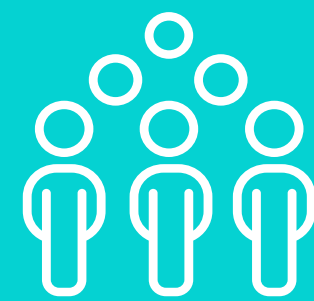




Evaluation Manager (EM): Roles and Responsibilities

► April 2024

► EVALUATION MANAGER (EM): ROLES AND RESPONSIBILITIES

Evaluation Stage	Activity	Responsibility				Actions
		EM	Project Focal	REO DEFP	EVAL	
Planning	Initiation of evaluation					Based on i-eval discovery data and CIEPs planning data, DEFP, REO or EVAL initiates process in consultation with Project Focal and identifies EM
	Review project documents					Project focal point sends documents to EM including logframe, theory of change, project assessments, and (optional) pseudo-draft of TOR
						EM reviews documents to gain understanding of project and needs of evaluation
	Initial kick-off meeting					EM sets up meeting with project staff to discuss evaluation purpose/objectives, potential users/ audience, list of key stakeholders, key evaluation questions
						Project focal point attends meeting and provides context and ideas for evaluation scope
	Determine evaluation budget					Project focal point sends overall budget available to EM based on 2% allocation in project budget
						EM creates evaluation budget breakdown (how much available for consultant, travel, etc)
	Develop Terms of Reference (TOR)					EM writes TOR including the budget and timeline in consultation with REO or DEFP with sign off by EVAL as required
	Circulate TOR					EM circulates the TOR to stakeholders with comments table, compiles feedback, updates TOR, and shares final TOR with compiled feedback to stakeholders
Contracting						Once TOR has been updated, EM shares with REO/DEFP for review
	Launch Call for EoI					EM sends final TOR and EoI to EVAL
						EVAL publishes and shares with networks
	Review candidate proposals					EM reviews applications using a rating matrix, checks references of top candidates, interviews candidates (if deemed necessary), submits decision to REO/DEFP
						REO/DEFP reviews selection and approves with EVAL involvement as required
	Issue contract					EM to send project focal point/admin the negotiated rate, dates of evaluation, number of days of evaluation, justification of rates, supplier form, and TOR
	Issue contract					Project focal point to request project admin to write and issue contract in the ILO system

Evaluation	Brief consultant			EM initiates kick-off meeting(s) with consultant(s) and project focal point regarding methodological issues and issues related to project
				Project focal point attends kick-off meeting
	Review inception report			EM reviews inception report and, once deemed ready, circulates to stakeholders with comment table, sends comments to evaluation consultant(s) for updates, and circulates final inception report with compiled feedback table
				DEFP/REO approves final inception report
	Payment: Inception Report			Once notified of approval by REO/DEFP, EM writes to project focal point to approve payment
				Project focal point ensure requests for payment is prepared and processed
	Organize travel			Project focal point arranges travel arrangements (obtaining quotes for flights, determining DSA, booking meetings, accommodations, internal travel, interpreters) with local offices
	Provide guidance			EM provides guidance and helps evaluation consultant(s) with any problems that arise during field visits and evaluation process
Finalization	Stakeholder workshop			Project focal point to organize workshop with key stakeholders for evaluation consultant(s) to present key findings. The evaluation manager should be invited to attend with costs covered from the project evaluation budget
	Review draft report			The final draft report is reviewed first by the EM and then, once the draft is determined to be ready the EM circulates with stakeholders with feedback table, sends comments to evaluation consultant for updating
				DEFP/REO reviews updated draft report and approves submission
	Final report EVAL approval			Once the report has been approved by REO/DEFP, REO/DEFP submits report to EVAL for final approval
				EVAL reviews and approves final version
Dissemination	Submission of report			Once EVAL approves, EM sends submission package (executive summary, submission form, evaluator CV, evaluator review)
	Payment: Final Report			Once EVAL has approved, EM writes to project focal point to approve final payment
				Project focal point ensures that payment is processed
	Evaluation uploaded			EVAL uploads final report to i-eval Discovery and initiates the management response to the evaluation's recommendations via the Automated Management Response System (AMRS)
	Link shared with project staff			EM sends link for final evaluation report to project focal point/ILO responsible officer who decides how to share link with donor