





# Welcome!

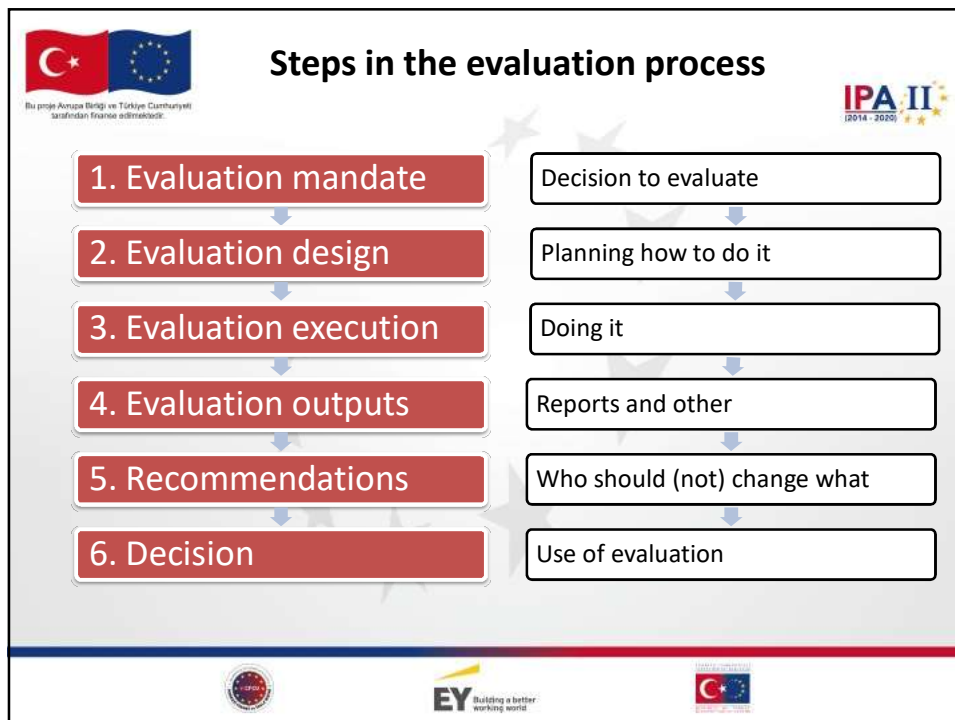


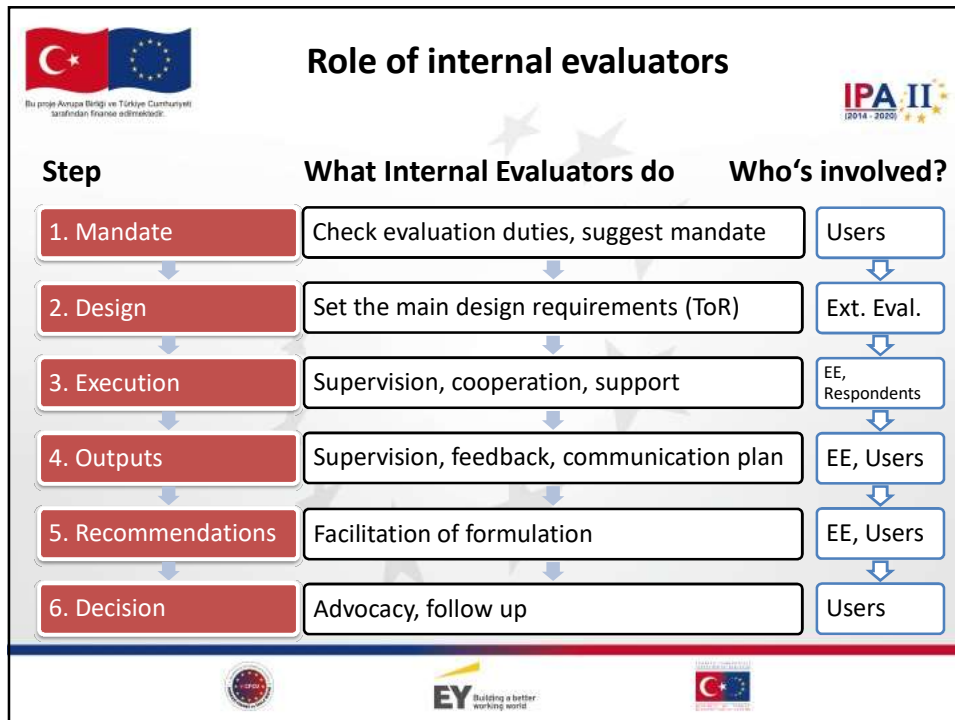
## Module 8

### – Work with evaluation outputs

*Evaluation communication plan. Reporting in evaluation.*  
*Review of outputs. Evaluation recommendations.*  
*Follow-up of evaluation conclusions and recommendations.*  
*Knowledge brokering. The future of evaluation.*





 **Brainstorming** 

**What  
should  
evaluation  
result look  
like?**

*What has to be done  
at the end of  
evaluation to fulfil the  
purpose?*

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## Group work!







### Task 8-A – Evaluation communication plan










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## There is a chance that evaluation findings will be used for better decision making, only if:

- It comes at the right time when decision-makers need the information **(timing)**
- It corresponds to information need of users (decision makers) **(relevance)**
- It is credible, created in research with sound methodology **(credibility)**
- It is delivered in a comfortable way, the form and communication channel fits the preferences of the users **(accessibility)**

Karol Olejniczak, Knowledge brokers game

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## Typical documents created during an external evaluation

Document	Purpose	Notes
Demand / Terms of Reference	Formulation of the evaluation mandate, first step in design of evaluation	
Offer / bid	Selection of solution approach and the expert, step in design of evaluation	
Inception report	Agreement on design of evaluation	
Interim report(s)	Overview of interim findings and steps in evaluation work	Not necessary when close cooperation between the internal and external evaluators, or when quick evaluation project (like less than 6 months).
Flashreport(s)	Short informal info on current steps	
Final report	Full and main output	

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## Typical problems and mistakes

IPA II  
(2014 - 2020)

### On the side of contracting authority (internal evaluators)

- Unclear Terms of Reference
- Inconsistent requests during the whole project
- Formal approach to commenting the draft reports, ignoring the purpose of evaluation
- Requesting too many interim outputs

See  
Module  
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### On the side of the supplier (external evaluator)

- Overoptimistic bid and inception report
- Unacknowledged limitations of the methods and evaluation
- Incomprehensible language of the reports



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## Final report – typical content



1. Executive summary
2. Introduction
3. Object and purpose of the research
4. Tasks and questions overview
5. Methods used
6. Research overview
7. Analysis / Findings
8. Interpretations / Conclusions
9. Recommendations
10. Bibliography/references
11. Annexes





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## Typical problems and mistakes




Final report as main and usually only final output of the evaluation is wrong idea.


Final report works well to check that evaluation was conducted correctly in rigour manner. As such it is a tool for communication between the external and internal evaluations. Nevertheless, research shows that „fat final report“ doesn't work towards the evaluation stakeholders.

Final report is just a semi-finished product, that has to be translated into wide range of communication products in line with the evaluation communication plan.





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## Tips and trick for report writing



- Keep the purpose and the reader always in mind
- Use words that are:
  - Simple, known, active
  - Style of serious newspapers is good blueprint
- Do not use abbreviations
- Limit contextual information to necessary minimum
- Provide sufficient info on methods, to enable the readers to assess the credibility of the report
- Summary has to be self-standing part (different to introduction)
- Organise the report according to topics or questions







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## Tips and trick for report writing




- Check the comprehensiveness of the report (see eg. <http://gunning-fog-index.com/>)
- Always support your conclusions and recommendations with evidence
- Technical info fits in annexes
- Have enough time to rewrite, rewrite and rewrite again
- Have an external reviewer that understands the topic to review the draft report








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## Better final stages of evaluations





At the latest when the draft final report is ready, an intensive dialog (not just formal commenting) to discuss the conclusions and recommendations. In this dialog, the external evaluators, internal evaluators and ideally also all evaluation stakeholders (receptients of recommendations) should participate. Key role in facilitation this play the internal evaluators (they should understand both the language of the evaluation stakeholders and external evaluations). => Workshops, round tables to discuss conclusions and recommendations.

Preparation of communication plan for the evaluation – every evaluation stakeholder should get tailor-made information.

Main point of communication plan should be prepared by internal evaluators and written in the ToR.







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## Alternative (and better) outputs of evaluation



Methods are interesting only for those who want to discredit the findings. (Then these people can read the full report).

To influence someone, work with outputs like:

- Executive summary
- Infographics
- Video
- Story, narrative
- Statistical overview
- Policy brief
- One pager
- Policy paper







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## Communicatin channel



What matters in not only the form of information, but also the communication channel that delivers the information.


**How would you communicate the key findings of the evaluation to your minister?**


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## Evaluation recommendations



- Suggested further steps based on evaluation findings
- Should be clease, concrete with specific receipient (who should do what)
- For formulation of good recommendation, an intensive discussion between the evaluation and the receipients is necessary


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## Evaluation recommendations




- Receptient (evaluation stakeholder) can reject the recommendation, however should explain why.
- Most organisations with developed evaluation culture has recommendation follow-up tracking system.








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## Management response



- In organisations with developed evaluation culture are the evaluation published and usually accompanied by Management response to the evaluation.
- Management response:
  - Public „reply“ to evaluation from the side of responsible management,
  - Includes information which recommendations were accepted and what will follow;
  - Eventually which recommendations were rejected and why







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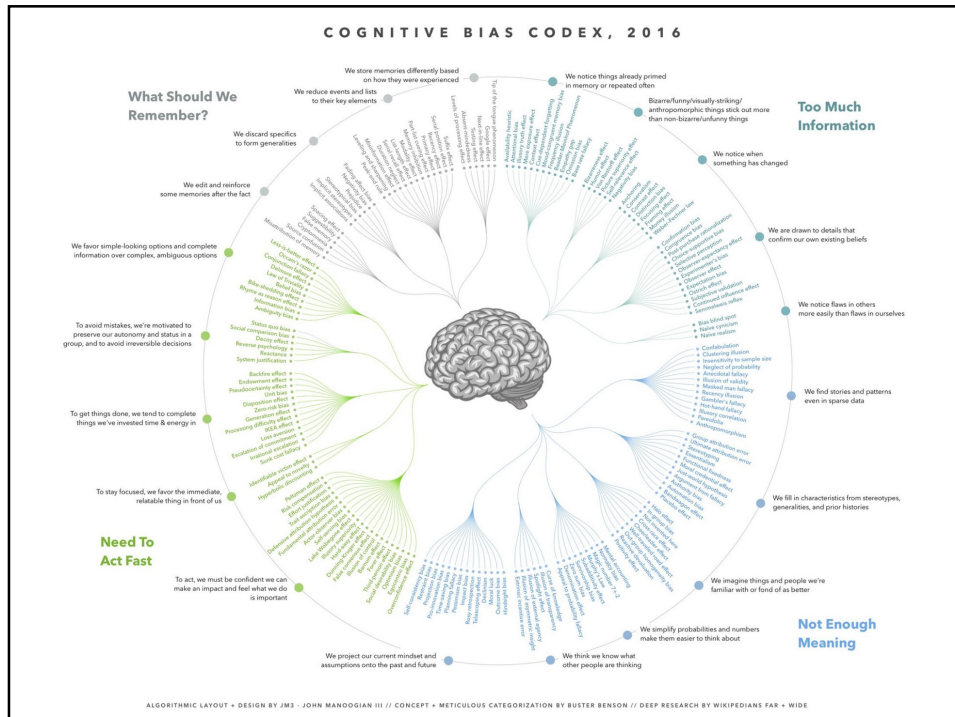
## How to change behaviour?



1. Coersion (orders)
  - ... does not work well, could be circumvented and pay-back negatively else where
2. Rational argumentaion (explanations, pointing to evidence)
  - ... does not work well, people believe in their truth, they are influenced by congitive biases and ignore and denunciate the rational argumentation
  - ... works only if a person „knows that doesn't know“ and is actively looking for other solutions
3. Normative change (emotive experience that challenges the current believes and open the looking for other solutions
  - ... works well, difficult to arrange (change using Vanguard Method is based on this).



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## Quo vadis evaluation? The future of evaluation?










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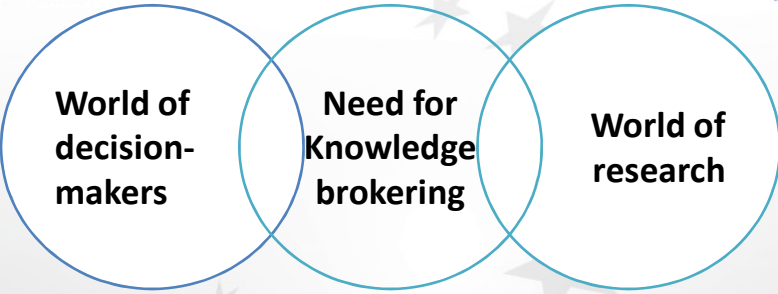
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## Knowledge brokering







Evaluation units as tems able to provide any research knowledge

- From quick literature review or looking at meta-studies
- To managing difficult long-term studies

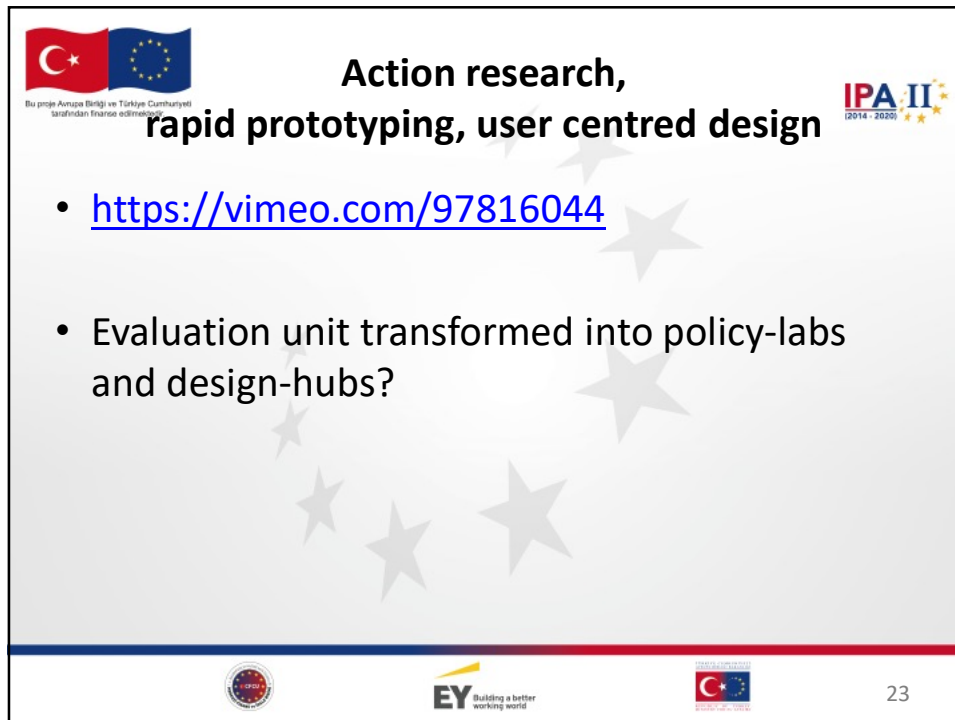




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**Action research,  
rapid prototyping, user centred design**

- <https://vimeo.com/97816044>
- Evaluation unit transformed into policy-labs and design-hubs?

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**Exercise for reflection**

 **Exercise 8-1 – Reflection of Module 8**

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## Module 8 – Take aways



- If you fail in the last step – to communicate the evaluation results, everything done before is useless

