Schweizerische Eidgenossenschaft
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Staatssekretariat für Wirtschaft SECO
Wirtschaftliche Entwicklungszusammenarbeit
Controlling und Evaluation

Capitalizing and Communicating Evaluation Results

Netzwerk Evaluation der BV; Oktober 2012
Iren Leibundgut/SECO

Understanding of the Terms

	Capitalizing	Communicating	
		internal	external
Knowledge Building	●		
Learning for strategic steering	●	●	
Organizational learning	●		
Informing policy			●
Transparency			●
Accountability	●		●

Current Practice

- *Capitalizing*

Tools, channels:

Practice:

- Management response
  - Common practice
  - Differences in follow-up:
    none / periodic / follow-up studies

  - Briefings / De-briefings
    - Standard, critical to get the right results

  - Peer-groups accompanying evaluation
    - Increasingly used

  - End-of-mission workshops
    - with broad participation not yet standard

  - F2F workshops
    - Increasingly used

  - Evaluation, thematic networks
    - Increasingly used

  - Annual Effectiveness Reports
    - Database: full reports, summaries, good practice cases
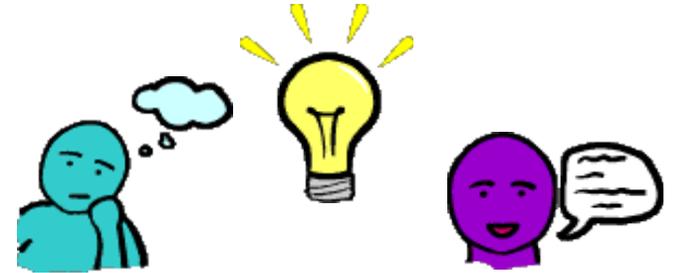
Current Practice
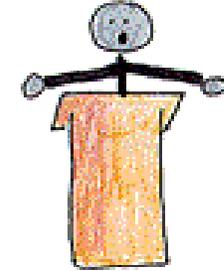
Communicating

| Tools, channels:	Practice:
external	
▪ Webpage: Reports	▪ Mostly independent evaluations some include ToR & management response
▪ Social media	▪ New feature evolving
▪ Newsletters, bulletins	▪ Frequently used
▪ Publications	▪ More common with research-oriented org.
▪ Placing in DEReC	▪ Standard
internal	
▪ Database	▪ Standard
▪ Newsletter / platforms	▪ Standard
▪ Web-based discussions	▪ evolving
▪ Networks	▪ Standard
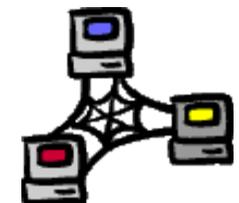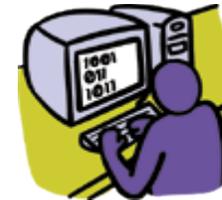
Experiences

■ *What works*

• *What works less*

- ✔ Management responses are a good basis but to lead to improvements of interventions systematic follow-up a necessity

- ✔ Participation of stakeholders:
  - ✔ increases quality of results
  - ✔ increases relevance and acceptance of results,
  - ✔ instills evaluative thinking

- ✔ Good timing of evaluation process
- ✔ Linking evaluations to (strategic) decision-making
- ✔ Commitment for follow-up

Experiences

■ *What works*

■ *What is not (yet) obvious*

• *What works less*

- ✓ Multitude of channels available

- ✓ Interactive methods usually effective

- ✓ Pro-active communication of relevant and convincing messages

- ✓ Accompanying measures (e.g. workshops) necessary

- ✓ No evidence gathered on effectiveness of 'passive' dissemination
- ✓ New social media

- ✓ Creating the necessary attention
- ✓ Sustained interest

Findings / Lessons learned

➔ Formal procedures defined in guidelines are complied with
Gaps in procedures are usually known

➔ Factors that are beyond procedures are key

   a. *Relevance and quality of evaluation:*
- ✔ Corporate urgency associated with topic
- ✔ Involvement of stakeholders in key moments
- ✔ Credibility of evaluators
- ✔ Quality of evaluation result / product
- ✔ Relevance of evaluation
- ✔ Good timing

   b. *Quality of dissemination:*
- ✔ Channels: database, publications workshop, e-discussions
- ✔ Methods: participation, working with hypotheses

   c. *Institutional context*
- ✔ Incentives / sanctions for using evaluation results
- ✔ Leadership of those commissioning the evaluation

Challenge: get the message to the right people at the right moment in the right form

Two (preliminary) Conclusions

➔ **Practice of agencies is convergent**, and

the most important success factors are known,

not all of them are applied systematically

➔ **Improvements** need to evolve around:

1. the **understanding of learning** at individual and organizational level

and

2. the **link** between the **evaluation function and decision-making.**