

Manager's guide to evaluation

betterevaluation.org/managers_guide

The screenshot shows the 'GeneraTOR' Terms of Reference generator interface. On the left is a vertical navigation menu with the following items: 'Project number', 'Background information' (with a green checkmark), 'Scope of the evaluation', 'Purpose / objectives / rationale' (with a green checkmark), 'Intended user(s) and use(s)' (with a green checkmark), 'Evaluation questions' (with a green checkmark), 'The principles and approach that will guide the evaluation', 'Methodology' (highlighted in blue), 'Roles and responsibilities', and 'Evaluator qualifications'. The main content area is titled 'Methodology' and contains the following text: 'Once the overall evaluation design has been selected, the methods of investigation should be articulated and should be consistent with answering the evaluation questions, the intended users/uses, the principles and approaches as well as the budget and timeline for the evaluation. The methodology section should specify as much detail as possible for each of the following: Information sources / data collection instruments, protocols and procedures'. Below this, there are two sub-sections: 'Retrieving existing documents and data' with a list of checkboxes for 'Formal policy documents, implementation plans and reports', 'Official statistics', 'Program monitoring data', 'Program records', and 'Other'; and 'Collecting data from individuals or groups' with a list of checkboxes for 'Interviews', 'Questionnaire or survey', and 'Specialized methods'.

This is an interactive guide for people who are managing an evaluation.

The guide can be used for managing an evaluation that is conducted by an external evaluator or evaluation team, an internal team, or by a combination of these. It can be used for different types of evaluations and for evaluations of different types of interventions, including projects, programs, policies and clusters of projects. It can also be used for evaluation of research.

The guide aims to support decision making throughout the process of an evaluation, from planning its purpose and scope, designing it, conducting it, reporting findings and supporting use of its findings. In many organizations, this process will draw on the expertise of several individuals. Additional help may need to be obtained for one or more steps in the process.

The information is organized in 9 steps. In some cases, the order in which the steps are addressed in the evaluation process might be slightly different, or earlier steps might need to be revisited in response to changing circumstances and needs.

Navigation

You can navigate through the steps-based information using the 'steps menu' on the right-hand side of every page. You can click on links for further information which are provided within specific pages or you can go back to a previous page using the 'breadcrumbs' at the

top of each page.

Below is quick overview of each of the steps with links to sub-steps, where relevant: