## HOW CAN WE USE EVALUATION FINDINGS TO REFLECT ON AND ADJUST OUR WORK?

Here are some questions to consider:

- Develop a process to consider evaluation findings from many different perspectives — for example, how do representatives of different racial/ethnic groups interpret evaluation findings?  Some questions to consider include:

  o To what extent do different groups believe the findings accurately portray the results of the work?

  o To what extent do different groups believe the findings highlight the most important things about what happened?  The most difficult to see or most subtle things about what happened?

  o How do different groups explain the findings — do they think people gave accurate answers to survey or other questions?  Do they think the right questions were asked?  Do they think people implemented the strategies well or poorly?  Do they think that people provided all of the data that were available?  Do they think that individuals, groups, or institutions acted in opposition to the strategies?  How do the answers to these questions influence how people might view the evaluation findings or use them to make changes in the work?

- Consider these multiple perspectives as you think about how to use evaluation findings to continue your work:

  o Do they suggest that you are on a path to achieve your long-term goals?
  o Do they suggest that the evaluation methods need to be changed?
  o Do they suggest that the goals of the work need to be changed?
  o Do they suggest that the strategies you are using to accomplish your work need to be changed?
  o Do they suggest you will need less or more time to achieve your goals?
  o Do they suggest you need to engage different people in your work?

- See if your answers to these questions fit with your original ideas about the relationship of race, power, privilege, and oppression to the issue on which you are working.

  o Does your analysis still fit with what you are finding through evaluation?

  o Do you need to deepen or change your analysis or your understanding of the issue?

- Identify what worked and didn't work, and why, if possible.
  o Does evaluation help you understand what factors helped promote success?   Does evaluation help you understand what factors hindered success?

  o Do you know which of these are in your control to change?

  o Do you have a way to keep, or even expand, the helpful factors and reduce or eliminate the ones that get in the way?

- Discuss, with the community most affected, its views of the evaluation, whether it is accurate, and if it is consistent with the group's observations and strategies.

- Are the outcomes realistic, based on the variables of the work, more knowledge of the implementation process, and the community's readiness?

- Has the group built capacity (resources, staffing, etc.) to ensure the effectiveness of the implementation process?

- Does the group need to reconsider its strategies based on this information or does implementation need more time?

- Are there groups or individuals who are working on the issues that should be invited to play a role, or who can complement the strategies being implemented?