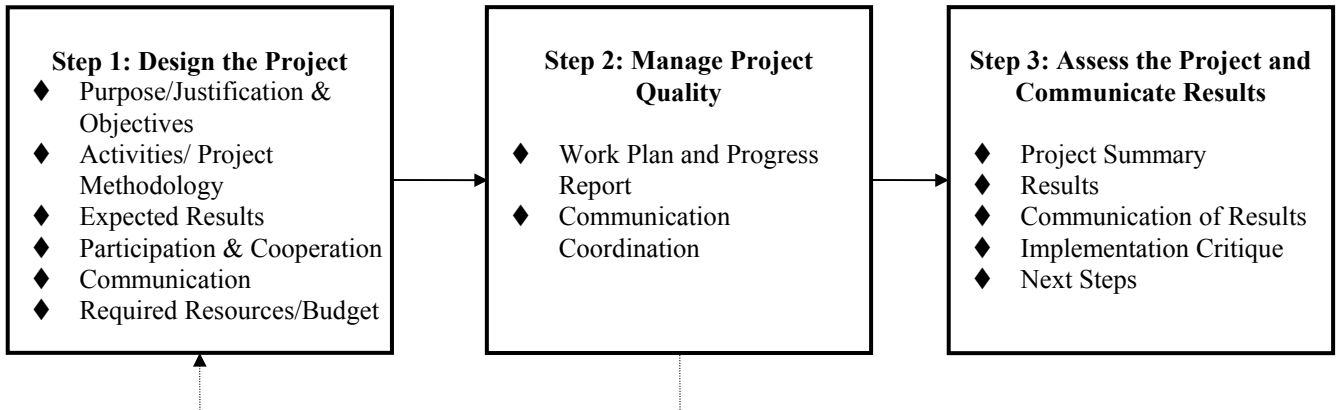

STEP 3: ASSESS THE PROJECT AND COMMUNICATE THE RESULTS



Questions to Ask Yourself

- Did you accomplish the stated objectives? To what extent did the project achieve intended results for both men and women?
- How have you communicated your results? Who else would be interested in the results of your project?
- What needs to be done now? What is the next step?
- If you started over, what would you change about the project and why?

Immediately after finishing your project, you will need to write a brief report, an executive summary, or a more elaborate technical report that answers the question:

“Did you do what you said you were going to do?”

Your funding agency will be the first to want to know this information. APEC has a specific evaluation form for you to fill out (see Appendix A). An additional sample project evaluation form has been included in Appendix C for your reference.

In addition, the SOM Advisory Group on Gender Integration may soon require information on how your project integrated the Framework for the Integration of Women in APEC, as well as any lessons learned.

This chapter should assist you in completing your evaluation report. When your report is finished, send it to the small groups together with the questionnaires and the list of participants. For projects such as surveys or publications, the project overseers should provide the evaluation reports with the end products (in draft or final form). Your report should contain all of the following sections:

- Summary—“*What did you set out to do and why?*”
- Results—“*What happened? What have we learned?*”
- Communication of Results—“*Who has learned about the project? Who else should learn about the project? Have you contacted them?*”
- Critique of Implementation—“*How was the project managed? What could be done better next time?*”
- Next Steps—“*What should come next?*”

The critical components of this step are assessing your project and communicating those results. This chapter will help you to write your final report.

Project Summary

The project summary reviews the project’s origin, the state of knowledge before your project, and the unique contribution the project was intended to make. Generally, within one or two paragraphs, the project summary answers the question, “What did you set out to do and why?” When describing the context of the project, mention previous studies or efforts in the same substantive area and their contributions and failings. After establishing the context, you should be able to present a clear rationale for why your project was needed. You may also wish to refer to how you incorporated the needs of both women and men. List your objectives and the contributions the project was designed to make; then explain generally why the particular products and activities that you chose are the best ones to achieve the objectives. Finally, describe the major activities of the project in chronological order. For example, if you designed a training manual, you should describe the steps that you went through to develop, distribute, and evaluate the manual.

Results

Assessing the results goes a step beyond simply summarizing what happened. When you assess the results of your project, you should answer the question:

“What were the participation, quality, impact and efficiency (i.e., on-time and within budget) of the project?”

The importance of each will depend on your original objectives. That is, if your objective stated in Step #1 defined how many people, offices, or economies and who should be affected, then you are interested in the participation or quantity of the project. If your objective was the production of a specific product/service and how well that product was made/completed, then you are interested in the quality of your product. If your objective described the way in which people, offices, or economies should be affected or the usefulness or effectiveness of the project, then you are interested in the impact of the project. If your project was concerned about the ratio of the project’s costs to benefits, then you are interested in the efficiency of the project. You may be interested in any or all four of these elements. Be sure to use the same measures at the end of the project which you used at the beginning (your baseline measures).

The Final Report form in the additional project management forms (Appendix B) provides measures that were designed to help measure the achievements of your project. These measures assess the knowledge that your project has added to the knowledge base of the APEC members and the changes that have resulted from your project. Exhibit 8 gives examples of how different questions can measure the achievements of your project.

EXHIBIT 9. Sample Assessment Questions

Note: Keep in mind that you should disaggregate data by sex where possible

	Short-term		Long-term	
	Internally	Externally	Internally	Externally
Quantitatively	How many participants attended the training? How many women and how many men participated from beginning to end?	On a 1-7 scale, how did the supervisors of participants rate the training agenda on usefulness, comprehensiveness, and importance?	How many work tasks that participants performed per day for the past two months have been affected by the training?	How many other economies, departments, etc., called later to request the training materials?
Qualitatively	Did the participants describe the training as useful? In what ways?	Did experts who received the training materials for review report that they contained useful information?	After one year, do the still describe the training as useful? In the same ways as previously?	Have the participants' supervisors noticed improved performance since the training? What were the improvements in participants' wages or jobs?

Each of these dimensions should be examined with a **focus on change**. If people are to fully understand the scope and impact of your project, they should know what has changed as a result of your project. What new skills, knowledge, or value resulted from your project? What did the project add to the information or related efforts that already existed?

One way of measuring change is to compare the performance of groups of people who participated in the project (for example, as participants in a training course or seminar) with groups of people who did not. Another method is to compare measures of the skills, performance, or activities of participants before their participation with measures of these same skills after they have participated. If you take these measures at more than one point in time after participation, you can see whether changes that were initially strong were maintained and whether changes that were not initially strong gained strength over time. Again, keep in mind that for your initial (short-term) evaluation you will want to use the same measures that you developed in your project proposal.

You will also want to know whether the project had the effect across groups. To look at the impacts on specific subgroups of your study, disaggregate your data. Some important group aspects on which the project may have varied are gender, ethnicity, income level, geographic location, native language, resources available at home, and experience.

Communication of Results

Projects have a greater impact if they develop a strategy to communicate findings to people and organizations beyond those who were involved in the project. When you designed your project, you should have developed a communication plan (including thinking about the target audience and message). Now is the time to put that plan into action. Disseminating your findings and processes shows others the value of the project. This is particularly important for sustaining project support; communication keeps people interested, feeling involved, and, as a result, more likely to offer all kinds of resources such as consultations, volunteers, information, connections to other helpful groups or individuals, and money. Dissemination also increases opportunities for longer-term results, and promotes an ongoing dialogue around which findings may be evaluated and shared globally among other project managers, activity participants, and donors.

Critique of Implementation

People may be interested in more than your project's substantive results; they may want to know about, and learn from, your implementation and management experience. You planned and implemented the project, you faced unanticipated difficulties, and you worked to resolve them. Your experiences in incorporating gender may also provide valuable input to the SOM Advisory Group on Gender Integration. Now you have become an expert in doing this project and are the best one to critique its implementation. The guiding question of your critique is this:

“If you were to do the project again, what would you do differently?”

To begin, you should summarize the step-by-step implementation of the project, or tell people what you did. Next, evaluate what you did—what worked well, what did not work well, and what suggestions you would have for someone attempting a similar study. One good way to recollect this information is to go back and to review the progress reports you completed throughout the project. The progress reports contain a wealth of information including how well you adhered to your budget, work plan, and timeline.

Often the documentation of the management and implementation critiques is called a “lessons learned” memo. You should distribute this memo to your funding agency and others. If your project is APEC funded, this memo should be submitted, along with an evaluation report, to the Budget and Management Committee (BMC) through the APEC Secretariat. Use the APEC Evaluation Report Form found at http://www.apecsec.org.sg/apec_organization/policy_procedure/eval_reporting/AnnexC.html or in Appendix A.

Next Steps

In the concluding paragraphs of your final report, you should summarize the important findings of your study and any necessary qualifiers of those results. The conclusion also answers the question, “What should come next?” Because you are now knowledgeable in this field, you should have a good idea of what the next steps (or next projects) should be, for you, your group, and the community. Examples of next steps include these:

- Repeating the project to improve upon its quality,
- Repeating the project for a new group of participants or in a new context,
- Building upon skills or knowledge established from the project (such as having an advanced software training after the beginner training), and
- Finding less expensive or more accessible ways to disseminate results (such as turning a live training session into a video or a symposium into a transcribed book).

You may also want to find ways to make the project more relevant and/or accessible to target audiences if participation data suggest under-representation by certain groups.

Dissemination of these reports is just as important as writing them. Step#3 will help you write and disseminate your report.

Tips for Success

- Be sure to measure both the scope and impact of your project using disaggregated data.
- Be sure to quantify participation and participants’ evaluations by sex.
- Tailor your communications about your project to your audience. Usually, this means keeping your message short and simple.
- Use graphics, such as charts, diagrams, and pictures, and nontechnical language to convey your message.

CHECKLIST FOR ASSESSING & COMMUNICATING

Item	Responses	Comments
Project Summary		
✓ Did you send APEC an evaluation report?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
✓ Did you write a project summary that included expected and actual results?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Results		
Did you assess the project's scope and impact:		
✓ In the short and long terms (where applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Qualitatively and quantitatively?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Internally and externally?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
✓ Did you disaggregate all data by sex?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
✓ Did you assess how the project benefited APEC members and supported APEC priorities?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
✓ Have you measured changes in practices and policies as a result of your project?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Communication of Results		
✓ Did you disseminate the project results?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Critique of Implementation		
✓ Did you review your progress reports in the process?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
✓ Did you write a lessons learned memo?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????
Next Steps		
✓ Did you suggest next steps/ projects?	<input type="checkbox"/> Yes <input type="checkbox"/> No	?????