

Correspondence table

**WHAT
SOLUTIONS
CAN WE
PUT IN PLACE ?**



SOME POSSIBLE SOLUTIONS

What worked well was that ...

We recruited someone with monitoring and evaluation skills and experience

01

What worked well was that ...

We anticipated evaluation right from the beginning and integrated it into the project's schedule and budget

26

What worked well was that ...

We worked with a consultancy who let us see our project with a new set of eyes

36

What worked well was that ...

We relied on neighbouring public authorities who already had experience evaluating to help us design our first evaluation

06

What worked well was that ...

We shared the services of a consultancy with another local authority in order to accompany us with our evaluation

11

What worked well was that ...

We took a course which totally transformed the way we view evaluation

02

What worked well was that ...

We participated in a bespoke workshop where we laid the foundations for our evaluation project

03

What worked well was that ...

Our task officer is included in a network which provides activities and resources relating to evaluation

08

What worked well was that ...

Since we couldn't evaluate everything, we focused on strategic actions, some of which worked well and some not so well

24

Personally, I think that...

It's easier to check things off in an excel spreadsheet to ensure all of the actions have been put in place, than to question their results

01 02 03 06 01 08 11 29 26
07 15 17 24 27 25 30 36

What worked well was that ...

We do reviews more regularly, that way it's easier to evaluate at the end

17

What worked well was that ...

We involved our colleagues right from the beginning, so that they would also have a hand in designing the evaluation approach

25

What worked well was that ...

Our project design integrates evaluation as a specific part of the project

07

What worked well was that ...

We reformulated our main objectives to make them more practical and assessable

15

What worked well was that ...

For the indicators, it's easy: we define them with everybody and we recycle what already exists

27

What worked well was that ...

There was a big event open to the public: we seized this opportunity to involve citizens in the evaluation

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What worked well was that ...

We proposed to debate the evaluation results in existing committees rather than create new ones

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We relied on the existing frame of reference

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Personally, I think that...

Our project aims to change behaviour and improve the social cohesion and well-being of our inhabitants: how would I evaluate that?

02

01 03 04 11 12 13 33 36
15 17 18 19 23 24 32 08

What worked well was that ...

We managed to get a grant for our evaluation and it convinced elected representatives to launch the process

13

What worked well was that ...

We reorganised our catalogue of measures in order to make things clearer

18

What worked well was that ...

Since we couldn't evaluate everything, we focused on strategic actions, some of which worked well and some not so well

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Personally, I think that...

Our policy affects everyone and everything: different actors, sectors, administrative levels... It's too complex to evaluate

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13 15 17 18 19 23 33 36

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We dissimulated the evaluation within a prospective study that could be used to design the next generation project

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We took a course which totally transformed the way we view evaluation

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What worked well was that ...



We explained a number of things, for example the difference between satisfaction, quality and evaluation

09



Personally, I think that...

When you do an evaluation, your colleagues either blow you off, or end up hating you!

04	01	02	09	07	16	17	10
	20	21	25	33	27	28	35

What worked well was that ...



We worked first with those that wanted to do things differently, in order to motivate others

21

What worked well was that ...



We found the right committee to take on the approach: in our case, it is the Strategic Committee that brings together both executives and elected officials

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What worked well was that ...



We made evaluation fun: we organised the kick-off with a workshop in the countryside

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What worked well was that ...



On s'adresse d'abord à ceux qui ont envie de travailler autrement pour entraîner les autres

35

What worked well was that ...



For the indicators, it's easy: we define them with everybody and we recycle what already exists

27

What worked well was that ...



We created some competition by publishing the return rate of information from each service

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We proposed to debate the evaluation results in existing committees rather than create new ones

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What worked well was that ...



Our elected representatives took part in a training course regarding evaluation

5

MOI, JE TROUVE QUE...



Evaluations are useless, they always end up in the bottom of a drawer

5 05 07 16 29 30 31
32 33 34

What worked well was that ...



We announced in advance that the results of the evaluation would be made public... so that we wouldn't go back on our word!

31

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We scheduled our project evaluation at the same time as the Mayor's mid-term review to get political support

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We managed to justify the evaluation process by applying for sustainable development certifications

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We took a course which totally transformed the way we view evaluation

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What worked well was that ...

We interviewed the elected officials and technicians who were part of the project from the very beginning to uncover the initial intentions

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Personally, I think that...

We don't have enough data at the local level to feed the evaluation

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02 03 11 13 14 24
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Personally, i think that...



We're told to evaluate with all the actors, including the inhabitants: why would the project be judged by people who don't know anything about it!

07	02	06	01	09	08	11
19	24	30				

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Personally, i think that...



When you weren't there from the beginning of the project and there hasn't been any monitoring, it's tough to do an evaluation: you're missing pieces of the story

8	02	03	14	24	
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Evaluation is a whole process with so many steps, it's complicated!

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17 19 23 26 33 36

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Our elected representatives took part in a training course regarding evaluation

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What worked well was that ...



The mandatory sustainable development report was used to make evaluation a must

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Personally, i think that...



My elected representatives are not interested in evaluation, they don't promote the approach: it's useless trying without them!

05	09	16	21	22	32
33	35	10	20		

10


What worked well was that ...



We dissimulated the evaluation within a prospective study that could be used to design the next generation project

16


What worked well was that ...



We did the evaluation on the sly. Since it was ready by the time people began to wonder about the results, they found it useful

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Personally, i think that...

It's an uphill battle trying to get project managers to share their monitoring data

11 01 09 12 28 17 07 27
20 35 25 33 14 24 21

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What worked well was that ...

On a fait de la pédagogie, par exemple sur la différence entre satisfaction, qualité et évaluation

09

Personally, i think that...

Designing and implementing a project is so demanding! At the end, we're all exhausted and there is nobody left to do the evaluation

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24 30 20

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Personally, i think that...

We lack the skills to evaluate. you'd never give a one-day training and expect someone to be a plumber and fix your toilet!

13	01	03	04	06	08	11
	19	23	36			

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Our task officer is included in a network which provides activities and resources relating to evaluation

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What worked well was that ...

On a partagé un bureau d'étude avec une autre collectivité pour nous accompagner sur l'évaluation

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Why do we have to evaluate when we already have a list of indicators?

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Personally, i think that...



Evaluators always want to design the best possible evaluation, but we need everyday designs that work well: we need Fiats, not Ferraris!

15	01	02	03	04	06	08
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Personally, i think that...

Evaluation is expensive, and it isn't included in the project's budget

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21	24	26	27	30	33	

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 To save money, our project was used as a case study for evaluation students

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Personally, i think that...



Evaluation always takes a lot of time... which isn't included in the project's schedule

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26 27 30 33 21 35

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Personally, i think that...



Evaluation sounds nice, but in the meantime there are a thousand other things we have to do

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Personally, i think that...



Evaluation sounds a lot like inspection, control, sanctions: it doesn't seem very appealing

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It's scary to think that an evaluation is going to judge my work and my skills

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We don't need an evaluation to figure out what isn't working

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Evaluation always points out what isn't working, and never what's going well

22	02	09	05	10	24	16
	25	20	35			

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We didn't try to be perfect, we decided to do what seemed possible

23

What worked well was that ...

We made evaluation fun: we organised the kick-off with a workshop in the countryside

20

What worked well was that ...

To save money, our project was used as a case study for evaluation students

12

What worked well was that ...

We participated in a bespoke workshop where we laid the foundations for our evaluation project

03

What worked well was that ...

I shared the example of an evaluation that had a positive impact on team-building

10

What worked well was that ...

Our project design integrates evaluation as a specific part of the project

07

What worked well was that ...

We managed to get a grant for our evaluation and it convinced elected representatives to launch the process

13

Personally, i think that...

We don't plan the evaluation in advance, because we're more focused on making the project succeed, rather than communicating about its achievements

23	02	03	09	12	13	23	26
	07	24	10	20	29	33	

What worked well was that ...

Since we couldn't evaluate everything, we focused on strategic actions, some of which worked well and some not so well

24

What worked well was that ...

There was a big event open to the public: we seized this opportunity to involve citizens in the evaluation

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What worked well was that ...

We found the right committee to take on the approach: in our case, it is the Strategic Committee that brings together both executives and elected officials

33

What worked well was that ...

We anticipated evaluation right from the beginning and integrated it into the project's schedule and budget

26

SOME POSSIBLE SOLUTIONS

What worked well was that ...



We took a course which totally transformed the way we view evaluation

02

What worked well was that ...



We explained a number of things, for example the difference between satisfaction, quality and evaluation

09

What worked well was that ...



Our project design integrates evaluation as a specific part of the project

07

Personally, i think that...



An evaluation always comes too late, once the ship has already sailed

24	02	07	09	10	16	17
	24	25	26			

What worked well was that ...



We do reviews more regularly, that way it's easier to evaluate at the end

17

What worked well was that ...



I shared the example of an evaluation that had a positive impact on team-building

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What worked well was that ...



We dissimulated the evaluation within a prospective study that could be used to design the next generation project

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What worked well was that ...



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We reformulated our main objectives to make them more practical and assessable

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Personally, i think that...

Our project has changed and been readjusted. It wouldn't make sense to evaluate it on the basis of its initial objectives.

25 03 11 15 17 18 23 24

What worked well was that ...

We reorganised our catalogue of measures in order to make things clearer

18

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We didn't try to be perfect, we decided to do what seemed possible

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Personally, i think that...



Our project has many actions that aren't even related by common objectives. It's difficult to do anything other than review each action

26 03 15 18 23 24

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What worked well was that ...



We recruited someone with monitoring and evaluation skills and experience

01


What worked well was that ...



We did the evaluation on the sly. Since it was ready by the time people began to wonder about the results, they found it useful

22

What worked well was that ...



Our elected representatives took part in a training course regarding evaluation

05

Personally, i think that...



The evaluation will add weight to the opposition's arguments

27	01	02	05	09	16	20
	22	24	25	33		


What worked well was that ...



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What worked well was that ...



We relied on the existing frame of reference

04

What worked well was that ...



Our task officer is included in a network which provides activities and resources relating to evaluation

08

What worked well was that ...



We experimented with evaluation and gave ourselves the right to make mistakes

19

Personally, i think that...



The evaluation should be done with the inhabitants, but it's too risky

28

01	03	04	08	11	16
19	29	30	35	31	36

CE QUI A BIEN MARCHÉ C'EST QUE...



We announced in advance that the results of the evaluation would be made public... so that we wouldn't go back on our word!

31

What worked well was that ...



We shared the services of a consultancy with another local authority in order to accompany us with our evaluation

11

What worked well was that ...



There was a big event open to the public: we seized this opportunity to involve citizens in the evaluation

29

What worked well was that ...



We proposed to debate the evaluation results in existing committees rather than create new ones

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What worked well was that ...



We worked first with those that wanted to do things differently, in order to motivate others

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What worked well was that ...



We took a course which totally transformed the way we view evaluation

02



Personally, i think that...

No one else in my organisation has put in place an evaluation: why are we always the ones stuck with it?

29

02 03 06 08 11 13
19 23 10 20 35 32

What worked well was that ...



We managed to get a grant for our evaluation and it convinced elected representatives to launch the process

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What worked well was that ...

We proposed to debate the evaluation results in existing committees rather than create new ones

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Personally, I think that...

Evaluation is not independent, there is always a way to end up with the "results" you wanted

30 02 03 04 09 12 11 14 31
15 24 25 29 30 33 36 34

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On a fait de la pédagogie, par exemple sur la différence entre satisfaction, qualité et évaluation

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Personally, i think that...



For elected representatives, the only valid evaluation is the one that comes from the ballot box during an election

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Personally, I think that...



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What worked well was that ...

We do reviews more regularly, that way it's easier to evaluate at the end

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Personally, i think that... -

An evaluation hits right where it hurts the most: it doesn't seem very appealing

35 01 02 03 06 07 11 15
17 19 23 24 25 30

What worked well was that ...

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What worked well was that ...



We experimented with evaluation and gave ourselves the right to make mistakes

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MOI, JE TROUVE QUE...



Not everyone thinks of the same thing when you say "evaluation", there isn't a shared definition

36

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20 25 30 32 33 34

CE QUI A BIEN MARCHÉ C'EST QUE...



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TABLE OF CORRESPONDENCES

Reasons

Number of the corresponding solution

1	Reason	It's easier to check things off in an excel spreadsheet to ensure all of the actions have been put in place, than to question their results	2	3	6	1	8	11	36	7	15	17	24	27	25	29	30	26
2	Reason	Our project aims to change behaviour and improve the social cohesion and well-being of our inhabitants: how would I evaluate that?	3	1	4	8	11	12	13	36	15	17	18	19	23	24	33	32
3	Reason	Our policy affects everyone and everything: different actors, sectors, administrative levels... It's too complex to evaluate	3	1	4	8	11	12	13	36	15	17	18	19	23	24	33	32
4	Reason	When you do an evaluation, your colleagues either blow you off, or end up hating you!	2	9	1	7	16	17	27	10	20	25	28	33	35	21		
5	Reason	L'évaluation, ça sert à rien, ça finit toujours dans le fond d'un tiroir	5	7	16	29	30	33	31	32	34							
6	Reason	We don't have enough data at the local level to feed the evaluation	2	3	11	13	14	24	29									
7	Reason	We're told to evaluate with all the actors, including the inhabitants: why would the project be judged by people who don't know anything about it!	2	6	9	1	8	11	19	24	30							
8	Reason	When you weren't there from the beginning of the project and there hasn't been any monitoring, it's tough to do an evaluation: you're missing pieces of the story	2	3	14	24												
9	Reason	Evaluation is a whole process with so many steps, it's complicated!	3	6	1	4	8	11	36	17	19	23	33	26				
10	Reason	My elected representatives are not interested in evaluation, they don't promote the approach: it's useless trying without them!	5	9	16	10	20	33	35	21	22	32						
11	Reason	It's an uphill battle trying to get project managers to share their monitoring data	9	1	12	7	14	17	24	27	20	25	28	33	35	21		
12	Reason	Designing and implementing a project is so demanding! At the end, we're all exhausted and there is nobody left to do the evaluation	9	1	7	17	23	24	10	20	30							
13	Reason	We lack the skills to evaluate. you'd never give a one-day training and expect someone to be a plumber and fix your toilet!	3	6	1	4	8	11	36	19	23							
14	Reason	Why do we have to evaluate when we already have a list of indicators?	2	3	9	1	4	27										
15	Reason	Evaluators always want to design the best possible evaluation, but we need everyday designs that work well: we need Fiats, not Ferraris!	2	3	6	1	4	8	19	23	24	20						
16	Reason	Evaluation is expensive, and it isn't included in the project's budget	3	11	12	13	7	17	24	27	30	33	33	35	21	26		
17	Reason	Evaluation always takes a lot of time... which isn't included in the project's schedule	11	12	13	36	7	17	24	27	30	33	33	35	21	26		
18	Reason	Evaluation sounds nice, but in the meantime there are a thousand other things we have to do	11	12	13	36	7	17	24	27	30	33	33	35	21	26		
19	Reason	Evaluation sounds a lot like inspection, control, sanctions: it doesn't seem very appealing	2	9	10	20	25	35										
20	Reason	It's scary to think that an evaluation is going to judge my work and my skills	2	9	10	20	25	35										
21	Reason	We don't need an evaluation to figure out what isn't working	2	5	9	16	10	30	33									
22	Reason	Evaluation always points out what isn't working, and never what's going well	2	5	9	16	24	10	20	25	35							
23	Reason	We don't plan the evaluation in advance, because we're more focused on making the project succeed, rather than communicating about its achievements	2	3	9	12	13	7	23	24	10	20	29	33	26			
24	Reason	An evaluation always comes too late, once the ship has already sailed	2	9	7	16	17	24	10	25	26							
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28	Reason	The evaluation should be done with the inhabitants, but it's too risky	3	1	4	8	11	36	16	19	29	30	35	31				
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30	Reason	Evaluation is not independent, there is always a way to end up with the "results" you wanted	2	3	9	4	11	12	36	14	15	24	25	29	30	33	31	34
31	Reason	For elected representatives, the only valid evaluation is the one that comes from the ballot box during an election	5	9	7	16	10	29	33	21	22	26	32	34				
32	Reason	A mandate is too short for elected representatives to preoccupy themselves with an evaluation	5	9	13	7	16	10	29	35	21	22	26	32	34			
33	Reason	It makes more sense to spend time straightening things out, than evaluating something that didn't work	2	3	9	12	13	7	23	24	10	20	29	33	26			
34	Reason	I would like to do an evaluation, but I don't see myself doing it on my own	2	3	1	8	36	7	10	20	25	30	33	21				
35	Reason	An evaluation hits right where it hurts the most: it doesn't seem very appealing	2	3	6	1	11	7	15	17	19	23	24	25	30			
36	Reason	Not everyone thinks of the same thing when you say "evaluation", there isn't a shared definition	2	5	9	7	17	19	20	25	30	33	35	32	34			

Types of solutions

YOU DON'T IMPROVISE AN EVALUATION!

YOU ARE NOT RESOURCELESS!

DON'T OVERCOMPLICATE THINGS!

DON'T STAND ALONE!

SEIZE THE OPPORTUNITIES!

2	Solution	We took a course which totally transformed the way we view evaluation
3	Solution	We participated in a bespoke workshop where we laid the foundations for our evaluation project
5	Solution	Our elected representatives took part in a training course regarding evaluation
6	Solution	We relied on neighbouring public authorities who already had experience evaluating to help us design our first evaluation.
9	Solution	We explained a number of things, for example the difference between satisfaction, quality and evaluation
1	Solution	We recruited someone with monitoring and evaluation skills and experience
4	Solution	We relied on the existing frame of reference
8	Solution	Our task officer is included in a network which provides activities and resources relating to evaluation
11	Solution	We shared the services of a consultancy with another local authority in order to accompany us with our evaluation
12	Solution	To save money, our project was used as a case study for evaluation students
13	Solution	We managed to get a grant for our evaluation and it convinced elected representatives to launch the process
36	Solution	We worked with a consultancy who let us see our project with a new set of eyes
7	Solution	Our project design integrates evaluation as a specific part of the project
14	Solution	We interviewed the elected officials and technicians who were part of the project from the very beginning to uncover the initial intentions
15	Solution	We reformulated our main objectives to make them more practical and assessable
16	Solution	We dissimulated the evaluation within a prospective study that could be used to design the next generation project
17	Solution	We do reviews more regularly, that way it's easier to evaluate at the end
18	Solution	We reorganised our catalogue of measures in order to make things clearer
19	Solution	We experimented with evaluation and gave ourselves the right to make mistakes
23	Solution	We didn't try to be perfect, we decided to do what seemed possible
24	Solution	Since we couldn't evaluate everything, we focused on strategic actions, some of which worked well and some not so well
27	Solution	For the indicators, it's easy: we define them with everybody and we recycle what already exists
10	Solution	I shared the example of an evaluation that had a positive impact on team-building
20	Solution	We made evaluation fun: we organised the kick-off with a workshop in the countryside
25	Solution	We involved our colleagues right from the beginning, so that they would also have a hand in designing the evaluation approach
28	Solution	We created some competition by publishing the return rate of information from each service
29	Solution	There was a big event open to the public: we seized this opportunity to involve citizens in the evaluation
30	Solution	We proposed to debate the evaluation results in existing committees rather than create new ones
33	Solution	We found the right committee to take on the approach: in our case, it is the Strategic Committee that brings together both executives and elected officials
35	Solution	We worked first with those that wanted to do things differently, in order to motivate others
21	Solution	The mandatory sustainable development report was used to make evaluation a must
22	Solution	We did the evaluation on the sly. Since it was ready by the time people began to wonder about the results, they found it useful
26	Solution	We anticipated evaluation right from the beginning and integrated it into the project's schedule and budget
31	Solution	We announced in advance that the results of the evaluation would be made public... so that we wouldn't go back on our word!
32	Solution	We scheduled our project evaluation at the same time as the Mayor's mid-term review to get political support
34	Solution	We managed to justify the evaluation process by applying for sustainable development certifications

A game created by **Quadrant Conseil & Strategic Design Scenarios** for the **Commissariat Général au Développement durable** of the French Ministry for an Ecological and Solidarity Transition.

