

KEY PLAYERS, RESOURCE PROVISION & USAGE FOR EVALUATION

1. Identification of key players, working relationships between them, their contributions within the evaluation and their information needs must be clarified during the negotiation stage of an evaluation

- If not, the resources provided for evaluation could be wasted

2. Keys players of evaluation

- Key players for a given evaluation includes:
 - Provider of the resources for the evaluation
 - Those who commission the evaluation
 - Beneficiaries of resources expenditure
 - Those for whom the evaluation findings intended – the client or evaluation audience
 - Consumer of the resources
 - The evaluator or evaluation team
- Collectively, commissioners and clients can be regarded as the major stakeholders for the evaluation
- The reputation of an evaluator or evaluation group is likely to rest on the ability to do the best possible evaluation work given the resources available

3. Resources of evaluation

- Resources needed for an evaluation can be divided as – man, money & material:
 - Human resources
 - Insiders (internal evaluators)
 - An insiders is an entity (individual or group) directly associated with the conduct and/or impact of a program
 - Outsiders (external evaluators)

- An outsider is an entity external to the program, who, for one reason or another, has a vested interest in the conduct and/or impact
 - The cost of evaluation personnel
 - Material resources
- Advantages of internal over external evaluators
 - Reduce evaluation costs
 - Alter evaluation design quickly if it becomes apparent that the evaluation activity is not productive
 - Know the nuances of the organization and are thus able to see ways in which evaluation can make a difference
 - Can build a strong credibility over time, can foster stakeholder commitment and promote the use of evaluation findings

4. Guidelines for evaluation by insiders

- Involves the staff directly involved in the delivery of the program as much as possible in the planning and implementing of each study
- There should be an identifiable group responsible for the day to day management of the evaluation
- Ensure that there is consensus on the evaluation plan and make sure that key staff such as leadership are aware of the details
- Ensure that evaluation team has access to resource, to collect and analyze the data
- Encourage the evaluators to report on their progress
- Use the findings to reflect on the program
- Develop a systematic plan by which program changes can be put in place

5. Guidelines for evaluation by outsiders

- Consultants need to provide strategic advice to leaders on:
 - Change the management

- Responsibility of insiders for internal reviews
 - Consultancy has been increasingly employed to assist organization to solve problem that could not be handled internally
6. Internal evaluation and change management
- Critical distinction which separates evaluation from organizational development is the separation between evaluative judgement and prescription
 - Evaluators are ill equipped to provide recommendations because they require much greater knowledge than can be subsumed by the evaluation study itself
 - However, increasingly there is an opportunity for evaluators to adopt a more participatory framework for conducting evaluations
 - One which recognizes the importance of involving program stakeholders in the evaluations process
 - Such collaborative arrangements clear the way for the creation of prescriptions involving evaluator and stakeholders
7. Internal evaluation and change management
- Organizational decision-makers are increasingly looking for assistance with process re-engineering and people relate facets of changes management
 - Often organizational development consultant are brought in to accomplish a range of tasks including diagnosing organizational culture, working with the staff to identify change initiatives and undertaking a training need analysis
 - These tasks fall within the domain and skill set traditionally associated with the practice of evaluation and could be handled by a skilled internal evaluator
8. Cost of evaluation studies
- Evaluation always need resources whether external or internal evaluators are employed

- All evaluation should be cost valued
- Costing must be realistic
- For those moving into consulting, there is a need for good financial planning
 - Another skill that the evaluator must acquire in order to be successful