



2h 00m

PLENUM AND
SMALL GROUPS

DESCRIPTION

Learning from the challenges of past project planning can greatly improve your ability to carry out future projects. However, with the high workloads often found in civil society, it can be difficult to make a habit of reflection.

This activity guides you through one method of organizational learning, and provides a space for thinking about how to make it an integral part of your organization's project planning.



PREPARATION

It may be helpful to prepare the first step of this method: pick a project and prepare a short presentation to relay to the other members. Additionally, review **Background Paper: Knowledge Outcome Evaluation Basics (27)** before starting the session in order to be familiar with the basic concepts and terminology.



MATERIALS

- Flip Chart
- Markers



TOOLS

- **Background Paper:**
Outcome Evaluation Basics (27)



SUMMIT

KNOWLEDGE AND
LEARNING

- STEP 1** **IN PLENUM:** Pick a recent or current project of yours that seems like a good learning opportunity for your organization. Share the project objectives as well as the current state of affairs with the team so everyone has a good understanding of the project. **[15 MIN]**
*Note: The point of this is not to examine the project itself in detail, but to provide an example for how it can be used as an opportunity for learning.
- STEP 2** Break into small groups of team members who were in the project and team members who were not in the project.
- STEP 3** **IN SMALL GROUPS:** Together, the group discusses:
- What are the project outcomes? What desired changes in behaviors were observed in the target groups?
 - Which desired changes in behavior have not (yet) been observed?
 - What challenges and successes did the project face in terms of the outcomes? Why might this be the case?
 - What are the lessons learned that might be taken away from these aspects of the project? **[30 MIN]**
- STEP 4** **IN PLENUM:** Discuss how the lessons that each group came up with can be useful when planning future projects. **[15 MIN]**
- STEP 5** **IN SMALL GROUPS:** Discuss the project process:
- Was the amount of time and resources planned for the project enough? Was the project planning too rigid or too lax? How did you manage to improvise?
 - How was the communication between team members in the project? Was everything always clearly communicated?
 - How was the teamwork in the group managed? Were there clear leadership roles? How did the team members handle conflict if and when it occurred?
 - What are the lessons learned that might be taken away from these aspects of the project? **[30 MIN]**
- STEP 6** **IN PLENUM:** Discuss the lessons learned from each group. How can these be put into practice for future projects? **[15 MIN]**
- STEP 7** Discuss if and how this kind of debriefing session can become a regular part of your project evaluation cycle. Consider also how donor driven evaluations may interfere with this practice of organizational learning. Come to an agreement on how to include both kinds of evaluation in your work. **[15 MIN]**



FOLLOW UP

If you find debriefing useful, you should have a conversation about how to institute this kind of evaluation as a regular practice.