

## Voices from the Field

# How to Manage an Evaluation

**'Good evaluation management – some reminders' by Martin Porter, Vilma Aquino and Maria Margarita Ardivilla, UNICEF Philippines**



The management arrangements for the [Evaluation of the Intervention and Rehabilitation Program in Residential Facilities and Diversion Programs for Children in Conflict with the Law](#) were conceived at the evaluation design stage, with specific reference to key government partners, decision makers and stakeholders who could utilize the evaluation findings. UNICEF's primary partner was the Government of Philippines Department of Social Welfare and Development (DSWD) who co-chaired the Evaluation Reference Group (ERG) with UNICEF. Other government stakeholders in the ERG were officials and technical staff of the Juvenile Justice Welfare Council and the UNICEF Regional office. The ERG provided leadership, technical guidance, and the necessary space to discuss the process and outputs of the evaluation while the Planning, Monitoring and Evaluation section managed the institutional contract.

Clear evaluation management arrangements were essential, however equally important was the identification of a suitable organization to conduct the evaluation. Sufficient time for development and review of the evaluation Terms of Reference was built into the procurement process that was developed in coordination with UNICEF Supply colleagues and DSWD. Robust technical review criteria to assess the evaluation bids were applied. The review team included both Country Office and Regional Office specialists. The management arrangements on the evaluation were vital to the evaluation being successful and technically sound. For more details on this, please contact [Martin Porter](#), Chief PM&E; [Vilma Aquino](#), M&E Officer; and [Maria Margarita Ardivilla](#), Child Protection Specialist.

**From oversight to buy-in: The role of advisory committees in successful evaluations by Ida Ferdinandi UNICEF Montenegro**

The [Final Evaluation of the "Child Care System Reform"](#) in Montenegro in 2014 took place in the context of a multi-agency partnership "Social Welfare and Child Care System Reform in Montenegro: Enhancing Social Inclusion" (IPA 2010). Due to its size, duration, complexity, number of implementing



partners and components, a high level Steering Committee was set up. It consisted of the Minister of Labour and Social Welfare, UNDP and UNICEF Representatives, EU Delegation, and other ministries. It was set up for regular monitoring, supervision, evaluation of project activities and for decision making as appropriate. The Committee convened regularly, on average 3 times per year. The Committee also proved to be a crucial forum for endorsing the results and recommendations of the Final Evaluation of the Child Care System Reform.

The Committee recommended that some of the recommendations be incorporated in the second phase of the reform (IPA 2014). In turn, the second phase of the reform enabled the implementation of many of the recommendations and the Committee continued to meet after the evaluation. The evaluation thus served to validate and provide evidence to inform decisions of high level representatives, including policy makers, international organizations and donors. It also strengthened commitment and ownership of national counterparts to the reform. A Technical Level Group consisting of managers/coordinators was also formed to prepare the necessary information and options for the Steering Committee to make decisions on and to implement decisions of the Committee. For details, contact [Ida Ferdinandi](#), Child Protection Officer (Social Protection).