

# BREAKING BARRIERS

---

## WELCOME

Mandela Rhodes Hotel  
Cape Town, South Africa  
6<sup>th</sup> December 2016

# The Organizers



*Made possible by the generous funding and support of Carnegie Corporation of New York*



DME for Peace  
at Search for Common  
Ground



Peacebuilding Evaluation  
Consortium

Everyday  
Peace  
Indicators  
Project

through George Mason  
University



# **DEFINING** Participation and Inclusion in Evaluation

---

Breaking Barriers Conference

**Rebecca Herrington**

Search for Common Ground

*6<sup>th</sup> December 2016*

# What is participation?

---

Active involvement and decision making of/from stakeholders\* in and throughout the evaluation process, including but not limited to the design of the evaluation, data collection, analysis, dissemination, and use.

# What is inclusion?

---

Equitable and contextually appropriate representation of stakeholders\* in and throughout the evaluation process, including but not limited to the design of the evaluation, data collection, analysis, dissemination, and use.

# What do we mean by evaluation?

*Every evaluation is an intervention*



## DESIGN

Who decides what the lines of inquiry are? Who decides which methods are best? Who determines when an evaluation will occur and what approach is the most appropriate? Who decides when we'll plan for the evaluation? And how are these decisions all made?



## IMPLEMENTATION

Who asks the questions? Who helps write the questions? How many perspectives are represented? How are you collecting information from different perspectives? Are we aware of our own biases? Are we thinking about the direct and indirect?



## UTILIZATION

Are we being transparent as possible? Are we willing to share? How are we sharing- is it digestible and appropriate for each audience? Who am I sharing it with and when? How am I leveraging findings- who's involved and who makes decisions to move forward?

# WHO is participating?



*“Participatory monitoring and evaluation is not just a matter of using participatory techniques within a conventional monitoring and evaluation setting. It is about radically rethinking who initiates and undertakes the process, and who learns or benefits from the findings.”*

*—Institute of Development Studies, 1998*

- This is nothing new
- We’ve moved from local government participation to a broader understanding of stakeholders
- We need to continue to think creatively and be self-aware

# **HOW** are we being inclusive?



**Are we conflating equality with equity? Equity with inclusion?**

**Are we considering inclusive means to engage with different stakeholders that are appropriate to the conflict?**

**How do we prioritize target audiences and/or high-level strategies while remaining inclusive?**

# Sometimes we don't do it

**Evaluation approach is chosen based on donor preference in order to close out project.**

**Male ex-pat evaluator tries to interview females one on one in closed society**

**After action review is with NGO project staff only**

We still don't always think about it...nevermind do it

# Sometimes it doesn't work

## Pre-project:

The conflict analysis done is not regionally representative. The evaluation design gets a late start, but the conflict analysis is used to determine who should partake. Groups are not appropriately brought together to help decide the line(s) of inquiry, and it negatively impacts relations that hinder programming.

## Post project:

The evaluation findings and learnings are broken down into a Powerpoint, two-page overview, and blog, in addition to the traditional evaluation report. However, it is only disseminated in English to the various stakeholders, which means the direct beneficiary group cannot engage.

# **PUSHING FORWARD**

**We've come a long way, but it's time to find actionable solutions to common barriers and problems to improve participation and inclusion in the whole evaluation process.**

