

Projects assuming responsibility over evaluation

TEST-DRIVING UTILIZATION FOCUSED EVALUATION



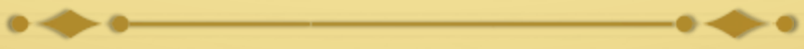
Developing Evaluation Capacity in ICTD (DECI)

Ottawa 10 Nov 2011

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New Economy Development Group

Premises of UFE

(Michael Quinn Patton, AEA 2008)

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- ✦ No evaluation should go forward unless and until there are primary intended users who will use the information that can be produced
 - ✦ Primary intended users are involved in the process
 - ✦ Evaluation is part of initial program design - The primary intended users want information to help answer a question or questions.
 - ✦ Evaluator's role is to help intended users clarify their purpose and objectives.
 - ✦ Make implications for use part of every decision throughout the evaluation – the driving force of the evaluation process

DECI Objectives



To provide technical **assistance to researchers** toward improving their evaluation knowledge and skills.

To introduce **regional evaluation consultants** to the concepts and practices of UFE through engagement in mentoring evaluations of ongoing ICTD projects.

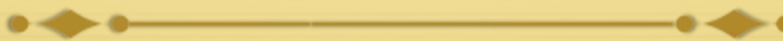
To develop a UFE workshop **curriculum** and test it across different ICTD project settings.

To contribute towards the completion of **UFE evaluations** of designated PAN projects.

To develop an approach to M&E **capacity development** with possible uses in other regions or thematic areas.

To **communicate the DECI findings in the form of a short Primer** directed mainly at evaluation professionals.

UFE steps



1. Project / network readiness assessment.
2. Evaluator readiness and capability assessment.
3. Identification of primary intended users.
4. Situational analysis.
5. Identification of primary intended uses.
6. Focusing on evaluation.
7. Evaluation design.
8. Simulation of use.
9. Data collection.
10. Data analysis.
11. Facilitate use.
12. Meta-evaluation.

Structure & roles



DECI coaching & mentoring

- 2 co-PI's (Canada)

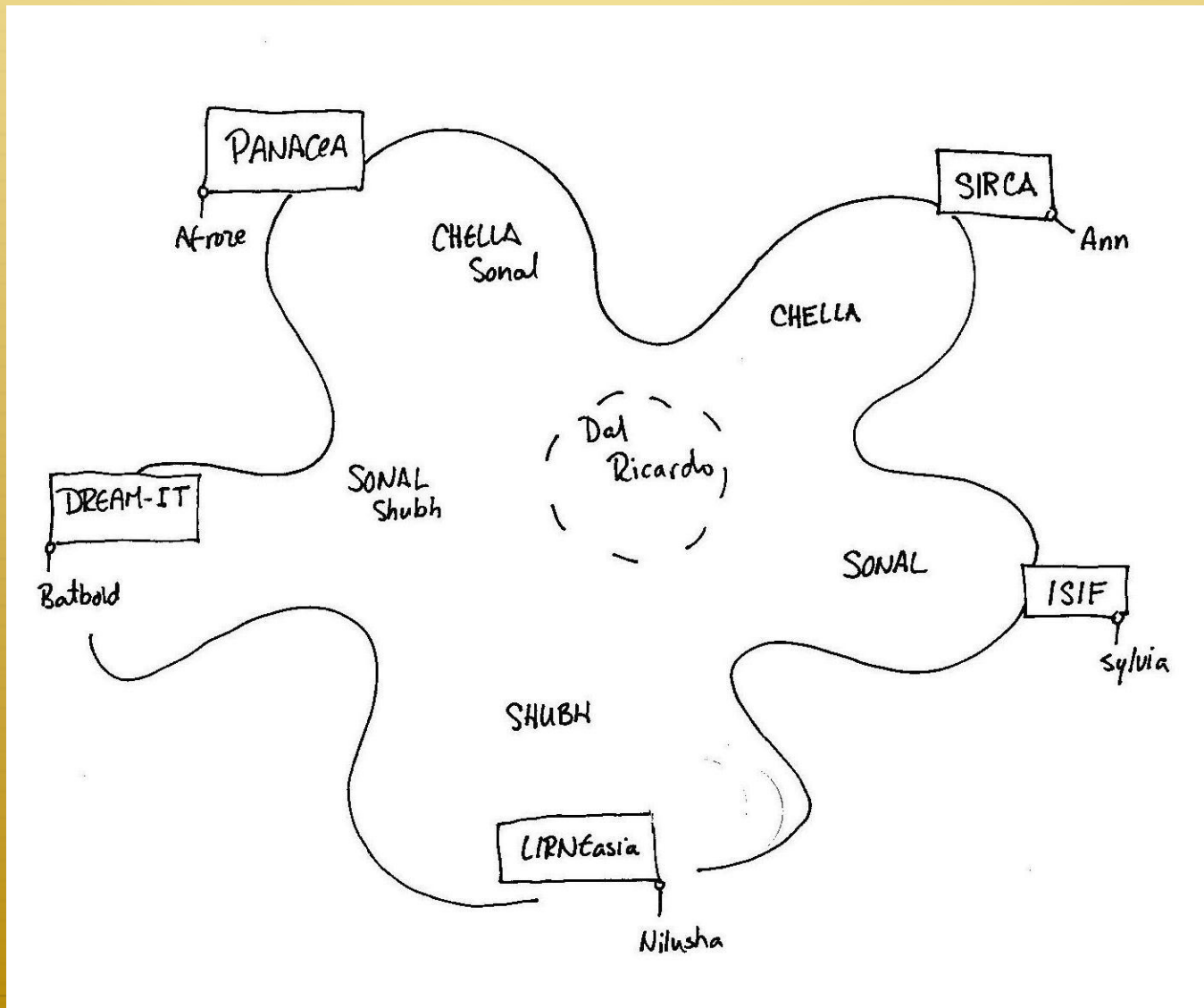
Project coaching & mentoring

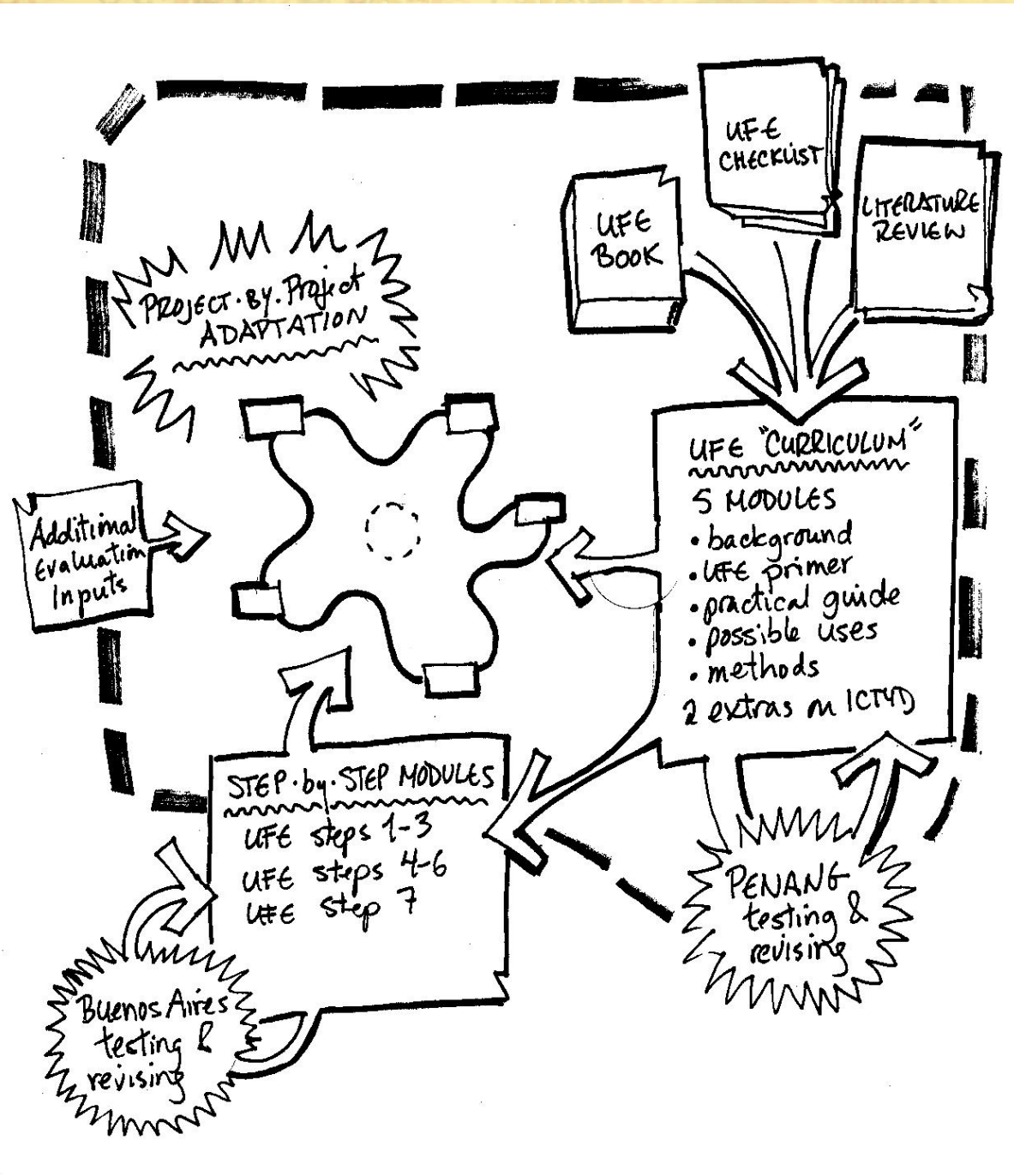
- 3 regional evaluation consultants (India)

Implementation of evaluations

- 1 contracted evaluator or delegated staff in each of the 5 projects

3 mentors & 5 projects





Evaluation themes

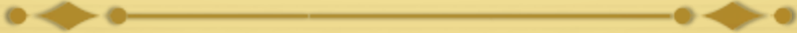
SIRCA	LIRNEAsia	ISIF	DREAM-IT	PANACeA
Grant review process	Measurement & sustainability	Approach to grants	Selection and support of grantees	Collaboration within network
Mentorship program	Decision making	Mentoring		Capacity building
Workshops and conferences	Evaluation capacity	Lessons learned		Knowledge management



DECI - lessons from year (Delhi presentation – Nov. 10)

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- Capacity development of ICTD researchers
 - Capacity development of evaluators

What was most helpful in UFE...



- The process
- The focus on USE
- The focus on USERS
- The 12 STEPS defined
- The participatory and flexible approach.

What was most challenging:



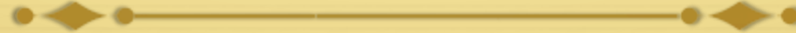
- ✦ Engaging the primary users
- ✦ Staff turnover, late hiring of evaluator
- ✦ Was unable to attend the training in Penang
- ✦ The broadness and the process were challenging
- ✦ Specific steps: focusing the evaluation (Step 6); during Step 9 involving the users was required.

Conditions, enabling factors:



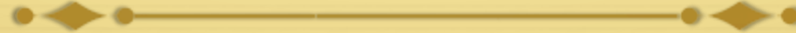
- ✦ Common ground & understanding UFE overall
- ✦ PIUs have to cooperate among themselves
- ✦ PIUs have to have the primary say in the evaluation, not senior management
- ✦ Acceptance of the evaluation results due to involvement

What to do differently next time:



- ✦ Integrate UFE into other projects and into their planning
- ✦ Identification of the key uses and questions could have been done a little sooner
- ✦ An earlier training on UFE would have been helpful
- ✦ Could have done simulation with real respondents to sharpen the questions

What was most helpful in UFE...



- ✦ Talk of users and uses - the users do take ownership;
- ✦ Use has to be identified beforehand; it is important for focusing the evaluation.
- ✦ It is systematic and helps to think through each step; the combination of the check-lists and the KEQs.
- ✦ The emphasis on why Vs. how; the learning environment created was noted.

What was most challenging:



- ✦ Patton's book is overwhelming
- ✦ Pinning down users and uses: the tendency is to broaden the number of both users and uses
- ✦ **Facilitative** role of project evaluator: creating the initial **understanding** of UFE concepts and roles
- ✦ Deciding who uses the evaluation - decision making structures
- ✦ Selection of topic for UFE – culture and context

Conditions, enabling factors:



- ✦ Good logistical support (funds, duration)
- ✦ Getting the right evaluator - has to be pro-active
- ✦ Organization(s) willing to learn from the process; IDRC evaluation unit supports UFE
- ✦ Leadership and clarity of purpose; the level of commitment of project managers was key
- ✦ Mentoring support was essential; continuity of the support to the mentoring process

What to do differently next time:



- ✦ Spend good time in the beginning on UFE before project starts; we did not do it enough in Penang
- ✦ More discussion is needed before selecting a UFE project
- ✦ Earlier face-to-face meetings, to understand project contexts
- ✦ Evaluative background of partners

Lessons for replication



EXTERNAL ENVIRONMENT

- ✦ Readiness: preparation; funder attitude
- ✦ Consultants in a learning mode

INTERNAL MECHANICS

- ✦ Learning our way into Readiness - Steps 1 and 2
- ✦ Transformational Steps 3 and 5: Users and Uses (role clarification)

<http://evaluationinpractice.wordpress.com>

Evaluation in Practice
Use and Outcomes in ICT4D Research

BRIEF PRESENTATIONS | **DECI RESEARCH** | **Delhi CONCLAVE** | **Welcome** | **FAQ** | **WORKSHOP ARCHIVE 07**

Delhi CONCLAVE

The DECI team and partner project participate in the October 2010 Evaluation Conclave in Delhi. Some of our presentations are available here.

Lessons by DECI Mentors

SIRCA_Conclave 2010 Presentation

LEAVE A REPLY

Enter your comment here...

PAGES

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- **DECI RESEARCH**
 - Literature Review
 - Modules presented at SLEVA, Sri Lanka, June 2011
 - Simplified step-by-step modules
 - Step-by-step modules
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