

Eric MONNIER



Bio

Eric MONNIER (PhD, eng.) is the Director General (CEO) of the European centre for evaluation expertise, EURÉVAL (France) and Lecturer at Geneva University.

He advises public authorities for designing, steering and evaluating public policies at the local, national and European levels. He leads large international projects in various domains such as regional development, social and environmental policies...

M. MONNIER is one of the founding members of the European Evaluation Society as well as of the French Evaluation Society. His first book about policy evaluation was published twenty years ago. Since then he has written numerous articles and books in French and English. He sits on the Editorial Committee of the journal "Evaluation" (Sage, London). He holds a PhD in urban sociology, a civil engineering degree and was awarded a Fulbright Scholarship.

Workshop title

Involving stakeholders in formulating conclusions and recommendations

Target audience

Professionals experienced with the management of evaluations and willing to develop pluralistic or participatory approaches

Level: Intermediate

Workshop content

An involvement of stakeholders at the stage of formulating conclusions and recommendations may improve the ownership and use of the evaluation. A key actor of success of such an involvement consists in implementing a deliberation process moderated with appropriate approaches.

The workshop will enable participants first to better distinguish between findings, conclusions and recommendations; the three notions are much too often uneven in evaluation reports. Then the participants will be trained to formulate, through a deliberative process, judgments and conclusions supported by findings. To enhance discussion without unnecessary polemics, EURÉVAL is using regularly a simple software which helps to identify consensus and dissensus amongst participants. Finally the workshop will propose a method to draft recommendations based on shared judgments.

Detailed workshop outline

Should stakeholders be involved in the evaluation process, the evaluation team should arrange their participation in the very sensitive steps of formulating conclusions and recommendations. One or two final meetings of the Evaluation Committee are usually dedicated to these steps. We assume that these meetings will benefit from the participation of spokespersons of beneficiaries and other affected groups, and not only public sector officials. In case they are not members of the Committee, the final meetings should be enlarged to include their participation.

The challenge in moderating discussions consists of interpreting evidence and assessing findings through a deliberation involving stakeholders who have their own point of view and legitimacy. Moderating such a meeting in an efficient manner requires specific skills in order to bring participants to accept differences and possibly antagonisms amongst their individual values. If successful, such a final meeting will enhance the feeling of ownership and in turn the use of evaluation conclusions/recommendations.

This one-day workshop will be structured in two parts.

10.00 - 12.30: (Morning session): Drafting conclusions and recommendations collectively

1. Drafting good quality conclusions
2. Drafting useful recommendations
3. Main steps of stakeholder involvement at the latter evaluation steps
4. Managing constructive debates amongst key stakeholders about conclusions

14.00 – 16.00: (Afternoon session): How moderating the final Evaluation Committee meetings?

1. "Coloured vote": a powerful moderation tool to enlarge consensus regarding conclusions
2. Preparing the items to be discussed
3. Using Euréval's software (supplied to participants for free)
4. Benefits and limitations of the approach

The participants will work on a real life training case, i.e. a large evaluation of a European agricultural programme. They are requested to bring a laptop computer to use the software.

This workshop builds upon the twenty year old training experience of EURÉVAL which has benefited more than 2 000 civil servants in the European Commission and in the Member States. More specifically, it mirrors a specialized training workshop which has been implemented in France for now three years.