Tough Times Call for Tough Measures: Challenges, Reactions and Results of Three Federally-Funded Evaluations

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“It’s fine to celebrate success but it is more important to heed the lessons of failure.”

-Bill Gates
THREE EVALUATIONS

• Data and reports altered

• Dysfunctional social dynamics & Implementation issues with funder

• Evaluation micro-management
What to do when...

a Client Alters Your Findings

The Story

- EEC issues formative reports to client
- Client alters reports; submits to funder
- EEC discovers the altered reports
What to do when…

a Client Alters Your Findings

The Solution and Results

EEC requests client to:
- Reissue report with correct data & EEC reports OR
- Reissue report with their interpretation of data & EEC reports
What to do when... a Client Alters Your Findings

What do you think happened?

What would you have done differently?
What to do when...
Multiple Mechanisms Challenge Success

Management’s expectations of evaluation team

Funder’s requirements for reporting

Project team’s interpersonal dynamics
1) Have you experienced multiple challenges in one project?
2) What factors have challenged the success of your evaluations?
3) What lessons learned could you share with this group?
4) What suggestions or advice would you have offered us?
What to do when...

a Client “Controls” the External Evaluation

- Revised Scope of Work
- Revised staffing
- Revised Evaluation work
- Terminated the contract
What to do when…
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❖ RESOLUTION

• Revised Scope of Work

• Revised staffing

• Revised evaluation work

• Terminated the contract
CONTACT INFORMATION

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