

EXTERNAL EVALUATION GUIDELINES

Revised: November 2011

[Evaluation Management](#)

[Procurement](#)

[Working within the Terms of Reference](#)

[Key Steps in the Evaluation Process](#)

[Methodology:](#)

[Evaluation Ethics](#)

[Report Writing](#)

[Confidentiality](#)

[Evaluation Report Quality Checklist](#)

1. Introduction

Search for Common Ground has outlined, in this document, certain expectations and understandings regarding good practice for external evaluators to follow. All sections must be adhered to for an evaluation report to adhere to best practices in terms of methodology and ethics.

The document is also for SFCG staff to use as a reference when undertaking an evaluation process. This document does not include technical instruction on developing a terms of reference or determining methodology, but has guidance on the process and standards. Colleagues can find a document that will provide detailed guidance on developing a Terms of Reference on the Intranet (click [here](#)).

Note:

- The term "programme team" refers to the Country or Programme Director and country/programme staff.
- ILT is the Institutional Learning Team of SFCG
- DM&E is Design Monitoring and Evaluation

2. Evaluation Management

Who from SFCG manages the evaluation needs to be decided, and this needs to be discussed and agreed well before the evaluation process begins. Determining factors include the expertise and experience available at the country/programme level, and the availability of a DME Specialist/DME Coordinator.

- In the majority of cases, the DM&E Coordinator or a member from the programme team will become the Evaluation Manager. The evaluation manager will work very closely with the wider country team to plan and implement the evaluation. The Evaluation manager

acts to some degree as a buffer between the evaluator(s) and the country office. The DME Coordinator/Evaluation Manager acts as the focal point for the evaluation within the country office or programme.

- The DM&E Specialist based in Washington DC will provide support and technical assistance to the evaluation team. In some instances, the DM&E Specialist will be available to travel to the field to assist directly with the evaluation.
- The evaluator(s) must communicate effectively with the Evaluation Manager, who is the focal point for the evaluation at SFCG.
- The Evaluation Manager is responsible for; making the final selection of an evaluator(s); communicating SFCG comments on reports to the evaluator(s); ensuring the quality of the evaluation process; signing off on all deliverables and processing the evaluator's invoice; facilitating a reflection on the Evaluation with programme staff and identifying actions arising from the recommendation; and sending the Final Evaluation to HQ for summarising and uploading to the SFCG External Website (Karen Zehr and Nick Oatley).

[Top](#)

3. Procurement

The procurement of an external consultant must be done in accordance with the regulations of the grant(s) covering the evaluation. For example, usually the EU ask that European evaluator(s) are hired, and American for USAID or US Government funds. **It is the responsibility of the commissioning programme to ensure that any procurement rules are adhered to.**

Usually, SFCG develops TORs for the work and posts them for a minimum of 3 weeks on many different evaluation websites. The Evaluation Manager is responsible for scoring applicant proposals according to pre-determined criteria (usually professional evaluation experience, regional experience, sectoral experience, languages etc). In conjunction, the Evaluation Manager and the Programme make the final decision. **The process of procurement must be documented and kept on file.**

4. Working within the Terms of Reference

- Rigorous discussion and consideration will have gone into the development of the evaluation objectives and specific questions as outlined in the terms of reference (TOR). These become the primary focus of the evaluation. They are not to be interpreted as guidelines or suggested topics to investigate, but represent the questions that must be answered.
- Immediately upon assignment, the evaluator(s) and the Search staff team will review the scope of work within the terms of reference to ensure that all parties have a common understanding of expectations and focus. The evaluator(s) are responsible to ensure they provide comments or suggestions on the TORs at an early stage in the process.
- If the scope of work is too broad, refinement may be necessary in order to produce a quality product. If this is the case, it needs to be addressed and agreed by Search programme team and evaluator(s). Any changes need to be documented and approved by the Evaluation Manager.

Top

5. SFCG DME Language

SFCG has developed definitions for commonly used terms within the evaluation field as a means to facilitate communication within the organization. The incorporation of these meanings is currently a work in progress and the evaluation process should support these efforts. There is a DME Glossary and the evaluator should adhere to this language in their fieldwork and subsequent report.

- The SFCG DME Glossary should be provided to the evaluator (s).

[Top](#)

6. Key Steps in the Evaluation Process

The Search approach to evaluation is grounded in the guiding principles of our work: empowering and committed to building capacity; designed to lead to action; honest and productively critical; culturally sensitive; participatory (to the greatest extent possible); evidence-based, and in accordance with standards for ethical research. Whilst each evaluation will be different, there are some common steps in the process and each evaluation will produce the following deliverables:

- **Initial briefing:** The evaluation manager will brief (either in person or by telephone) the newly contracted evaluator(s) at the inception of the evaluation. This briefing will review the TOR and the Search Evaluation Guidelines, field questions from the team and make initial arrangements for delivering key documents to the team. The evaluator(s) and evaluation manager will reach agreement on requirements for any initial desk research and on the timing for submission of the first deliverable (usually a detailed methodological plan)
- **Document review:** For the evaluator(s) to be most effective in the initial meetings with the programme team, it is expected that the evaluation team will conduct a document review prior to the fieldwork. A document review includes programme documentation (e.g. M&E plan, monitoring data, baseline research, donor reports, proposals) and relevant reports or publications from other donors or the research community.
- **Methodology discussion:** Once the TOR has been discussed and confirmed with the programme team, the evaluator(s) should also review the methodological paper with the same group. This can occur in the same meeting as the TOR discussion or a separate one. This discussion should insure that that the Search team is clear on the evaluation methods and review potential logistical and cultural constraints and suggestions. As time in-country is expensive, the evaluator(s) will arrange for meetings (either in person or by telephone) with the Search team prior to arriving in country.
- **Deliverable 1 - Methodology and Approach Paper:** The proposed approach and methodology is to be submitted to the evaluation manager prior to enactment for review and discussion and where possible prior to the meeting with the country programme.
- **Mid-point discussion:** At the mid-point in the evaluation, usually just before or during any fieldwork, the evaluation manager and the evaluator(s) will hold a "touching base" discussion to review progress and any constraints experienced to date.

- **Draft Findings Discussion:** The evaluators will schedule a draft conclusion workshop at the end of the fieldwork to discuss the draft conclusions to date with the Search programme team. This opportunity to directly engage with staff is vital to the ultimate utilisation of the evaluation. Note: it is not expected that the evaluator(s) will have a comprehensive or final set of conclusions/recommendations at this time.
- **Deliverable 2 - Draft Final Evaluation Report:** The evaluator(s) will submit a *draft* evaluation report to the Search programme team for review. Usually, Search will have between 2 and 3 weeks to provide feedback. The evaluation manager is responsible for submitting all Search feedback to the evaluator.
- **Deliverable 3 - Final Evaluation Report:** This report should address any comments made by Search in the Draft Final Report. If feedback has not been addressed then the evaluator(s) must inform Search why they have made this decision. It is the role of the evaluator or evaluation team to consider Search feedback and questions and incorporate them where appropriate. The evaluation manager will sign off on the final document when it is satisfactory to all parties.

[Top](#)

7. **Methodology:**

- Search subscribes to a mixed (qualitative-quantitative) approach to evaluation. In each evaluation the evaluator(s) in consultation with the programme team and the evaluation manager will determine the specific methodology.
- The choice of methods should be based upon the evaluation objectives, key research questions, resources available and the degree of generalization and precision required. Involving the Search programme team in the design process is important for insuring the credibility and ultimate usefulness of the evaluation.
- The evaluator(s) must make use of project documents and particularly any baseline or monitoring data available.
- Quality Standards: the standards of utility, feasibility, propriety and accuracy developed by the [American Joint Committee on Standards for Evaluation](#) should be adhered to.
- Methodologies should make every effort to engage directly with 'the people' who participate in and/or benefit from our work. This includes those who are directly involved as well as others who may benefit yet are more removed. Although it is recognised that the views of community representatives (e.g. civil society leaders, NGOs) are valuable they should not constitute the majority of the data sources, unless they are the target group for a particular project or set of evaluation questions.
- Independent data sources (e.g. people, agencies) - names that did not come from Search staff - should constitute a minimum of 25% of those contacted in cases where random sampling is not occurring.

[Top](#)

8. **Evaluation Ethics**

All evaluators should aspire to gather high quality information in a conflict-sensitive and contextually appropriate manner.

- Evaluators are responsible to Search, but also have a wider responsibility to the institutions, groups and individuals involved on the ground. The needs and sensitivities of the respondents must be considered.
- Data collectors must be adequately trained and must operate in an objective, unbiased style.
- The evaluation should cause as little disruption as possible to the ongoing effort and do no harm both in the way the data is collected and in the presentation of the evidence collected.

[Top](#)

9. Report Writing

- Reports should be written for a general audience using clear and accessible language. They should be easy to read and technical jargon should be avoided.
- Reports should be between 25 and 35 pages (excluding appendices).
- Reports must have an Executive Summary of 2 to 4 pages.
- The full evaluation report will provide 'evidence-based' conclusions. This evidence needs to be clearly illustrated to support the findings in the report.
- Recommendations should be practical and the majority of them must be linked directly to conclusions.
- Quotes and stories can be a valuable medium to illustrate conclusions. Every effort should be made to incorporate these into the final document.

[Top](#)

10. Confidentiality

Search is committed to constructively critical investigations that examine the strengths and weaknesses of its programmes. To maximise learning, people involved in evaluations need to be able to trust that evaluators will keep confidential anything of a sensitive nature, whether personal, organizational, social, or political. The professional quality of an evaluator includes an ability to recognize differences from culture to culture in expectations about confidentiality. Confidentiality applies to **both** the written document as well as verbal recitations of the experience.

- Evaluators will be asked to sign a confidentiality clause when they sign the contract.

[Top](#)

11. Evaluation Report Quality Checklist

The checklist below is used to determine whether the evaluation report has met the standards required by Search.

Question	Comment
Is the language of the report in line with Search language (this document and the DME Glossary)	
Have all parts of the Terms of Reference been followed?	
Does the main report plus annexes comply with the reporting guidelines in terms of: <ul style="list-style-type: none"> • Structure and content • Length • Clarity 	

• Format	
Does the report contain a comprehensive and clear executive summary ?	
Have all the major documents been reviewed, and the contents adequately reflected in the report?	
Is the methodology clearly described and adequate?	
Was the method of selecting respondents for the evaluation credible?	
Have all the major stakeholders been consulted, and their views adequately reflected in the report?	
Has the extent of participation been adequate?	
Are the conclusions clearly supported by the evidence presented?	
Are the Recommendations relevant, feasible, useful and linked to conclusions?	
Does the report contain a clear assessment (incl. scores if appropriate) of the evaluation criteria?	
Have the following cross-cutting issues been adequately addressed in the evaluation process and the report: <ul style="list-style-type: none"> • Gender • Children and Youth 	
Is the overall quality of the evaluation process and the report acceptable? Is it: <ul style="list-style-type: none"> • useful • accurate • independent • credible • ethical 	
Have comments received on the draft report been adequately taken into account?	

12. Suggested Evaluation Report Outline

I) Title Page/Titre

- Title, Address of SFCG Country Office, Name of Primary Contact, Name of Internal Evaluator, Time-frame of evaluation, Date of Report, Name of Organization commissioning evaluation (donor), SFCG Logo
- *Titre, adresse du bureau de SFCG, nom du directeur/directrice de pays, Nom de l'évaluateur, Calendrier d'évaluation et date du rapport, Nom de l'organisation financant l'évaluation (donateur)*

II) Table of Contents/Table des matières

- Main headings and page numbers
- *Rubriques principales et numéro des pages*

III) Executive Summary (2 to 3 pages)/ Document de synthèse (2 ou 3 pages)

- A description of the project/programme that was evaluated
- A description of the purpose of the evaluation and the evaluation objectives
- Include who is the main audience and the intended users of the evaluation findings
- A short description of evaluation methods (data collection methodology, scope of evaluation)
- Short summary of key findings, conclusions and recommendations.

- *Description du projet/programme qui a été évalué*
- *Description des buts et objectifs de l'évaluation*
- *Définir l'audience principale et le public cible des résultats de l'évaluation*
- *Courte description des méthodes d'évaluation (méthode de collecte de données, étendue de l'évaluation)*
- *Résumé des principaux résultats conclusions et recommandations*

IV) Introduction (1 page) /Introduction

- Explanation of the context in which this evaluation was conducted.
- A description of why the evaluation was conducted (purpose) and why is it being evaluated at this particular point
- A description of who the primary audience and users of the evaluation

- *Description du contexte dans lequel l'évaluation a été menée*
- *Expliquer pour quelle raison l'évaluation a été menée (le but), pour quelle raison l'intervention est évaluée à ce moment précis*
- *Identifier le public principal ou les utilisateurs de l'évaluation*

- V) **Project/Programme Overview:** The key to this section of the report is to provide enough information to the user or reader about the project/programme in order for them to understand the evaluation results.

Fournir la base du projet ou du programme pour que les utilisateurs du rapport puissent comprendre la logique de l'évaluation

- Include: Project Goal, Objectives, Phases, significant challenges or alterations to the project (plans, strategies, logical frameworks), scale of intervention, key partners, total resources, context (socio, economic, political, institutional) , and implementation constraints (ie. resource limitations)
- Issues that affected the project either positively or negatively, for example: national priorities, insecurity, multi-year funding , organizational strategy etc

- *Identifier le but du projet ses objectifs, phases les changements importants (plans, stratégies, cadres logiques), l'étendue de l'intervention, les principaux partenaires, le contexte (social, politique, économique et institutionnel) les ressources totales (compris les*

ressources humaines et les budgets) et d'autres contraintes d'exécution (par exemple limitation des ressources)

- *Décrire les choses ont affecte le projet par exemple, les priorités nationales, les problèmes de sécurité, le financement pluriannuels d'entreprises ou aux plans d'objectifs stratégiques, ou autres plans ou objectifs spécifiques au pays.*

VI) Evaluation Methodology

- Evaluation Scope: number of locations, name of geographical areas, time period that data was gathered
- Data Sources: Type of data collected (Documents, surveys, Focus groups, key informant interviews etc)
- Sample and Sampling: # of individuals, how data was disaggregated, selection process, comparison vs. treatment groups, size of population (either living in area or participating in activity)
- Evaluation Team: number of individuals involved in evaluation, role and responsibilities of individuals involved in evaluation
- Ethical considerations: what measures were taken to protect the rights and confidentiality of informants and participants
- Major limitations to methodology
- Include major issues that impeded the project from working

- *Equipe d'évaluation: nombre d'individus engagés dans l'évaluation, role et responsabilites*
- *Source de Données: type d'informations collectees, (documents, etudes, focus groups, informateurs principaux etc)*
- *Considérations éthiques: les mesures prises pour protéger les droits et la confidentialité des informateurs*
- *Etendue de l'évaluation: nombre de sites, zone géographique, periode durant laquelle les informations ont été collectees*
- *Echantillon et cadre d'échantillon- la taille de l'échantillon, les criteres de selection de l'échantillon, le processus de selection de l'échantillon, les groups de comparaison vs. les groups de traitement, totalité de la population.*
- *Principales limitations de la méthodologie*
- *Décrire les principaux obstacles au fonctionnement du projet*

VII) Key Findings/Déductions

- In this section the evaluation questions must be answered using evidence and data. This section should be structured in a way that the reader can easily make connections between the purpose of the evaluation and the data gathered. It is not sufficient to simply state the % of people who answered a question in a survey.
- Include if there is any variances between planned and actual results
- Assumptions or risks in the project or programme should also be stated

- *Elles doivent être présentées comme des affirmations des faits qui sont basées sur l'analyse des données. Elles doivent être structurées autour des questions et les critères d'évaluation de sorte que les utilisateurs du rapport puissent facilement faire le lien entre ce qui a été demandé et ce qui a été trouvé.*
- *Les variances entre les résultats prévus et les résultats réels doivent être expliquées, ainsi que les facteurs affectant l'obtention des résultats attendus.*
- *Les hypothèses ou les risques dans l'élaboration du projet ou du programme qui ont affecté ultérieurement l'exécution doivent être développés.*

VIII) Recommendations/Recommandations

- Practical, feasible recommendations for the intended users (program staff, country director, SFCG, or donors) should be included.
- Recommendations should be supported by evidence gathered and linked to conclusions related to key evaluation objectives
- Recommendations should be action oriented
- Recommendations should also be made to provide advice for future or similar programs
- *Le rapport doit fournir des recommandations pratiques et réalisables à l'attention des utilisateurs présumés du rapport au sujet des mesures à mettre en place ou des décisions à prendre.*
- *Les recommandations doivent être spécifiquement soutenues par les faits avérés et reliées aux déductions et aux conclusions autour des principales questions abordées par l'évaluation.*
- *Les recommandations devraient offrir des actions claires à suivre*
- *Les recommandations doivent offrir des suggestions et nouvelles connaissances pour d'autres programmes similaires*

IX) Conclusions/Conclusions

- Summarize any overarching lessons learned, for instance what new knowledge was gained from this particular intervention that can be applicable in similar contexts
- Highlight strengths and weakness of the intervention
- Conclusions should be based on evidence and address evaluation questions
- *Le rapport doit inclure une discussion sur les enseignements tirés de l'évaluation, soit les nouvelles connaissances acquises à partir de la circonstance particulière (intervention, contexte, réalisation, même au sujet des méthodes d'évaluation) qui sont applicables à un contexte similaire.*
- *Mettre en lumière les atouts les points faibles*
- *Les enseignements doivent être concis et basés sur des déductions spécifiques présentées dans le rapport.*

X) Appendix/Annexes

- Short Biography of internal/external evaluator

Search External Evaluation Guidelines

- Copy of Methodology (Survey questions, focus groups guides, key informant interview questions etc)
- If appropriate: a list of individuals interviewed, supporting documents reviewed, summary tables displaying progress on key indicators, outputs, outcomes

- Biographies succinctes des évaluateurs et justification de la composition de l'équipe
- Méthodologie (questionnaires, Guides d'entretien, protocoles d'observation, etc)
- Si besoin: Listes des personnes ou groupes interviewés ou consultés et des sites visités, Liste des documents d'aide revues, Tableaux de résumé des deductions, comme les tableaux présentant les progrès vers les produits, les cibles et les objectifs relatifs aux indicateurs établis