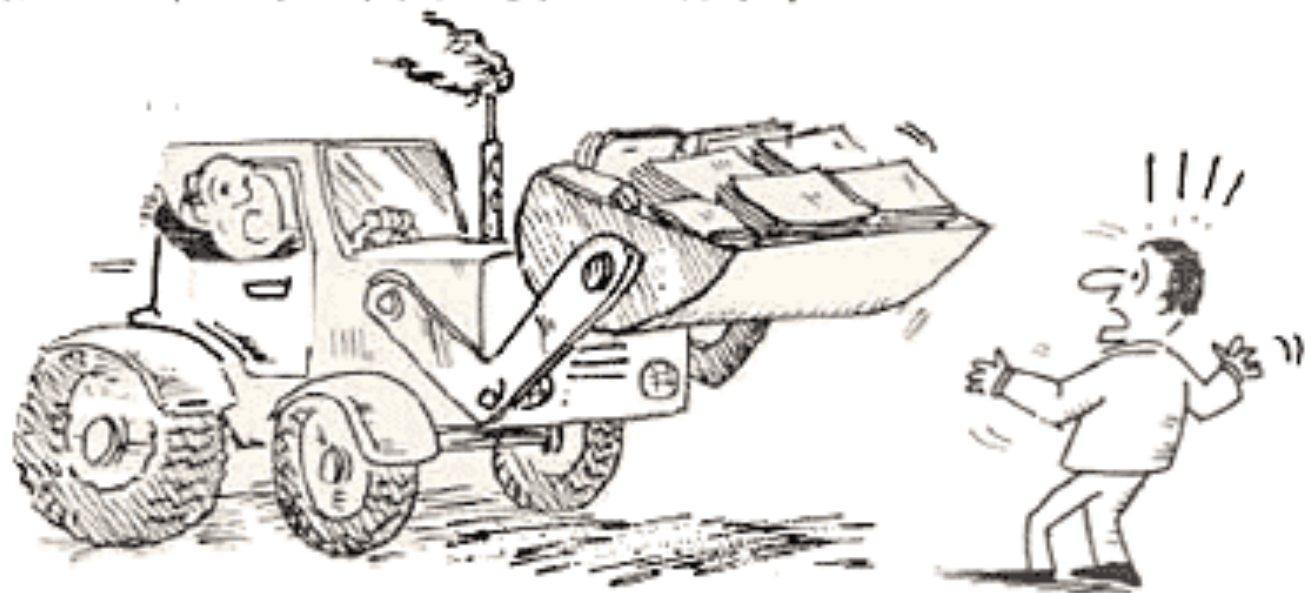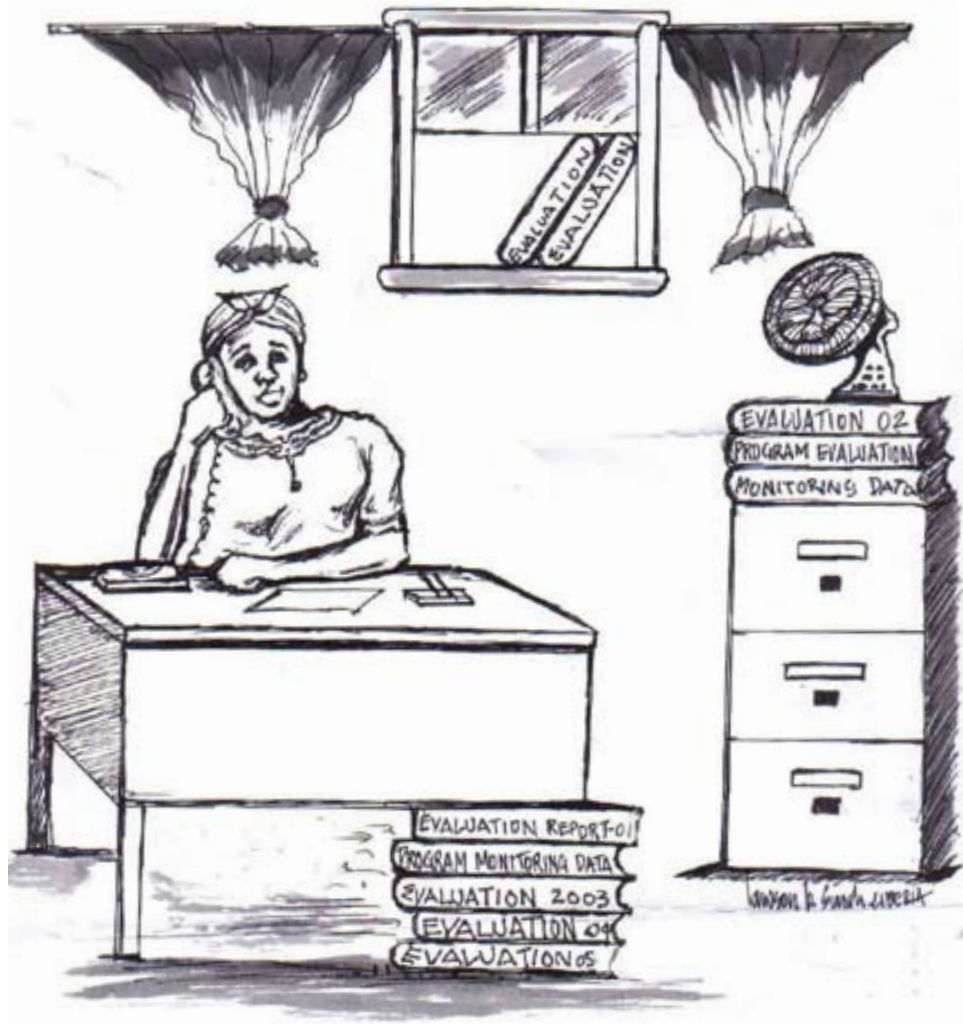# USE OF EVALUATION FINDINGS FOR PROJECT PLANNING

Jean-Charles Rouge, M&E Specialist

Poverty Reduction Support Facility (PRSF)
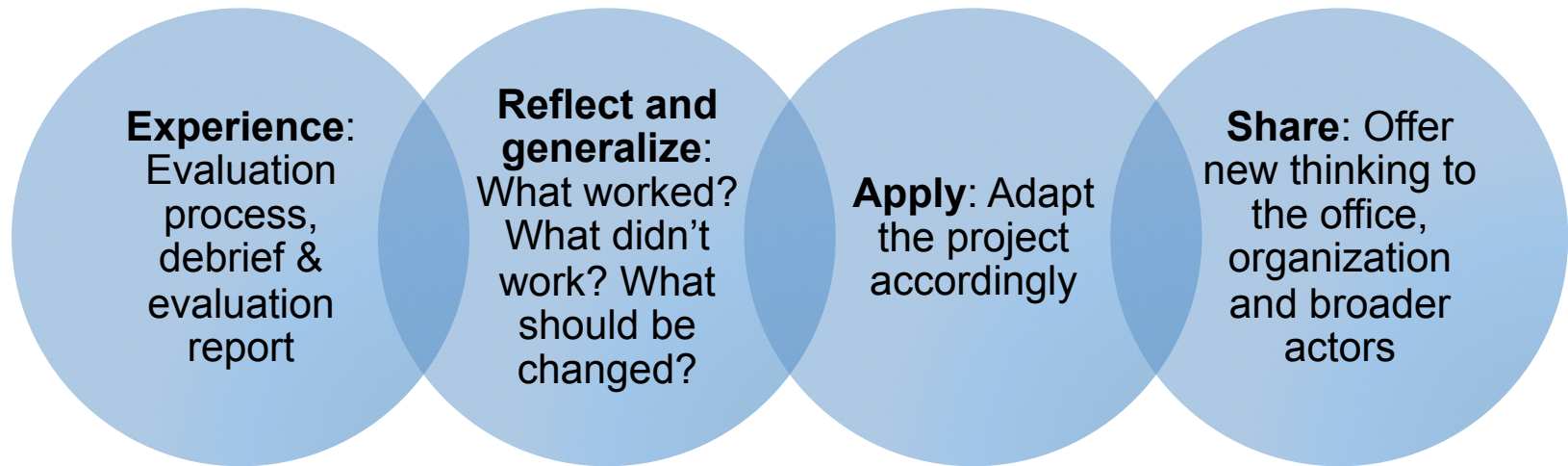
28 August 2014

InDEC National Conference

When do I start thinking about the "use" of evaluation?

- During the evaluation preparation stage
- Evaluation objectives and how the project team hopes to use the information generated by the evaluation **must be aligned**
- External use of the evaluation should be addressed in the preparation stage (audience, potential readers)
- The evaluation implementation is a learning experience by itself, but the real attention to internal learning starts when the evaluation team presents their draft conclusions while still in-country

What are the steps needed to use the content of the evaluation report?

- Applying Kolb's Theory of Learning

Experience: Evaluation process, debrief & evaluation report

Reflect and generalize: What worked? What didn't work? What should be changed?

Apply: Adapt the project accordingly

Share: Offer new thinking to the office, organization and broader actors

- These steps should all be taken to maximize the internal and external benefits of an evaluation

What are the steps needed to use the content of the evaluation report?

Experience: Evaluation process, debrief & evaluation report

Reflect and generalize: What worked? What didn't work? What should be changed?

Apply: Adapt the project accordingly

Share: Offer new thinking to the office, organization and broader actors

Evaluation has been planned, data collected, tentative conclusions drawn. In-country de-briefing and discussion with the project team done

What are the steps needed to use the content of the evaluation report?

Experience: Evaluation process, debrief & evaluation report

Reflect and generalize: What worked? What didn't work? What should be changed?

Apply: Adapt the project accordingly

Share: Offer new thinking to the office, organization and broader actors

Involves consideration of the findings from the perspective of the immediate project and long-term learning, review of recommendations, and identification of actions to be taken

What are the steps needed to use the content of the evaluation report?

Experience: Evaluation process, debrief & evaluation report

Reflect and generalize: What worked? What didn't work? What should be changed?

Apply: Adapt the project accordingly

Share: Offer new thinking to the office, organization and broader actors

This step moves the team back into action. To facilitate this, an utilization plan should be developed (what will be done, by whom and when, reasons for not taking up some recommendations, etc.)

What are the steps needed to use the content of the evaluation report?

Experience: Evaluation process, debrief & evaluation report

Reflect and generalize: What worked? What didn't work? What should be changed?

Apply: Adapt the project accordingly

Share: Offer new thinking to the office, organization and broader actors

Share internally in various forms (workshops, KM products, newsletter, etc.). Share externally to reach out a broader audience (donors, public, academia, etc.) and in various forms

Use the Evaluation Utilization Checklist

Tasks	Lead Actor	Who is involved?	When
Determine evaluation objective(s)			
Conduct draft conclusions and debrief with project team			
Determine who will be involved in reflections conversation			
Develop process for reflections conversation			
Circulate final evaluation report to all involved in conversations			
Conduct first reflections conversation			
Document thoughts and ideas from conversation			
Determine who should be involved in making decisions about changes at the project, program and/or organizational level			
Identify adaptations to be made including responses to the evaluation recommendations			
Development of utilization plan			
Evaluation and utilization plan (including new knowledge) circulated to relevant staff			
Monitor how the new learning and utilization plan has been applied			
Incorporate results into organizational working knowledge through a variety of forums such as • Workshops • Internal Newsletter • Panels • Lessons Learned Briefing			
Consider use of results in donor relations, public relations and academia			
Circulate to other organizations in the field			

From theory to practice - PRSF

- Poverty Reduction Support Facility
  - Set up in 2011 by the Government of Australia (DFAT) to support the Vice President Office (TNP2K – National Team for Accelerating Poverty reduction)
  - Funding mechanism through which TNP2K has been able to conduct extensive research and M&E work so as to formulate policy recommendations in the field of social protection, community-empowerment, financial inclusion and employment
  - A Steering Committee, co-chaired by TNP2K and DFAT, meets twice a year to discuss overall progress against objectives and take strategic decisions

From theory to practice - PRSF

- So far PRSF has supported TNP2K in designing and managing various M&E activities:

  - Impact evaluations

  - Household surveys

  - Baselines, mid lines, end lines

  - Rapid appraisals

  - Social impact assessments

  - Process evaluations

  - Mid-term reviews

  - Spot checks

- PRSF has also introduced new qualitative evaluation methods to TNP2K: the Most Significant Changes (MSC) approach and the Reality Check Approach (RCA)

From theory to practice - PRSF

- PRSF facilitates and supports the implementation of the 6 steps described in Kolb's Theory of learning:

1. It contracts out external and independent evaluation teams to conduct evaluations commissioned and designed by TNP2K. PRSF monitors quality at implementation as per contract;

2. Reflection meetings/ workshops are organized to discuss evaluation findings, provide comments to the evaluation teams and decide on the next steps

3. Evaluation findings strengthen TNP2K policy advisory function, and specific actions are taken by TNP2K and other key stakeholders to follow-up on evaluations' recommendations

4. It also feeds in PRSF Steering committee decision-making process by providing robust evidence on the effects of the reforms on SPP beneficiaries

5. PRSF KM unit gets involved in internal and external sharing by circulating reports within PRSF and TNP2K and by producing tailor-made knowledge products for targeted audience externally.

Thank you

References:

Michael Quinn Patton, *Utilization-Focused Evaluation*, 3rd edition, SAGE publications, 1996

David A. Kolb, Kolb's *Theory of Adult Learning*, 1984

TNP2K website: www.tnp2k.go.id