



# Design & manage for use

Tips for practitioners

I was told  
you find our new  
report really useful?

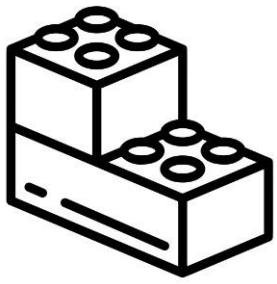
Oh, I do. I needed  
to raise my monitor  
and it was just  
the right length.



freshspectrum

# Design & Manage for use

- You can never be sure an evaluation will be used, but you can design for use
- Use is more likely if:
  - Stakeholders (or potential users) know about the evaluation process and see it can feed their own thoughts and actions
  - The content is suitable to their concerns, i.e. the evaluation discusses the right topics, asks the right questions, provides insightful answers
  - The evaluation is credible enough, which means the right approach and methods, but also that stakeholders trust the process



# Evaluation Design Building Blocks

**1** Build on  
Evaluation plan

**2** Map uses and  
users

**3** Prioritise

**4** Ask meaningful questions

**5** Elaborate a  
Theory of Change

**6** Secure data

**7** Choose approach  
and methods

**8** Involve  
stakeholders

# Many uses for ex post evaluations

Support internal debates



Defend political choices



Feed strategy



Draw lessons



Better appraise and design



Strategic use

At the level of thematic strategies / policies

Use for continuous improvement

Internal use for future interventions

Steering use

Internal use for current interventions

Use for dialogue

External use with stakeholders

Better monitor on long term



Take decisions



Reflect with team



Talk with partners



Strengthen collective capacities

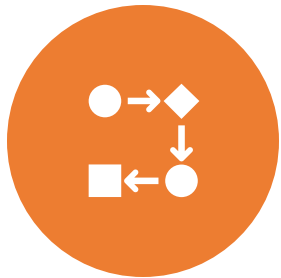


# Tip #1: Embrace context

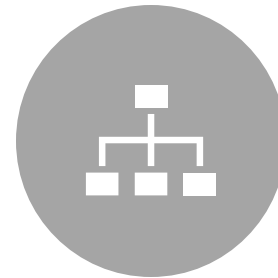
- Many barriers and opportunities in context. Evaluation cannot be done in isolation.
- Factors to consider:
  - Practice / culture of evaluation in organisation?  
Culture of collaboration?
  - Level of organisational slack?
  - Internal & External stakeholders practices, expertises, skills
- Evaluation as lever to change practices and culture?



# Tip #2: Find users and uses



Present the evaluation process as an opportunity. What do you want to know?



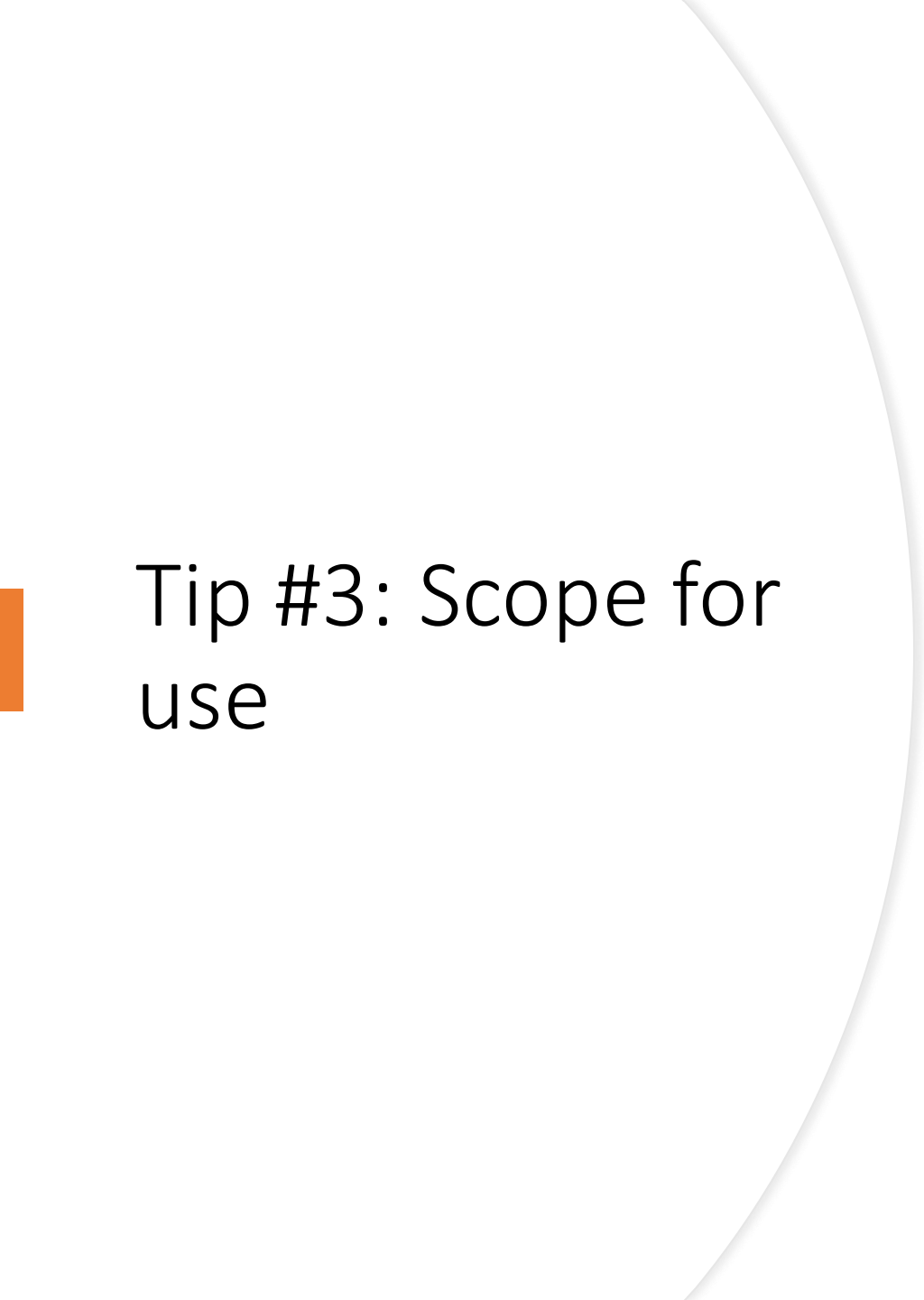
Learn about the policy-making processes in your organisation and look at where the evaluation could fit.



Do not start the evaluation without having an idea of what could be useful to whom. You can still find more users during the evaluation process – including outside MA



Buy-in (or at least interest) is a necessary condition for further use.

A decorative orange vertical bar is on the left side of the slide. A large white circle with a thin grey border is positioned on the left, partially overlapping the orange bar and extending towards the center of the slide.

## Tip #3: Scope for use

- Where are the main knowledge gap?
- Where is the highest potential for use?
  - Major challenges today
  - Decision to be taken
  - Existing dialogue (or ready to start)



# Tip #4: Consider joint evaluations

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Increase potential for use with coordinated or joint evaluations dealing with the same issues or questions across different MAs.



Coordination is an opportunity for dialogue and henceforth learning.



Joint evaluations are a chance to have access to more methodological designs, and more robust statements.

## Tip #5: Ask less questions

The evaluation is unlikely to answer well many questions. Focus on what stakeholders want to know.

Find the right angle. Use Better Regulations criteria to do so.

Make sure the evaluation can make robust statements in answer to the questions.

# Tip #6: Secure data in advance



Verify that programme data is available, i.e. can be readily processed in evaluation



External data sets on beneficiaries can make the difference. Arrange access well in advance



Experiment use of Big data for modelling/predicting?



# Deliverable 3 – Final ex post evaluation – Kochi metro project

*TOP 10 data to carry out an ex-post evaluation & Recommendations to go forward in the case of Kochi*

**1. Demand and supply characteristics:** at a high-resolution zoning/ metropolitan level, multimodal traffic model to make analysis at different scales (metro corridor, global accessibility analysis)

➤ *Case of Kochi: need of getting traffic model from UMTC*

**2. Census Data:** socio-demographic characteristics and job-student trip information at a higher resolution than generally available online with a zoning covering all metropolitan level + employment, economic data and amenities details (statistics data on urban occupation)

➤ *Case of Kochi: need of getting details on socio-demographic characteristics and job-student trip information from Census organization*

**3. Ridership:** number of passengers and passenger.km per line/stations, hourly distribution, period distribution (day type, holydays, special event...), ticket and card use information, user profile (gender, student...)

➤ *Case of Kochi : need of getting gender details and general data on user profile (Kochi Card...) from KMRL*

**4. Household survey:** trips demand, population needs/expecting with social consideration (gender, inclusion, affordability)

➤ *Case of Kochi : need of getting the database of the household survey made as part of the Comprehensive Master Plan, in 2016*

**5. Real state price :** price evolution at different scales (project area and city level)

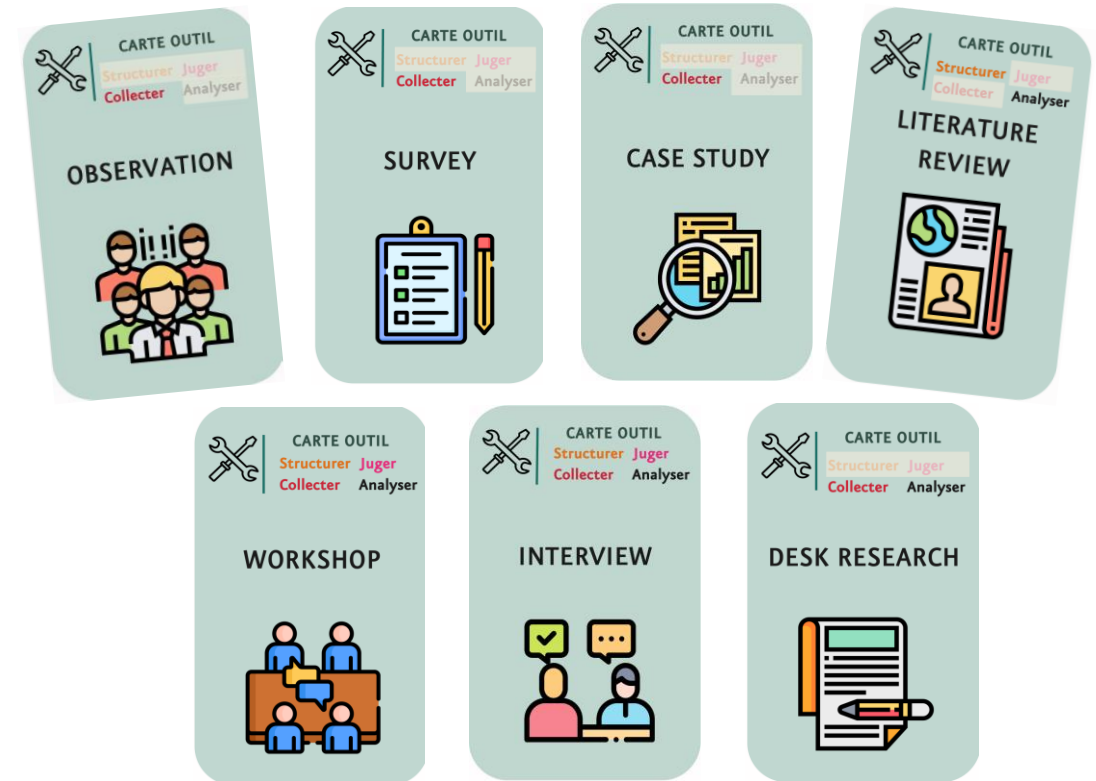
➤ *Case of Kochi : need of getting data from private sources*

# Tip #7: Ensure triangulation of information

To be credible, the evaluation will need to rely on different sources of information, different perspectives, and different methods.

To know more about the "why?", "thick descriptions" of the changes and effects you want to observe are expected.

If this sounds complicated, ask an evaluation expert to do a preliminary study identifying relevant designs.



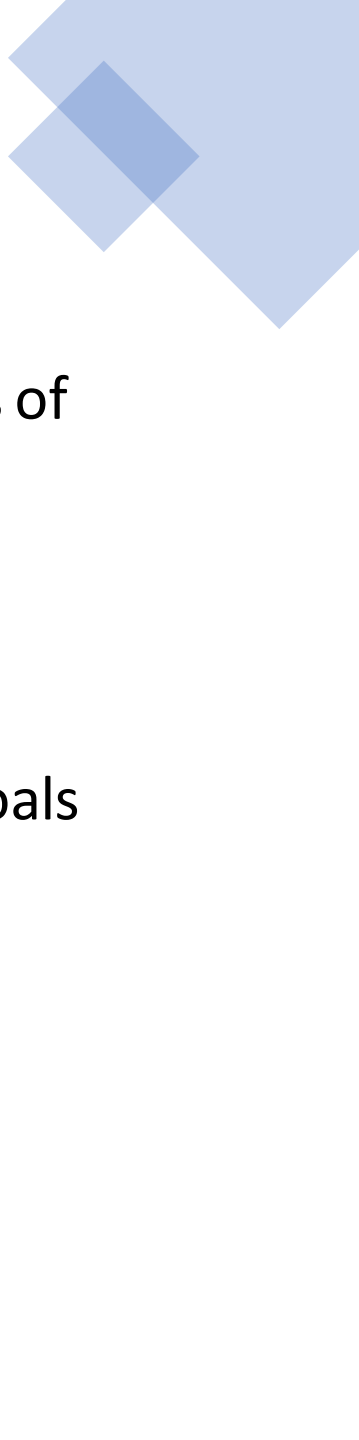
## Tip #8: Invest in inception phase

- Fine-tune the questions, ToC, approach at the inception stage.
- Involve stakeholders in the process and use opportunities to ask for what they need
- Keep room for manoeuvre and use opportunities to be more relevant and more useful






## Tip #9: Set quality goals


- Agree on quality goals, including in terms of credibility and use
  - Practical arrangements matter. Discuss implementation scenarios and potential mitigation measures for foreseen issues
  - Be ready to adapt in support of quality goals
- 



# Tip #10: Learn to play different roles

- **Fixer:** Anticipate issues (e.g. data availability) and fix them when they affect the evaluation
  - **Broker:** Facilitate dialogue among stakeholders and between stakeholders and the evaluation team
  - **Advocate:** Support the evaluation process and highlight benefits
- 



A group of six people (three women and three men) are seated around a long wooden table in a bright, modern meeting room. They are engaged in a discussion, with some looking at laptops and others at each other. The room features large windows, a clock on the wall, and a large potted plant on the left. The overall atmosphere is professional and collaborative.

## Tip #11: Support use

- Find opportunities for use before the end of the evaluation process (and of course after)
- Multiply occasions to present and discuss results
- Propose agenda for authority response and decision making

# Tip #12: Think on the longer term

- An evaluation may not be instrumental in upcoming decisions, but still be useful on the longer term
- Possible uses:
  - providing structured knowledge on the beneficiaries or end beneficiaries that will be useful in future evaluations,
  - "trial run" for future evaluations (is approach X relevant to our needs?).
- Document the evaluation process to keep a memory of what was done and learnt.



# Concluding remarks

- Plan for use – Be prepared to adapt
- Practical matters count, especially to build trust. Ingredients of trust include:
  - Approach and methods
  - Transparency and dialogue
  - An evaluator who talks your language
- Take the time to learn and experiment. Introduce new ingredients progressively. Learn from your evaluation.





Workshop wrap-up

# A good evaluation is an evaluation...

- That is implemented according to what was initially planned?
- That follows a set of recognised rules and standards of quality?
- That provides a fair assessment of the situation?
- That provides new perspectives / shakes foundations of intervention?
- That is being used?
- Which was an opportunity for dialogue for stakeholders?
- Which results stakeholders trust?



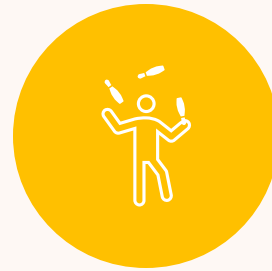
# Definition of quality is shifting



COMPLIANCE  
TO TOR?



RELIABLE BY  
DESIGN



RELIABLE IN  
PRACTICE



USEFUL



# What tools for quality?

- Contract requirements
- Validation of reports
- Quality control (internal/external)
- Quality assurance
- Stakeholder participation / scrutiny

# Major quality criteria

Consider potential needs and uses and adapt to them

Relevant scope and adapted resources

Adequate approach and competencies

Respect of method. standards  
Consideration of multiple perspectives

Justified adaptations to challenges

Transparent cross analysis  
Evidence-based conclusions and recos

Design

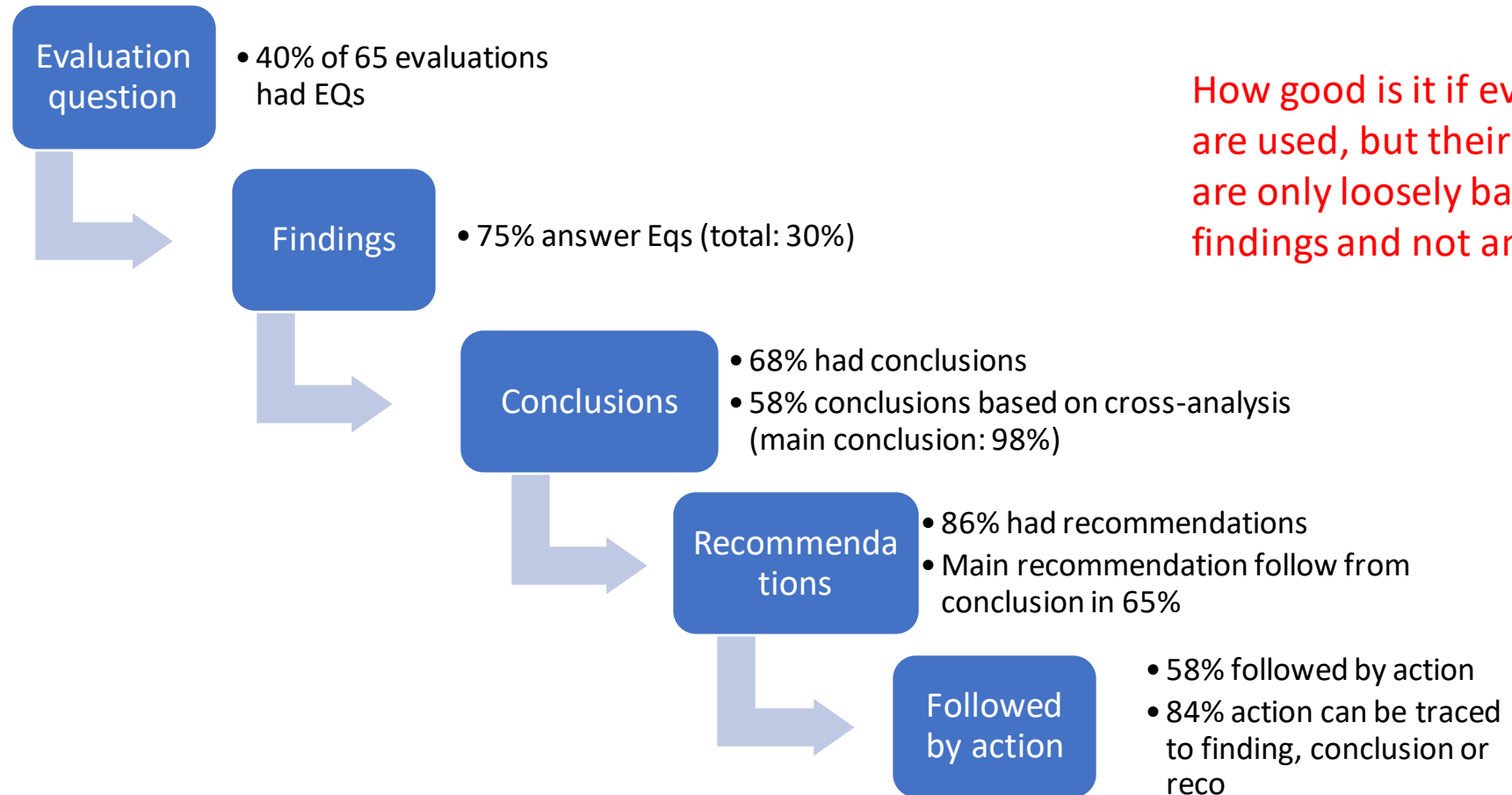
Inception

Implementation

Finalisation



# Quality: beware of the weak link!



How good is it if evaluations are used, but their conclusions are only loosely based on findings and not answering EQ?

Metaevaluation of 65 evaluations engaged in the framework of the “Public Action Modernisation” in France (2012-2017)

## Impact Evaluation

**A Guide for  
Commissioners  
and Managers**



# Impact evaluation requests additional efforts in quality

- Does the report make it clear how causal claims have been arrived at?
- How have different types of theory been used - testing programme assumptions or building on wider research? Has new theory been developed?
- Is the report clear about when and where impacts can be observed?
- Does the report convincingly identify contextual and causal factors and take them into account?
- Is the chosen design able to support explanatory analysis (answering how and why questions) if this was required?
- Is there a consistent link between evaluation questions asked, overall design, data collection and analytic methods used?
- Have alternative explanations that do not depend on programme effects been considered and systematically eliminated or accounted for?
- Have beneficiaries and other stakeholders been involved in scoping the evaluation and validating and interpreting results?
- Are the ways methods were applied and data collected clearly described and well documented?

# Our ideas, your ideas

- Define quality criteria and make them available in the ToR
- Ask evaluation team to include external quality expert in bid
- Agree on quality goals
- Involve stakeholders in definition of quality in this evaluation
- Aim for trustful relationships





An aerial, top-down view of a winding asphalt road that curves through a dense forest. The road is dark and contrasts with the lighter, textured canopy of the trees. A small car is visible on the road in the upper right section. The overall image has a high-contrast, almost monochromatic feel, with a dark grey/black background on the left side where the text is located.

Territorial  
effects

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# What are territorial effects?

- Effects on territories?
- Fundamental assumptions:
  - A similar intervention can have different effects depending on territory
  - Territories explain (at least partly) why effects differ
  - When effective, interventions change territories
- Typical situations:
  - Across cases, e.g. effects of a national policy across different regions
  - Within case, e.g. why is a policy a success or a failure in area X

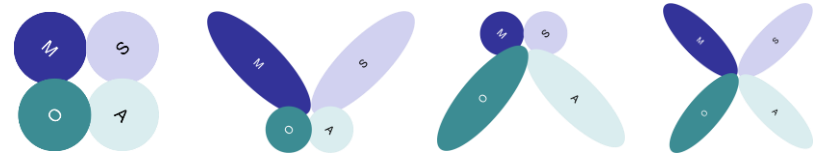
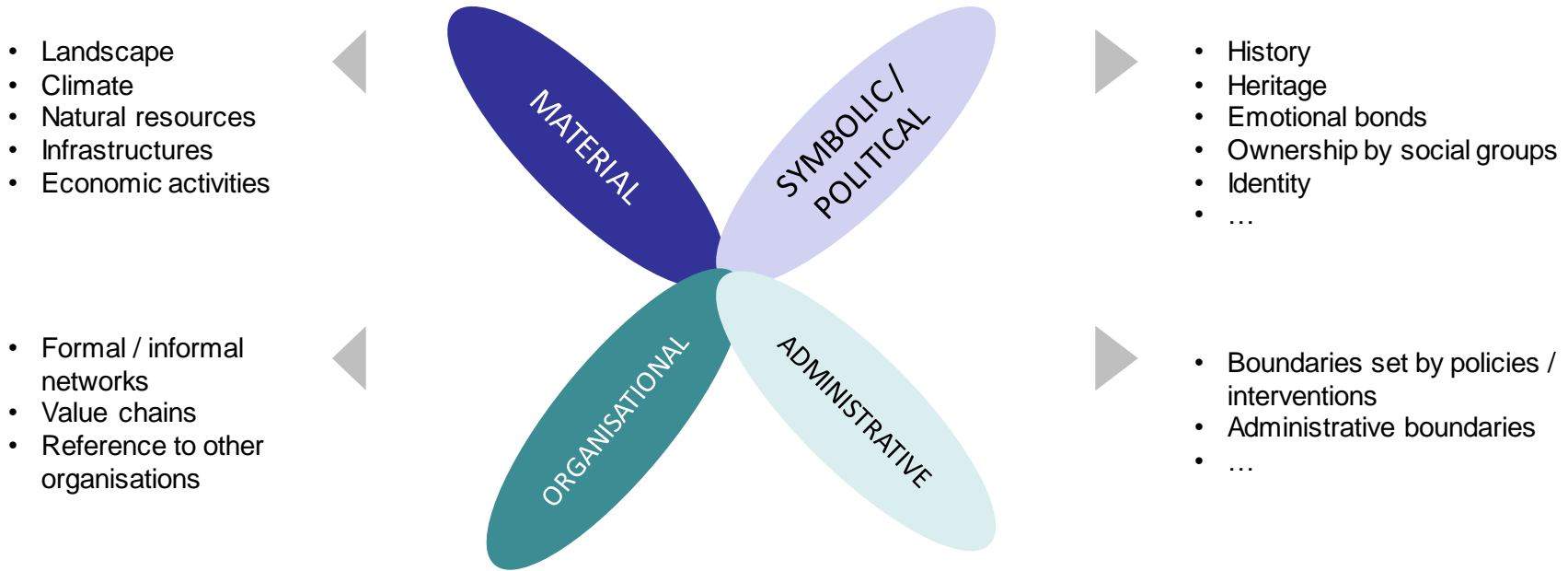
# Territories are made of

...


- Spaces (natural, climatic, landscape, infrastructures...)
- Scopes (of interventions, administrative boundaries...)
- People (networks, organisations, value chains...)
- Identities (history, culture, heritage...)

...Territories becoming virtual? (e.g. remote work)

# mosa : a framework to understand territories, from diagnostic studies to evaluation (Lavoine & Ottaviani)





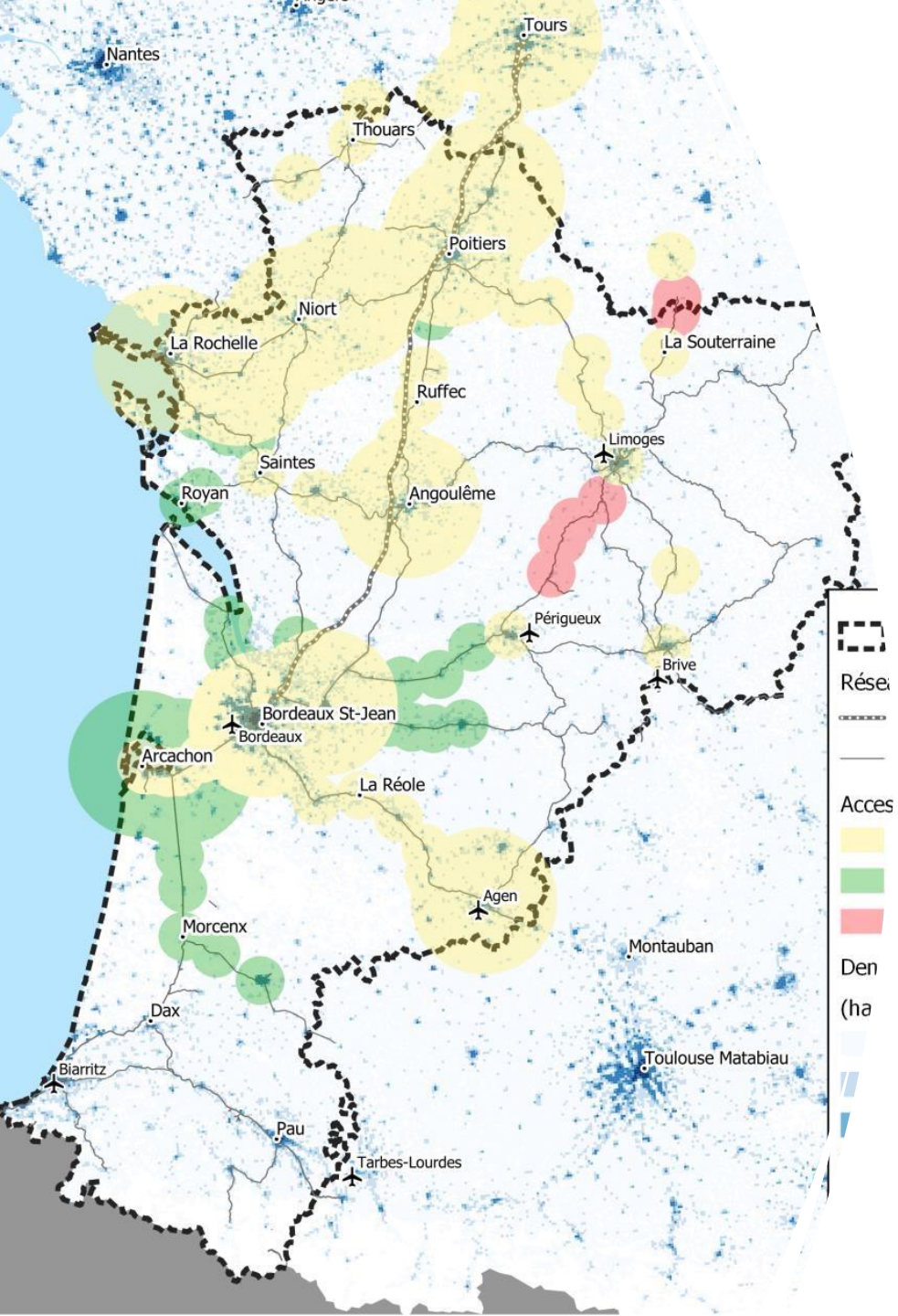


# Territories affect effects ... & vice- versa

- Public interventions are engaged within administrative boundaries
  - ≠ “problem” boundaries
  - ≠ cultural boundaries
  - ≠ organisational boundaries
  - ... but their success is often dependent on these different “layers of territory”
- They delineate territories... and non-territories
  - E.g. metropolitan areas (vs “empty spaces”?)
  - Urban renewal areas
- They contribute to accumulation of assets in some territories (catching up others or increasing discrepancies?)
- They can have effects outside delineated territories



# High-Speed Railway Paris-Bordeaux



- France as a network of metropolises
- Increases Bordeaux's proximity with Paris, population flows...
- People moving to Bordeaux have family links in region
- Consequences on economy: depend on how local networks of stakeholders use opportunity of new HSR
- Negative consequences on environment in crossed rural areas

# Typical approaches to territorial effects

- Discrepancy analysis between problems at territorial level & intervention (at more general level)... and appraisal of intervention's adaptation to territory
- Counterfactual approach to territories
  - What effect in territories with intervention vs. without intervention?
- Within-case evaluation
  - What “territorial ingredients” in the mix explain results?
- Cross-case evaluation
  - How different combinations of territorial ingredients explain success and failure?

# Why territorial effects?

- Identify inequities among territories... or whether they are being resolved
- Bring the context forward in explaining effects
- Reconsider problem definition in intervention
- Better understanding what features of intervention work everywhere and what adaptations are needed

