

Evaluation Planning Workbook

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The planning workbook is a compilation of information to guide the evaluation team as they develop the Terms of Reference and Evaluation Design.

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01. Terms of Reference Outline

Project/Program Name

Dates for initial draft and major revisions

[Evaluation Team Leader]

Description of process for developing TOR from a participatory perspective

Describe the participating people and the input from each person or group; who made decisions about what to include in the TOR; who declined to provide input.

Evaluation purpose and objectives

Training objectives

Project/program background

- Implementation period by phase; describe the emphasis in each phase
- Population, location

- Financial support per year and funding agency
- Sector goals and outcomes; note any changes in goals and outcomes and the reasons for the changes

Stakeholder groups

Topics to be explored in the evaluation

Data collection and analysis

- Primary methods for collecting information
- Primary activities for analysis; people that will do the activities

Field work schedule

Evaluation team

Evaluation products (written documents, group presentations)

Budget and source of funds for evaluation

02. Program goals per domains of change

Prepare a matrix that shows the program goals and outcomes related to the primary domains of change in the program theory that guided program design. The goals and outcomes may be rephrased to reflect the primary activities that have been completed or are planned. The purpose of this exercise is to sketch the underlying program theory for change.

Domains →					
Goals ↓					

03. Logic frame analysis

Describe major inconsistencies in the logic relating the different levels of goals and activities. That is, where are the disconnections between planned activities and desired outcomes? The purpose of this exercise is not to critique the terms used, but to get a sense for possible flaws in the program design.

04. Major changes in program design

Complete a chart of major changes and the rationale for making the changes.

Date program activities were initiated _____

Change Made	Date	Reasons for Change	Remarks

05. Staffing

Complete the chart for all program staff and managers to date.

- Names will not be included in evaluation reporting; comply with all policies regarding confidentiality.
- Examples of duties: facilitate agricultural activities; manage the program; provide transportation; facilitate community participation; etc. You can use a position title if it conveys the primary activities expected from the person having the title (e.g., project accountant).

Duties	Person's Name	Start Date	End Date	Reason for Leaving

06. Analysis of monitoring system

Complete a chart of indicator readings that shows the baseline reading for each results indicator and each reading to date. A result indicator is related to achieving planned change (e.g., increased knowledge of child nutrition, reduced incidence of malaria, etc.).

Result Indicator	Baseline		Next Reading		Next Reading		Next Reading	
	Value	Mo./Yr.	Value	Mo./Yr.	Value	Mo./Yr.	Value	Mo./Yr.

A risk indicator is related to assumptions about conditions that are necessary to achieve goals but cannot be controlled by the project/program. Complete a chart of risk indicators.

Risk	Baseline	Next Reading	Next Reading	Next Reading

Indicator	Value	Mo./Yr.	Value	Mo./Yr.	Value	Mo./Yr.	Value	Mo./Yr.

Describe occasions when something in the program was adjusted because indicator readings showed that progress was not satisfactory or progress was under threat.

07. Analysis of budget per goal per year

Complete a chart of the financial resources allocated and actually spent to achieving each project goal, and indirect or support activities (e.g., facilities and utilities, vehicles, etc.). If compensation can be allocated to goals and support activities, include it; otherwise treat it as an indirect support activity.

	Year 1	Year 2	Year 3	Year 4	Year 5
Goal 1 allocation	_____	_____	_____	_____	_____
Actual expense					
Goal 2 allocation					
Actual expense					
Etc.					
Facilities, Utilities					
Transportation					
Administration					
Etc.					
Total					

Identify trends in allocation, and allocation versus actual spending.

Explain major increases or decreases in money allocated and spent.

08. Chronology of major events

09. Evaluation skills in team members

This section should be updated as the evaluation team leader interacts with team members during planning, training, data collection and analysis.

10. Evaluation team daily assignments

11. Daily observations and reflections by team leader and team members

12. Resource materials for understanding program theory and implementation history, and planning activities and training