

Evaluation Facilitation Compared to Generic Facilitation

Roles and responsibilities	Generic Facilitation	Evaluation Facilitation
1. Build mutual respect among participants.	Provide exercises for participants to get to know and value each other.	Provide exercises for participants to get to know each other's evaluation knowledge, experiences, and responsibilities.
2. Build trust.	Create a safe space for authentic interactions.	Create a safe space to talk honestly about evaluation challenges.
3. Prepare the agenda for group work, including identifying goals for the group.	Craft a process that will move the group along in achieving its work and fulfilling its purpose.	Craft a process that will move the group along in achieving its evaluation work and fulfilling its evaluation purpose, including helping participants understand expected evaluation products and results, for example, producing priority evaluation questions or an evaluation design.
4. Guide the group in establishing norms, standards, and/or principles for how they will work together.	Provide a process for the group to cohere around how they want to work together.	Provide a process for the group to cohere around how they want to work together that takes into account and is consistent with the guiding principles and standards of the evaluation profession.
5. Ensure meaningful participation among all participants.	Provide processes and mechanisms for everyone's voice to be heard.	Provide processes and mechanisms for diverse stakeholders' perspectives to be heard and taken into account.
6. Keep the group moving forward to complete assigned tasks.	Managing the work flow to achieve desired outcomes in the time allotted.	Explaining the expected evaluation results (like identifying priority evaluation questions or producing an evaluation design) and coaching the group through the process of getting the expected results in the time allotted.
7. Balance group process interactions with task work.	Ensure both quality of interactions and achieving expected outcomes based on the nature of the group and its purpose.	Ensure both quality of interactions and achieving expected outcomes through use of evaluative thinking and capacity building as needed to support achieving expected evaluation products and results.
8. Help resolve conflicts.	Identify conflicts that may hinder the group's progress and providing a process to resolve conflicts.	Identify conflicts that may hinder the group's progress and providing a process to resolve or manage conflicts in a way that recognizes and respects the diverse interests and values that are inherent in evaluation situations with diverse stakeholders.
9. Support the group in assessing its progress.	Provide opportunities to check in and review with the group actual progress compared to the agenda and expected progress.	Embed evaluative processes into the group's work so that they are deepening their evaluative thinking and capacity by engaging in facilitated evaluation of their own progress.
10. Make adjustments and adaptations as needed.	Manage and change, as needed, agendas, exercises, schedules, processes, and deliverables based on what emerges during facilitation and reassessments of what is possible given time and resources available.	Manage and change, as needed, agendas, exercises, schedules, processes, and deliverables based on what emerges during facilitation and reassessments of what is possible, given time and resources available, to enhance evaluation quality, credibility, relevance, and utility.