



Evaluation-specific competencies for evaluation and evaluation management

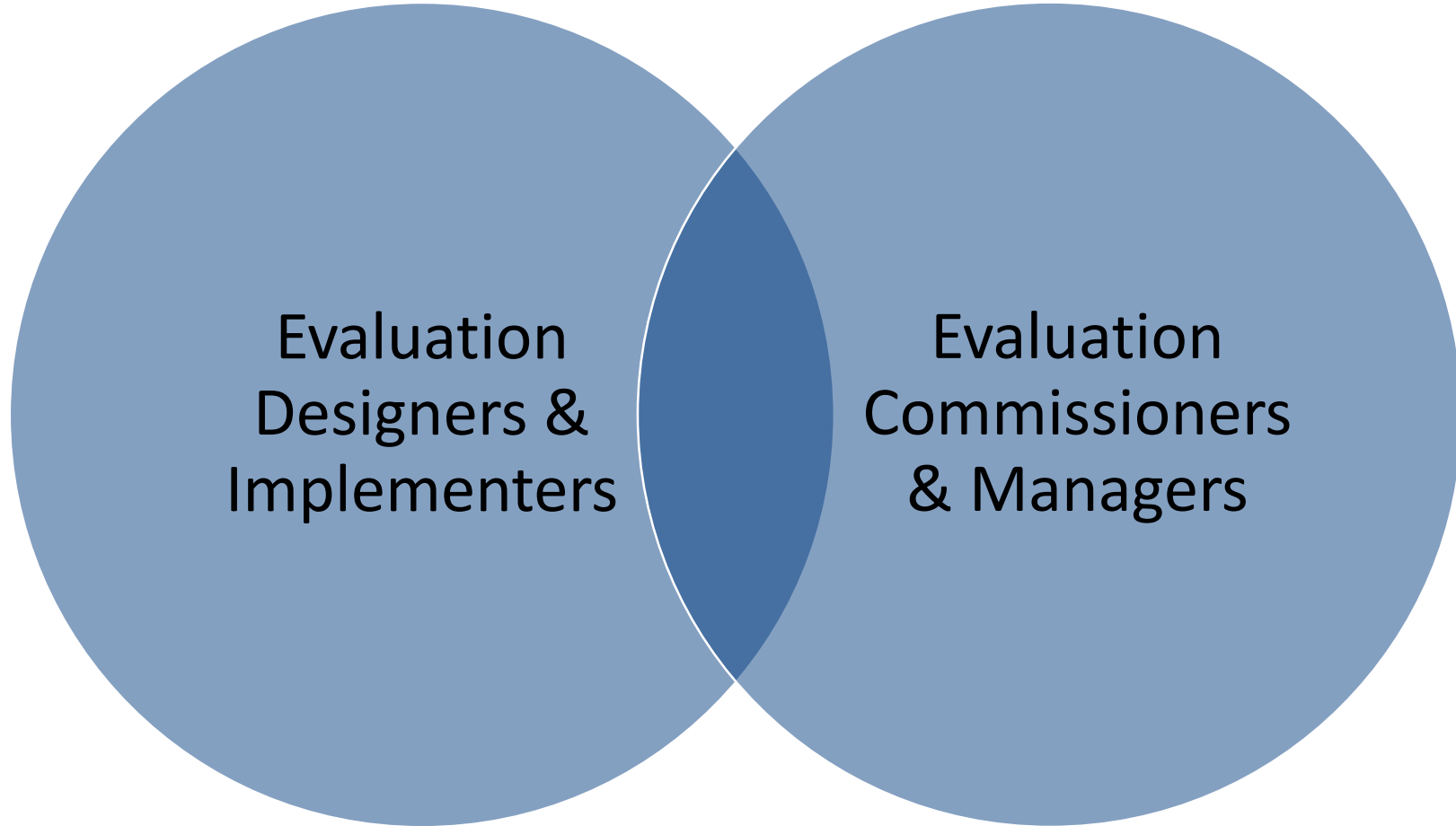
Davidson, E.J. and Gullickson, A.M. (2019). Evaluation Specific Competencies for Evaluation Management. Australian Evaluation Society Annual Conference, Sydney, Australia.

Hot tips for commissioning a waste-of- money evaluation

- Treat it like a widget purchasing exercise
- No need to talk to people
- Nothing will change
- Always choose the cheapest!
- Always value content expertise above all else
- Researchers are the same as evaluators, right?
- And cultural expertise is only for “cultural” programs



It takes two to tango



Who does
evaluation
management?

Evaluation Manager

Evaluation
Commissioner

Evaluation
Implementer

Funder

Program
implementer

Internal evaluator

Team Leader

Solo
Evaluator

Whether and what to evaluate

1. Should we evaluate at all?
2. What are the great unanswered questions?
3. Where would it be most fruitful to go looking for those answers?
4. What's the most cost-effective way to get those answers?
5. Imagine the evaluation is complete, and it's useful, credible, and influential. What does that look like?

Over to you:
Good
evaluation
management

- What does that look like for an evaluator? For a commissioner?
- What about that is distinctive to evaluation? What's different to managing any other kind of project?
- What skills are involved?

The role of the evaluation manager includes the following major elements:

Develop clear vision and realistic evaluation plans.

Organize and manage evaluation teams and participants.

Monitor evaluation activities, budgets and people.

Negotiate needed adjustments when issues arise.

Protect evaluation independence and rigor while responding to client needs.

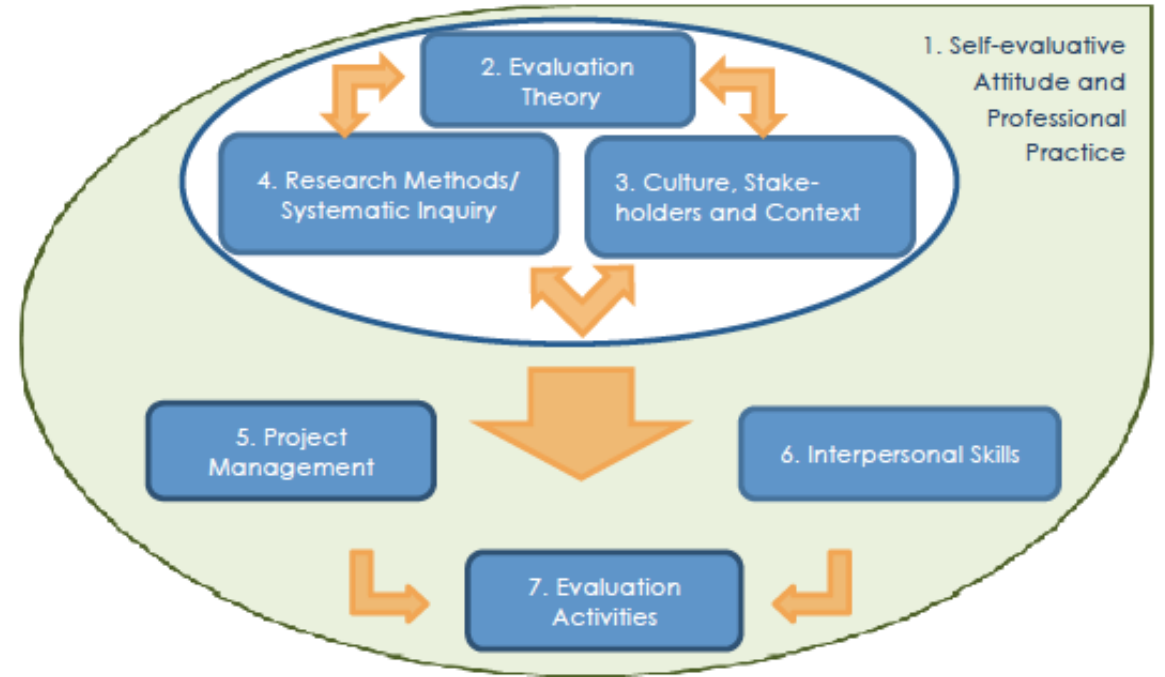
Ensure the quality and usefulness of evaluation products and briefings.

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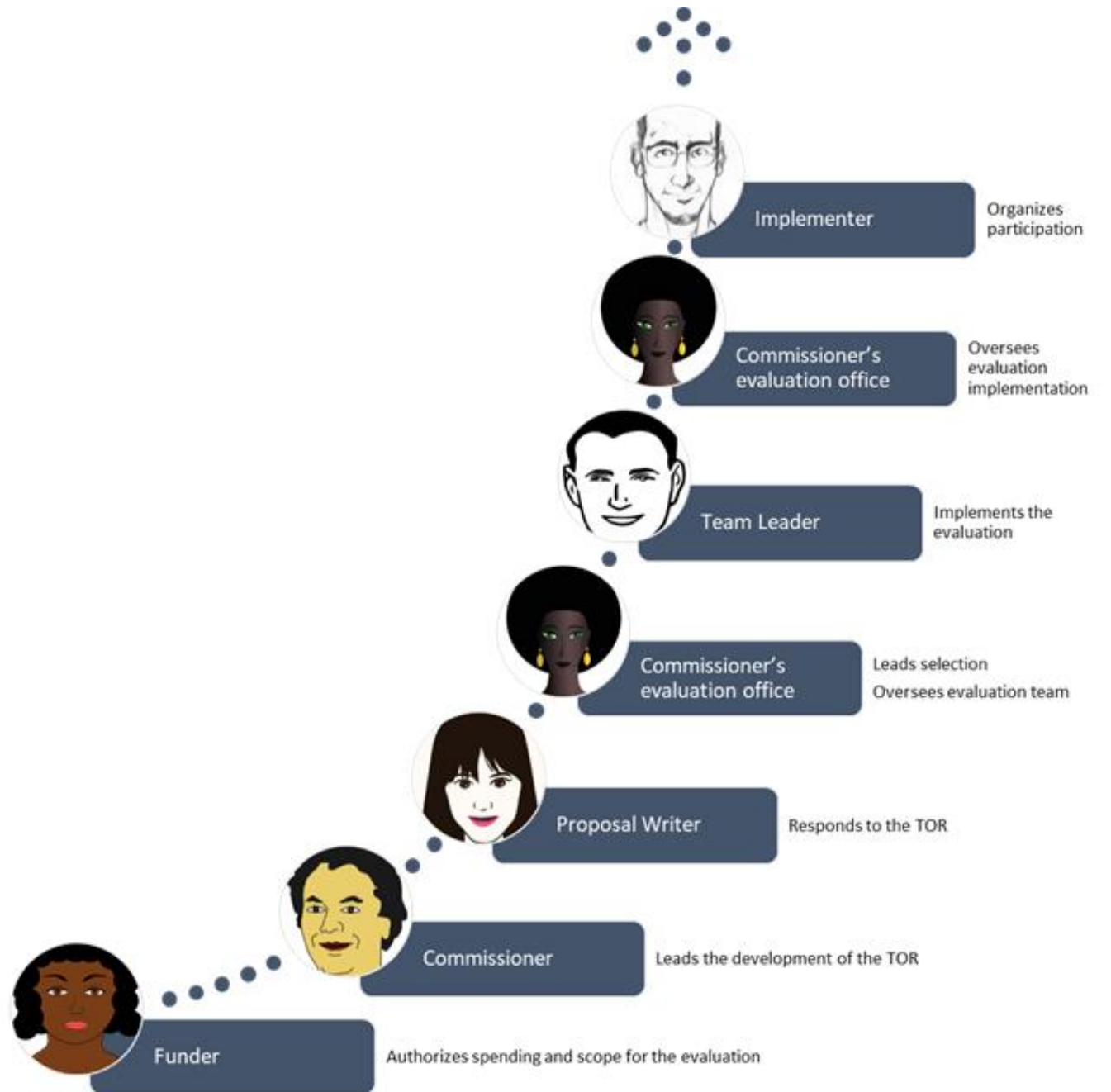
Evaluator competencies

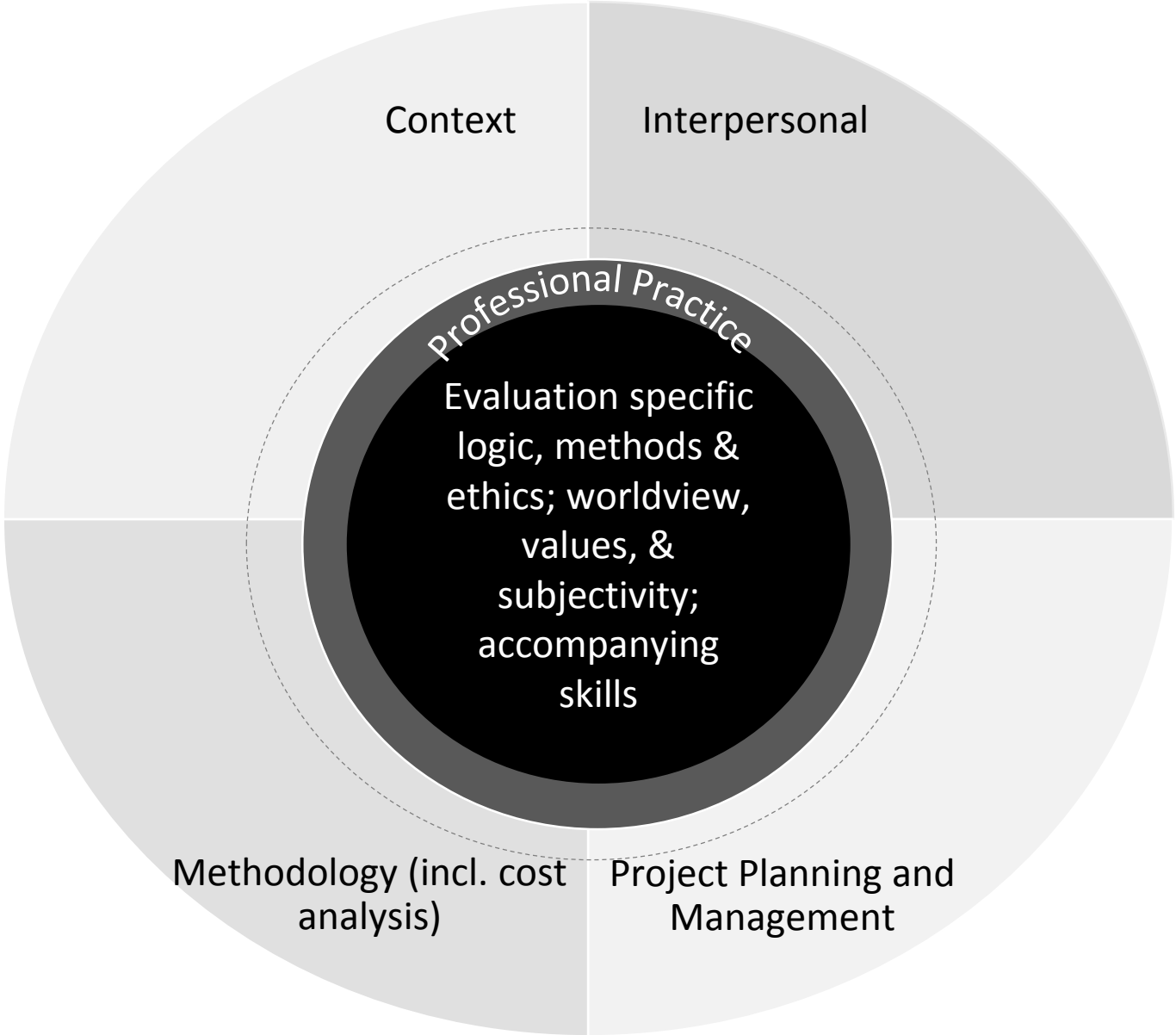


Aotearoa New Zealand Evaluation Association



Roles in the Life of an Evaluation





Context

Interpersonal

Professional Practice

Evaluation specific
logic, methods &
ethics; worldview,
values, &
subjectivity;
accompanying
skills

Methodology (incl. cost
analysis)

Project Planning and
Management