following aspects of the tool: purpose, information sources, who, when, recommendations, tips. | | | |
| **Steps** | | **Resource Location** | **Tools** |
| 1. **Identify and empower evaluation manager** | | * **ARC-CRS Preparing for an Evaluation P. 3-4** |  |
| 1. **Clarify donor and organizational guidance and expectations** | | * **ARC-CRS Preparing for an Evaluation P. 4-7** |  |
| * 1. Review the M&E plan in the Final Proposal and Donor-approved Revisions | | * + - ARC-CRS Preparing for an Evaluation P. 5 |  |
| * 1. Donor-sanctioned Guidance on Specific Evaluation Activities | | * + - ARC-CRS Preparing for an Evaluation P. 5 |  |
| * 1. Internal Organizational Evaluation Guidance and Formatting Samples | | * + - ARC-CRS Preparing for an Evaluation P. 5-6 | 1. Project Evaluation Criteria Recommendations 2. Evaluation Report Guidance |
| * 1. Management Debriefing and Sensitization on Agency Guidance on the Evaluation | | * + - ARC-CRS Preparing for an Evaluation P. 6 |  |
| 1. **Draft the evaluation TOR and work plan** | | * **ARC-CRS Planning for an Evaluation P. 7-11** |  |
| 1. Program-specific TOR Guidance | | * + - ARC-CRS Planning for an Evaluation P. 8 | 1. Evaluation Question Guidance 2. Evaluation Use Plan 3. Evaluation TOR Guidance 4. Evaluation Report Guidance |
| 1. Draft Evaluation Terms of Reference and Work Plan | | * + - ARC-CRS Planning for an Evaluation P. 8-9 |  |
| 1. TOR and Work Plan Review with the Evaluation’s Stakeholders | | * + - ARC-CRS Planning for an Evaluation P. 11 |  |
| 1. **Identify evaluation team** | | * **ARC-CRS Planning for an Evaluation P. 11-12** |  |
| 1. Identify a Pool of Suitable Candidates | | * + - ARC-CRS Planning for an Evaluation P. 12 | 1. IDRC Selecting and Managing an Evaluation Team or Consultant Guide |
| 1. Interview and Select the Evaluation Team Leader | | * + - ARC-CRS Planning for an Evaluation P. 12 |  |
| 1. **Finalize the terms of reference** | | * **ARC-CRS Planning for an Evaluation P. 13** |  |
| * 1. Agree on the evaluation methodology | | * + - ARC-CRS Managing an Evaluation P. 13-20 | 1. LWR Evaluation Methodology Overview |
| * 1. Finalize the evaluation questions | |  | 1. Evaluation Questions Guidance |
| * 1. Finalize the evaluation deliverables and dates | | * + - ARC-CRS Managing an Evaluation 40-41 | 1. ARC-CRS Managing an Evaluation Table 4. Evaluation Deliverables P. 21 |
| 1. **Create a contract with the evaluation team** | | * **ARC-CRS Managing an Evaluation P. 38** | 1. LWR Procurement Manual |
| 1. **Plan evaluation logistics** | | * **ARC-CRS Planning for an Evaluation P. 22** |  |
| 1. Create a logistics plan | | * + - ARC-CRS Planning for an Evaluation P.22 |  |
| 1. Identify logistician | | * + - ARC-CRS Planning for an Evaluation P.22 |  |
| 1. **Organize Project Documentation** | | * **ARC-CRS Planning for an Evaluation P. 14-15** |  |
| 1. Create the project Bibliography | | * + - ARC-CRS Planning for an Evaluation P. 14 |  |
| 1. Develop a Core Documentation Briefing Book | | * + - ARC-CRS Planning for an Evaluation P. 15 |  |
| 1. **Organize project information** | | * **ARC-CRS Planning for an Evaluation P. 16-21** |  |
| * 1. Document the Project’s Administrative History and Organization | | * + - ARC-CRS Planning for an Evaluation P.16-19 |  |
| * 1. Collect Updates of the M&E Indicators and Methodologies | | * + - ARC-CRS Planning for an Evaluation P. 20 |  |
| * 1. Technical Sector or Component Updates | | * + - ARC-CRS Planning for an Evaluation P. 20 |  |
| * 1. Village/Community/Activity Matrices | | * + - ARC-CRS Planning for an Evaluation P. 21 |  |
| * 1. Maps | | * + - ARC-CRS Planning for an Evaluation P. 21 |  |

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| 3. EVALUATION MANAGEMENT |

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| **DESCRIPTION: TOOLS AND ADDITIONAL RESOURCES** |
| 1. **ARC-CRS M&E Module: Managing and Implementing an Evaluation**    * This resource provides evaluation managers with solutions on how to implement evaluations. It focuses on what needs to be done throughout the evaluation process to manage the evaluation team and minimize the inevitable disruptions to the project’s own implementation plan |

**EVAULATION MANAGEMENT SUMMARY**

Once the evaluation team has been contracted, there are relatively few fixed steps that must be followed. Evaluation management is similar to project management and must address any issues, both expected and unexpected, relating to the main components of the evaluation (personnel, financial, logistic) as they arise. The primary steps evaluation managers are responsible for are those that ensure that the key deliverables are met on time and meet the criteria agreed to in the Evaluation ToR and the contract (as outlined in Table 1). Table 2 outlines the main components of evaluation implementation with details about the core areas of responsibility of the evaluation manager. The ARC-CRS M&E Module: Managing an Evaluation[[4]](#footnote-4) provides detailed guidance on how to effectively manage evaluations.

* If it is your first time managing an evaluation, or if you have not recently managed an evaluation, reading the entire module before the start of the evaluation process is suggested. For more experienced evaluation managers Table 2 lists the specific page numbers in the module where you can find information regarding that specific component of evaluation management.

**GOOD PRACTICE FOR GREAT RESULTS:** This section is to document best practices. This section will be continually updated to reflect any best practices encountered throughout LWR’s programming worldwide.

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| **Table 3.1:** | **GENERAL EVALUATION MANAGEMENT STEPS AND RESOURCES** |
| 1. **Ensure the development of an Evaluation Work Plan and timeline before evaluation activities begin.**  * The evaluation team creates a detailed Evaluation Work Plan and calendar and it is approved by the evaluation manager. It is important that the partner review the evaluation team’s calendar and plan carefully, to ensure availability and participation of identified stakeholders. * A component of the Evaluation Work Plan is the Evaluation Matrix described in Section 12: Annexes of the Evaluation TOR Guidance. | |
| 1. **Ensure on time receipt of the first draft of the evaluation report**  * At the agreed upon time, the evaluation team will submit a draft of the evaluation to the evaluation manager who is responsible for disseminating it to other key stakeholders for review. | |
| 1. **Review the first draft and give feedback.**  * This is an iterative process involving the evaluation team, evaluation manager, partner, project participants and other key stakeholders. * Depending on the size of the project and the complexity of the evaluation, the process may require two or more revisions before a final version is ready. * The evaluation TOR details the number of revisions and the dates for review and should be referenced to ensure that the evaluator is fulfilling his/her obligations according to the TOR. * A team of evaluation report reviewers should be identified prior to the start of the evaluation. * Feedback is meant to clarify points that may not be clear to the readers, not to “whitewash” or dilute the findings. * It is important to document the requested changes so that it can be verified in the final draft if changes were made and if not, why? | |
| 1. **Ensure on time receipt of the final draft of the evaluation report**    * + The evaluation team submits the final version of the evaluation to the evaluation manager.      + The evaluation manager is responsible for the report’s dissemination to the rest of the project stakeholders      + Reporting formats should be varied, tailored to what the audience needs to know, and provided at the right time. Written formats should use clear, jargon-free language and include visuals such as graphs, charts, tables, photos and/or illustrations. | |

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| **Table 3.2:** | **DETAILED EVALUATION MANAGEMENT STEPS AND RESOURCES** | |
| Below you will find summary steps and specific components involved in evaluation management. It should be noted that these steps are not exhaustive and seek only to guide the user to the relevant sections within the guide-manual and the specific tools that are used to complete the entire process.  The third column in this table shows **the exact location of the sections** of the ARC-CRS M&E Module: Managing an Evaluation that explain the step and has general guidance on the tools outlined in the third column. Each tool listed in the third column has guidance at the beginning of the document that covers the following aspects of the tool: purpose, information sources, who, when, recommendations, tips. | | |
| **Steps** | **Components** | **Resource** |
| Evaluation Management | **Personnel**  Staff detail, visiting staff, visiting partners, and consultants | ARC-CRS M&E Module: Managing an Evaluation P. 26-28 |
| **Financial**  Budget, per diems, personnel, logistical, M&E, and resource management | ARC-CRS M&E Module: Managing an Evaluation P. 28-31 |
| **Logistical**  Travel arrangements (international and local), lodging, community access, translators, editors, and support staff | ARC-CRS M&E Module: Managing an Evaluation P. 31 |
| **Size and Partnerships**  Scale of an evaluation, collaborative or shared evaluations, and project versus program evaluations | ARC-CRS M&E Module: Managing an Evaluation P. 32 |
| Evaluation Manager Interactions with Stakeholders and the Evaluation Team | **Relations**  With the evaluation team leader, donor, communities, partners, organization (especially management), other projects in-country, peer PVO organizations, government; and support for the evaluation manager | ARC-CRS M&E Module: Managing an Evaluation P. 34-36 |
| **Psychological Elements**  Staff wear and tear, fear factor, community reaction, and consultant well-being | ARC-CRS M&E Module: Managing an Evaluation P. 36-37 |
| Dealing with the Unexpected | **The Unexpected**  When to reschedule an evaluation and what might cause it | ARC-CRS M&E Module: Managing an Evaluation P. 43-49 |

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| 4. SHARING AND USING EVALUATION RESULTS |

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| **DESCRIPTION:** TOOLS - ADDITIONAL RESOURCES |
| **TOOLS**   1. **Evaluation Use Plan**    * Identifying all the stakeholders that will use the evaluation findings, how they will use them, and when the evaluation or project team must meet these needs is the primary is primary objective of completing this matrix. 2. **Evaluation Management Response Plan**     * This tool documents the project’s response to project evaluation recommendations, both immediate and more long-term strategic responses.   **ADDITIONAL RESOURCES**   1. **UNIFEM Guidance Note on Developing an Evaluation Dissemination Strategy**    * The main purpose of this guideline is to assist evaluation managers in developing effective dissemination strategies that make evaluation results accessible to a wide range of to the different relevant stakeholders. |

**SHARING AND USING EVALUATION RESULTS SUMMARY**

The submission of the final draft of the evaluation report does not complete the evaluation process. The best way to ensure the evaluation has the maximum benefit to the beneficiaries, the partner, LWR, and other project stakeholders is to ensure that we learn from the findings, act on the recommendations, and share the results. Learning complements performance measurement by lending a qualitative edge to assessments. Even when the indicators associated with results are not good or clear, it is possible to learn from the process and to use this knowledge to improve it. Understanding and learning occur when evaluation processes and findings are effectively communicated and reported. Active involvement of evaluation stakeholders in all phases of an evaluation ensures ownership and use.

A communicating and reporting strategy includes a final written evaluation report as well as an Evaluation Use Plan, developed during the Evaluation Planning stage and finalized during this stage. An evaluation use plan is a plan for ensuring the dissemination of evaluation results to key internal and external stakeholders through diverse, effective, creative and barrier-free methods once an evaluation study has been finalized. The aim of the strategy is to ensure the communication and dissemination of evaluation results to internal and external stakeholders to maximize their use. The UNIFEM Guidance Note on Developing an Evaluation Dissemination Strategyis a tool to assist evaluation managers in creating an evaluation dissemination plan. The development of a dissemination plan includes:

* Reviewing the evaluation stakeholder list developed during the Evaluation Planning stage
* Reviewing the “key audiences” identified in the Evaluation Dissemination Strategy matrix and updating/revising as needed to ensure it includes all stakeholders who would be interested to receive the evaluation results
* Identifying and making a list of the relevant internal and external websites, listservs, forums, press/media release, etc. through which results can and should be disseminated
* Contacting relevant offices for feedback on necessary translation, the types of knowledge products that would be most useful, clarifying roles and responsibilities regarding regional/country dissemination strategies, etc.
* Identifying and recruiting vendors as needed (copy-editor, translators, designers, printers, consultants, etc.).
* Organizing dissemination events (workshops, press conferences, etc.)[[5]](#footnote-5)

Finally, after the final draft of the evaluation report is received it is recommended that the evaluation manager and the partner complete Evaluation Management Response Plan. The management response plan is intended to respond to any recommendations made in the evaluation report that can be addressed immediately.

**GOOD PRACTICE FOR GREAT RESULTS:** This section is to document best practices. This section will be continually updated to reflect any best practices encountered throughout LWR’s programming worldwide.

1. McMillan, D., Willard, A. 2004. “Preparing for an Evaluation Guidelines and Tools for Pre-Evaluation Planning.” Catholic Relief Services, Baltimore, MD, American Red Cross, Washington DC. [↑](#footnote-ref-1)
2. Willard, A. 2004. “Managing and Implementing an Evaluation Guidelines and Tools for Evaluation Managers.” Catholic Relief Services, Baltimore, MD, American Red Cross, Washington DC. [↑](#footnote-ref-2)
3. McMillan, D., Willard, A. 2004. “Preparing for an Evaluation Guidelines and Tools for Pre-Evaluation Planning.” Catholic Relief Services, Baltimore, MD, American Red Cross, Washington DC. [↑](#footnote-ref-3)
4. Willard, A. 2004. “Managing and Implementing an Evaluation Guidelines and Tools for Evaluation Managers.” Catholic Relief Services, Baltimore, MD, American Red Cross, Washington DC [↑](#footnote-ref-4)
5. UNIFEM Evaluation Unit. 2009. *Evaluation Guidance Note Series:* *Guidance Note on Developing an Evaluation Dissemination Strategy.*  United Nations Development Fund for Women (UNIFEM), New York, NY [↑](#footnote-ref-5)