www.betterevaluation.org

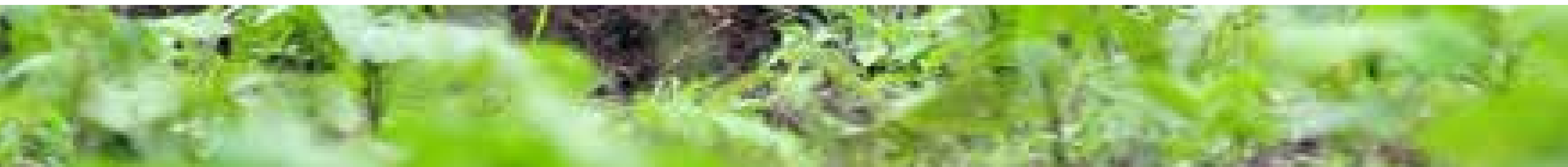
May 2013

Two Sides of the Evaluation Coin:

An honest narrative co-constructed by the commissioner and the contractor concerning one evaluation experience

BetterEvaluation

Peter Cranston, Penelope Beynon and John Rowley



BetterEvaluation is an international collaboration to improve evaluation by sharing information about methods, approaches and options.

Design: www.stevendickie.com/design
Cover photo: Field workers tend a bush bean trial at ISAR, in Ruhengeri, northwestern Rwanda. Neil Palmer/CIAT.

www.betterevaluation.org

Two Sides of the Evaluation Coin:

An honest narrative co-constructed by the commissioner and the contractor concerning one evaluation experience

Peter Cranston, Penelope Beynon and John Rowley

May 2013

Unusually perhaps, this article is written jointly by the commissioner and the contractor of a recent evaluation[i]. The process was rich, complex, at times difficult and a learning experience for all of us involved. Quite extraordinarily, we agreed to review the process of this evaluation between us and had already started sharing ideas on what could be learned from our experiences before finding this opportunity to contribute to BetterEvaluation.

Here we try to reflect honestly on our experience and learning about how we might have avoided difficulties and increased the value of the overall process and the final products. For the most part, our story is told as one narrative because we share a common understanding of the events and issues that arose. But we are not always in agreement. Where our perspectives diverge, the report makes space for two narratives to show the two sides of the same evaluation coin.

Reviewers: Irene Guijt

Steff Deprez

Introduction

There are two often experienced and seldom discussed lessons we want to raise in this article.

Lesson 1 – Communication matters for easing the process and getting to an output that everyone finds valuable

In particular:

- communication within the commissioning group when negotiating and designing the TOR;
- communication between the commissioning and contracting groups when setting out expectations, refining the focus and delivering the findings; and
- communication across the contracting team throughout as different people undertake different parts of the task.

This evaluation involved many more people than the primary contracted parties, all of whom had expectations about the end result but only some of which were dealt with explicitly in the preparatory phase. We have reflected on how such a complex situation might have been managed more effectively. We hope that reading how we negotiated and tried to manage the ensuing complexity may be interesting or useful for others.

Lesson 2 – Never skip the inception phase, even if under pressure of too little time

In developing the terms of reference, the commissioner consulted across a diverse project team to identify expectations for the evaluation. The project team was committed to delivering an external end-of-phase evaluation, which was also a donor requirement. However, funding had already been agreed for the next phase of the programme and the project team also saw the evaluation as an opportunity to learn more about how information sharing can lead to change, through some illustrative stories.

This dual agenda was written into a detailed TOR, which was never fully interrogated during the inception phase. The detailed TOR led to difficulties as the evaluation team felt they were restricted in their methods. Furthermore, the dual agenda led to tensions as the evaluation team tried to balance the need for a rigorous assessment of performance with a learning-driven demand for positive inquiry.

A more comprehensive inception phase could have saved both parties time and frustration. When deadlines are looming, it may seem that there isn't enough time for a comprehensive inception phase; but skipping the inception will cost the project in the long run.

Background

In September 2010, IDS[ii] commissioned an end-of-phase evaluation of the AfricaAdapt (AA) project (**www.africaadapt.net**). AfricaAdapt (AA) is an independent bilingual network (French/English) focused exclusively on Africa. The Network aims to facilitate the flow of climate change adaptation knowledge for sustainable livelihoods between researchers, policy makers, civil society organisations and communities who are vulnerable to climate variability and change across the continent. At the time of the evaluation, three African and one UK organisation collaboratively hosted the Network[iii]. It was jointly funded by DFID[iv] and the IDRC[v]. IDS was the originator and lead organisation. Work on the project began in 2007, and the network was launched in 2009. Practically this meant that the network itself – particularly to most members - was only 18 months old at the time of the evaluation, although to the core partners the frame of reference was the entire five year period. New funding had already been granted by IDRC for the second phase of the programme, beginning in April 2011, when the African partners took on AA management, with ENDA-TM taking on the lead role.

Tendering the Evaluation

Although new funding had already been granted for AfricaAdapt, the project team was committed to delivering an external end-of-phase evaluation as part of the contract requirements.

IDS took some important decisions about the tendering process to meet tight deadlines. Firstly, they consulted across the project team to set out a detailed ToR that was intended to ensure that all partners shared the same views of the evaluation and to save the evaluation team time extracting and collating this information. Secondly, they approached a small group of potential evaluators to submit proposals without an 'invitation to tender' phase. This was intended to reduce the steps (and time) in the commissioning process and ensure high quality submissions.

Thirdly, they identified and weighted a number of factors that the project core group thought were important to look for in an evaluation team. These included knowledge and experience of Information Networks, technical expertise and experience of M&E and an interesting and feasible evaluation approach.

Other factors, like a team that included developing country nationals and ‘people we could work with’, were also important. These criteria were available to evaluators in advance and were intended to improve transparency of the commissioning process and reduce the waste of time on both sides of inappropriate submissions. Finally, they commissioned an M&E advisor to act as lead person for the evaluation, someone with no prior experience of the project. This was intended to increase the evaluation expertise input from the client side and ensure sufficient resources for managing the contract, as project staff travelled extensively during the evaluation period.

The M&E advisor consulted across the group of core partners to understand their needs, expectations and interests for the evaluation, as well as their requirements for an evaluation team. These discussions revealed that the project team had multiple information needs and expectations. In particular, they wanted the commissioned team to make an evaluative judgement about the progress of the network to date (assessment component) and to gather new learning about the conceptual assumptions underpinning the project – i.e. how information sharing can lead to change (learning component).

These inputs provided the basis for the M&E advisor to develop a ToR that asked for an evaluation to meet three high-level aims, each with a specific focus and set of outputs:

- Meet donor accountability requirements;
- Contribute to learning and improvement of the Network; and
- Contribute to understanding about how knowledge sharing leads to change.

There were two key components of the *performance assessment*:

- To evaluate the extent to which the AfricaAdapt Network has achieved its objectives and any reasons why objectives have not been met; and
- To evaluate the extent to which the AfricaAdapt Network is ‘fit for purpose’ and identify recommendations for improvement in future phases.

The *learning* component was intended to improve understanding about how knowledge sharing leads to change in the context of climate change adaptation, and identify what the AfricaAdapt Network has contributed to influencing change among boundary partners and beyond.

Commentary

The resulting ToR was ambitious, detailed and formal.

Ambitious. The dual agenda described above was explicit in the ToR at the outset but the evaluation team did not anticipate the extra tensions that would arise between, on the one hand, the difficult task of judging and reporting progress to an engaged and committed project team – always a delicate process – and, on the other, the demands for ideas for the next stage and deeper examination of positive stories. These tensions were heightened by the timing. IDS commissioned the work when management of the network was being passed to another consortium member: decisions were already being made about the next phase before the evaluation report was delivered and funding was already assured.

Detailed. The ToR were made more rigorous by the inclusion of standard DAC criteria of evaluation, specifically the extent to which “the AfricaAdapt Network has achieved its objectives” and is “fit for purpose” and the Creech and Ramji network evaluation framework was suggested because it gives consideration to network cycles.

Formal. In an effort to save time and align expectations, the commissioner developed a ‘tight’ ToR that the contractors perceived to be very formal. The commissioner was, in fact, flexible about the methods and prepared to negotiate on scope but this was not apparent in the ToR document, which set the tone for the contract.

The evaluation team proposed the idea of an inception phase, with an inception meeting and an inception report, because they felt there were uncertainties in the work and because early communication with IDS suggested that there were some key questions to be resolved before work could begin. However, due to travel and time constraints the inception meeting was reduced to three people, without the lead person from the evaluation team. During this meeting, the intended process was detailed, including people to interview from each partner organisation and the names of network members who had had different levels of engagement. However, the meeting did not address fundamental issues, such as negotiating the scope of the ToR, surfacing any tensions regarding the dual agenda, discussing client flexibility to use frameworks other than Creech & Ramji[vi], or making clear the client's expectations for the final report.

The team commented on the ToR during the proposal phase but did not raise ToR issues during the inception meeting. So it became the basis for defining the scope of work. The detailed ToR was both an advantage and a disadvantage and the source of one of the key divergences in the project.

From this point onwards in this document, where there are divergences of opinion and memory such as this, we describe both the consensus views of the commissioning and implementation team and the areas around which we still do not have consensus.

We agree that not enough time was spent discussing the ToR in the early stages to negotiate the scope and ensure all parties had clear expectations. The mismatch of ToR understandings led to an expectation mismatch in relation to the style and focus of evaluation activities and final report. For example, the final report had a greater than expected focus on the website and a less than expected focus on stories. This mismatch could have been overcome by a more thorough conversation in the beginning. Perhaps a ToR should also include what one does not want? More time spent on the inception phase also ensures adequate discussion for aspects such as who to interview and why, and in what order, bearing in mind that extra people often need to be interviewed as the process unfolds.

Where our points of view diverge

The client	The consultants
The detailed ToR meant that internally the commissioning team was very clear about what they wanted from the evaluation, with no misunderstanding or difference of opinion. Scoping the evaluation needs of the project team prior to developing the ToR meant we could save the evaluation team some time and we could be clear about what we wanted. However, this seemed to come at the expense of the evaluation team sharing a detailed understanding about what was needed.	Working from the ToR, the evaluation team set about the process and gathered preliminary findings. We took the evaluative task as the primary focus but from the outset ensured that we gathered information that could inform a learning process. Given the demanding criteria and the youth of the network, the early findings suggested only limited progress towards the objective, especially when set against the Creech & Ramji criteria.
The ToR were never intended to be 'set in stone' but the client's flexibility on this was never apparent to the evaluation team. For example, IDS suggested the Creech & Ramji framework for assessing progress, but were not wedded to its use and would have willingly considered arguments for other approaches. So, it came as a surprise to the client that that, relatively late in the process, the evaluation team communicated their misgivings about the appropriateness of the Creech & Ramji framework. It was too late at that stage to reframe the ToR.	The evaluation team were surprised at the strong, negative reaction to these early findings, and at the emphasis from the client on gathering material about the positive examples of progress that had been found. The team recognised that their assumptions about the ToR were different to those of the client, especially in relation to the balance between the evaluative and learning components and the nature of the expected final report. The evaluation team pointed out that the tough criteria in the ToR may not have been the most appropriate for this kind of combined review.

LESSON: The client and evaluators need to spend considerable time to reach clarity about what is needed and to agree mutual expectations, including what can be provided with the available time and resources. This might require a meeting of the full teams on both sides, and should be included in the budget so it is not considered optional or 'additional'.

Managing the Evaluation – Inception

IDS and the evaluation team identified one lead person each to handle communication throughout the project, who developed a good relationship. The importance of relationships is not often mentioned but is crucial to successful work, and this is one of the reasons IDS had highlighted 'relationships' within the selection criteria. As mentioned above, there was one important exception to the consistency, when other commitments meant that the lead person was unavailable and so another member of the consultant team deputised at the inception meeting.

Commentary

There are divergent views of the results of the initial inception meeting.

Where our points of view diverge

The client	The consultants
The inception meeting was very short and dealt largely with operational issues rather than the overall evaluation process. We took this to mean that the evaluators were in agreement with the scope of the project and had no fundamental concerns about the approach. Although there was feedback to the whole evaluation team from the inception meeting, it became apparent later on that there was some confusion in the interpretation of what had been agreed and noted. This may have been picked up earlier if the consultant lead had been entirely consistent throughout.	The inception meeting was very short and dealt largely with operational issues rather than the overall process of the evaluation. A report of the meeting was produced and shared within the team and with the client. The outcome of the inception meeting was a list of tasks that were completed by both sides of this evaluation. There were no outstanding issues from this meeting.

LESSON: Maintain a single point of contact that is continuous because otherwise nuance is missing from previous conversations – particularly important for the inception meeting.

Implementing the Evaluation

Some information was already available from the project's own M&E, although the material did not always provide information relevant to the evaluation. For example, the project inception phase had included an Outcome Mapping exercise but this had not been fully operationalised and the progress markers were mostly not helpful for monitoring. The evaluation ToR called for a review of evidence and fresh material, "to evaluate the Network and improve the breadth and depth of our understanding about how influence happens in climate change adaptation".

There were five people in the core evaluation team, all UK based consultants, and a group of contracted in-country collaborators. They used a range of methods to fulfil the ToR:

- A series of briefing meetings between the review team and the clients;
- A mix of face-to-face and phone interviews with 67 people, members and non-members of AA, people internal and external to the partner organisations. Most interviews were carried out by in-country collaborators in five countries, two of whom held feedback meetings, but phone interviews also took place with AfricaAdapt members in francophone African countries;
- Interviews with eight members of the AfricaAdapt team;
- Interviews with two senior managers from Climate Change campaigning organisations and one specialist Climate Change researcher/advisor;
- An online survey in both English and French;
- A literature review of relevant documents relating to knowledge sharing, networking and climate change;
- A desk review of available project documentation; and
- An analysis of the AfricaAdapt website and a comparison with four other organisational websites.

Commentary

Negotiation continued during the early weeks on the definition of the instruments, target groups and timing of interviews. In particular, there were detailed discussions on the survey questions, with IDS wanting to align the survey with others that had been carried out or were planned.

Interviews with project staff were deliberately planned for later in the process, when early findings from network members and other audiences would be available, and to ensure an objective, open initial investigation. This sequencing caused some concern among project staff. IDS wanted interviews with the core group earlier so that they could have articulated their concerns and defined the emphasis of the review process earlier on. This may also have uncovered relevant documentation earlier in the process.

The use of in-country interviewers delivered some high quality findings and ideas and meant that almost no travel costs or additional CO_2 emissions were incurred. Keeping this process honest required a lot of support.

The performance assessment requirement and the stories demonstrating impact gave the evaluation team a large agenda to fulfil. We felt this was possible by sharing time across the different evaluation needs.

In practice, a 40-minute interview included four or five questions, with a few minutes of answers per area of inquiry.

Both sides tried to maintain the option of consultation and collaboration on draft outputs, particularly the literature review. However, this was complicated by busy travel and holiday schedules, and some initial confusion about the **www.Dropbox.com** service that was used to share information. Confusion existed about sharing ideas and information was a requirement or a desirable, non-essential.

The client and the evaluation team have different perceptions around documentation, survey development and timing of the literature review.

Where our points of view diverge

The client	The consultants
Much project documentation existed and the client did not want to overwhelm the consultant with such an enormous amount of material. Some key documents were provided in the initial inception meeting and the client expected the evaluation team to identify additional information through interviews with key partners (who had been suggested to interview), as well as to request additional information as and when they noticed gaps as the evaluation progressed.	Documentation caused problems throughout the evaluation. There was a lot of project documentation but the information provided initially by the client turned out to be incomplete. This only became clear as the evaluation progressed because: (1) the documentation provided did not contain sufficient information to meet the ToR requirements; and (2) the evaluation team did not know to ask for particular documentation until its existence emerged in answer to questions. This meant that documentation arrived throughout the process, right up until the last days.
IDS fully trusted the consultants to develop relevant and rigorous survey questions appropriate to the evaluation. However, we wanted to ensure these questions 'spoke to' a range of other survey activities across the institute.	The evaluation team had been briefed on the inception meeting but found the detailed interaction over the survey questions not easy as it disrupted the process to some extent. Time was taken up on issues that appeared to the evaluation team to be micro-management.
A stand-alone literature review was never expected as a deliverable from the project. During the inception meeting, the consultant offered to present a draft literature review for the project team to review quite early in the project timetable. However, the date clashed with travel and holidays for key staff and we suggested an earlier date to ensure a response before Christmas. It appeared that the nuance in these conversations was not absorbed by the whole evaluation team.	In response to objective 1 in the ToR ("To improve understanding about how knowledge sharing lead (sic) to change in the context of climate change adaption"), the evaluation team proposed a literature review in the bid to IDS. This was welcomed and there was some early enthusiastic sharing of material and resources. The team felt under pressure to deliver a draft early on since client response was a necessary stage in the process of completing this foundational task[vii].

LESSON: While all projects and evaluations will be unique, a standardised list of 'requests' could ease the inception period work. Items could include: a short written project history (or interview) from the project lead, an annotated 'map' of project files, a documented theory of change, and a matrix of existing information sources for each evaluation question.

LESSON: Early on in the process, with all client/consultants, ensure clarity about the process: when the client will want close engagement and involvement, where they want aspects of the evaluation to conform to other activities being undertaken, and where consultants have responsibility to design and carry out the work.

LESSON: Consider and agree the sequencing of internal vs. external interviews.

Evaluating Without a Clear Theory of Change

The ToR referred to the extensive project documentation, in which both parties assumed the Theory of Change to be evaluated would be evident. In particular, the project team had conducted (and documented) an Outcome Mapping exercise early in the project, which was seen by the client as key material for the evaluation. While this provided useful background about target groups and expected changes for the evaluation team, it proved less useful for articulating the project's theory of change and, as noted above, it had not been operationalised beyond the early activity.

Subsequently, in the draft evaluation report, significant uncertainties about the theory of change as applied to the term 'policy-makers' throughout project documentation and among the theoretical user groups were first reported. The client was surprised by this finding and, as it emerged late in the evaluation process, this caused difficulties. However, for the evaluation team, this seemed a natural way to deal with the reality that important issues emerge during evaluations that are not known at inception.

Commentary

The evaluation team recognised later in the process that there was no common, agreed, explicit project theory of change that could be tested in the evaluation. This gap should have been raised as a question at the proposal phase. Although the principles of Outcome Mapping (people focused, understanding outcomes as behaviour change, looking for contribution rather than attribution) are generally a good approach for work on information and influencing, the lack of a clear theory of change is arguably a missing step.

Where our points of view diverge

The client	The consultants
The client expected that uncertainties over the ToR had been resolved by the inception phase, meeting and inception report.	The consultants understood that the lack of a shared Theory of Change and uncertainties over the status of the theoretical user groups were legitimate findings of the evaluation, rather than elements that should have been resolved at inception.

LESSON: Ensure at the inception phase that there is clarity about whether or not a Theory of Change underpins the project and, if so, to what extent it is shared across the project.

Synthesis and Communication of Findings

Both sides had planned, from early on, to capitalise on a planned consortium meeting of all the project partners that was taking place during the evaluation process. The aim was to gather information, perhaps through a focus group discussion. However, the meeting was delayed to later in the evaluation process and the original purpose was somewhat lost. Instead it became an opportunity to share, by phone, early survey/interview findings during one hour at the end of a busy day. Very little conversation was possible.

The phone presentation focused on findings from the face-to-face work in eastern Africa that clearly showed the programme was not having a large impact. This early, negative feedback from the evaluation team took on too much importance, and after this point, mutual defensiveness set in.

Subsequently, a face-to-face meeting was held between the clients and evaluators. This critical meeting allowed some key exchanges leading to a rebalancing of the findings. In contrast, the online meeting with the whole project team referred to above had been strained by the large number of participants who had not met each other.

The core evaluation team then met for two days to sift and judge the findings. A narrative began to emerge as the team reviewed the evidence and discussed conflicting or converging interpretations. This narrative was documented in a draft report that was circulated to the clients for review. The need to respond to the questions in the ToR that demanded the assessment of past performance meant that the findings were often neutral and, in places, negative. From the evaluators' point of view, only a few positive stories had been found and a very small number of very positive stories. By contrast, the clients thought the draft report made passing reference to many positive stories uncovered through the evaluation and were frustrated by the lack of detail available about these stories in the report itself.

While the evaluators recognised the importance of exploring in more depth the positive findings, the interviews and survey design had not captured these stories in depth, so only limited information could be added. Meanwhile, the evaluation team had, in general, developed a positive regard for the project – what it was trying to achieve and the distance it had travelled, particularly against a challenging set of objectives with multiple tasks whose complexity and difficulty had been underestimated. Therefore, the evaluation team made strenuous efforts to produce as balanced a report as possible.

The clients responded strongly to the draft report as they read a negative tone in the writing that did not match the positive verbal messages they received from the evaluation team face-to-face. The evaluation team seemed to give two different messages, which led to confusion. On the one hand, the team were reporting that in many places the network had not achieved very much. On the other hand, they were saying that this lack of impact was not surprising and that the network was beginning to do the right things; it was doing well given its age and stage and the size of its mandate. These different messages were quite distinct and are not contradictory, although one seems negative and the other positive.

Commentary

The reporting of the preliminary findings from East Africa created a tension that was never satisfactorily resolved. The story was complicated – some good bits and some not so good bits in terms of 'impact'; the constituencies did not seem to exist as in the project proposal; the network was evolving at different speeds in different countries. Different elements of the story emerged at different times. The evaluation team had to find some way of saying: "This is where we have got to so far but do not presume that these are the final findings".

The problems caused by the dual role of the evaluation came to the fore at this stage. All evaluations are learning exercises and seek to present a balanced picture. From the evaluation team's point of view they seemed to be forever struggling uphill against a pressure to say that AA was achieving more than our results were suggesting. On the other hand, IDS felt frustrated that interesting stories had not been sufficiently explored and documented.

At the same time, the team thought that the network was doing 'ok' given its age and stage and taking some of the right decisions about its next steps, which was stated in the report. However, probably inevitably, a neutral statement, or one that accurately describes limited impact from the available evidence, is interpreted as negative in a context where a project team is convinced it is making significant progress. There were also a number of clearly positive stories that could be shared. The difficulty was in delivering these different messages so that they could both be heard effectively.

These observations lead us to a dilemma – we all want to get the most for our money and effort but is it possible to commission an 'evaluation + positive inquiry' without compromising the rigorous criticism of an 'evaluation' or the depth of the inquiry?

LESSON: Do not agree to deliver 'interim findings' before they are ready to be delivered.

LESSON: Consider different formats of output for future evaluations / or for sections within an evaluation.

LESSON: Allocate sufficient time to discuss potential tensions/conflicts of the ToR during the inception phase, and discuss the expectations for the final product.

Getting to a Final Report

The evaluation team circulated the draft report and held a conference call meeting with the project team. The feedback meeting became a presentation of findings because many had not read the report. The presentation included some questions, intended to guide the final report and focused on decisions the project team needs to consider as a result of the findings.

However, feedback from the client was not about the report itself and more about responses to questions that the evaluation team had presented. IDS had a challenge to obtain written feedback as people responded first to those questions rather than to the report itself. Some of the report contained technical material about the website, but as this was not a particular area of interest in the ToR no one had been asked to attend the meeting who could assess this material.

From a comment in their proposal, IDS was under the impression that the evaluators expected a substantial process between initial draft and final report, and their apparent recognition of this part of the process had been one of the reasons the consultants were chosen. However, IDS later realised that this was not the case. The evaluation team was not aware of this assumption held by the clients. From its perspective, the process had stretched well beyond original time estimates. The resulting timetable pressure and growing effect on time for other commitments encouraged the team to deliver a full draft report and move swiftly to a final document.

The richness of the material gathered and the complications identified above meant that, by this stage, the evaluation team had already committed much more time than estimated and budgeted, and were keen to complete the work.

The evaluation has been passed to the donors with a management response and the findings have informed management decisions by the project team for Phase 2. IDS separately commissioned additional work to explore in more detail some of the impact stories that were identified through this evaluation.

Commentary

The process between draft report and final report is complicated. On the one hand, people want a document that offers a full flavour of the findings yet, on the other hand, not something so complete that little more work is expected before the final report. A detailed presentation of key findings and recommendations might be more appropriate, since this focuses attention on the conceptual content and not on the writing. In this case, it was the perceived tone and balance in the report around which both sides disagreed. This was perhaps aggravated by readers confounding the two different messages from the evaluation team: 'you have not achieved much yet but you are doing well'.

While the evaluation report did not deliver the depth of stories the client wanted, the breadth of interviews had identified the sources for these stories, which made following them up quick and cost effective. The follow-up interviewers knew exactly who to approach and what to ask about.

LESSON: Make sure when presenting findings, especially those involving non face-to-face communication, that everyone has read the report at least superficially. If not, the opportunity for genuine feedback is lost. Alternatively, assume that no one has read the report or ask for written comments only, and then hold a meeting after comments have been received.

LESSON: Make sure the reviewers include people with appropriate technical expertise, for example, a website expert.

LESSON: Include an explicit requirement in the TOR if a substantial process is expected from draft to final report – and be clear about the purpose of the draft report or presentation. (For example, to stimulate discussion to inform the final product, in this case). Alternatively, agree that there will be a draft that looks totally different from the final report. For example, this could be just a list of 'Observations' with everyone working together to translate these into 'Findings'.

Final Thoughts

Looking back, two key issues complicated this process:

1. The tension that arises when a client has two competing agendas (rigorous evaluation and positive inquiry for learning); and
2. insufficiently detailed inception meeting without the complete team's presence.

The various miscommunications described above emphasise the importance of investing much effort into coming to clear, shared ideas about the evaluation process before the work starts. However, equally important is having a shared understanding that it is possible, if not likely, that the players will realise along the way that they have been misunderstanding each other. There must be a commitment that, when this occurs, the issues need to be identified and, ideally, resolved during the evaluation.

Endnotes

[i] Although the contractor has now left the contracting organization.

[ii] Sussex University, Institute of Development Studies.

[iii] Environment and Development in the Third World (ENDA-TM), Forum for Agricultural Research in Africa (FARA), IGAD Climate Prediction and Applications Centre (ICPAC), Institute of Development Studies (IDS).

[iv] UK Department for International Development.

[v] International Development Research Centre, Climate Change Adaptation in Africa Programme.

[vi] Creech, H., & Ramji, A. (2004) Knowledge networks: guidelines for assessment. International Institute for Sustainable Development. http://www.iisd.org/pdf/2004/networks_guidelines_for_assessment.pdf

[vii] The resultant document was very well received and will be published by IDS.

BetterEvaluation