"UTILISATION-FOCUSSED EVALUATION"

A Report-back

June 2002

Vino Naidoo, Democracy and Governance, HSRC

Outline

- "Evaluation" and "Research"
- Components of "Utilisation-focused" evaluation
- Key steps in the "process"
- Logic modeling
- A note on indicators
- Evaluation and project/programme design
- The Evaluator as "Facilitator"
- Evaluation tips

HSRC

"Evaluation" AND "Research"

- <u>RESEARCH</u>

- <u>EVALUATION</u>

- "Research is aimed at the truth"
- "Produce 'knowledge' about how the world works"
- "Standards for evidence are higher"

- "Evaluation is aimed at **action**"
- "*Useful* information for *programme improvements* and *decision making*"
- "*Concrete deadlines* for when decisions have to get made"

HSRC

Components of "Utilisation-Focused Evaluation"

- "action"
- "decision making" and "timing"
- "pragmatism"
- "process"
- "participation"
- "Process for making decisions about…issues in collaboration with an identified group of primary users focusing on their intended uses of evaluation."

HSRC

Key steps in the "process"

- **1. "Intended use by intended users"**
  - Clear identification of those involved in or affected by evaluation so that needs identified
- **2. Process of "negotiation" with primary intended users**
  - Helping primary intended users to select the most appropriate content, model, methods for their particular situation
  - Element of training "PIU" in evaluation methods and processes

HSRC

Key steps in the "process"

- **3. Identify "type" of evaluation**
  - Judgment (summative); Improvement (formative); Knowledge; Process uses
- **4. Prioritise evaluation questions and issues and simulate fabricated potential findings**
  - Test and evaluation of "use"
- **5. Methods and measurement design**
  - Appropriate to questions?
  - Believable/valid
  - Practical, cost-effective, ethical
  - Use?
- **6. Data Collection**

HSRC

Key steps in the "process"

- **7. Dissemination of findings**
  - Organize data to be understandable to users
  - Users "active" participation in interpretation
  - Additional analyses required by users?
- **8. "Facilitation" of intended use by intended users**
  - "facilitation" of use versus "report on findings"
- **9. Disseminate findings to "potential" other users**

HSRC

Logic Modelling: "Design"

- Process and criteria upon which to "evaluate"

  - Logic of "design"

    – Problem statement
    – Define objectives
    – Indicator development
    – Measurement tool
    – Baseline information
    – Target
    – Key Result
    – Timeframe

HSRC

Logic Modelling: "Measurement"

- Logic of "measurement"

- *Input: resource allocation and investments (human, financial, equipment/infrastructure)*
- *Output: direct results of inputs*
- *Outcome: results of the outputs*
- *Impact: measures a "higher" objective*

HSRC

Logic of "participation" matrix

Logic of Design variables ➡	Participation ➡	Logic of measurement variables
Problem Statement	✓Stakeholder engagement based on logic of design variables to inform "inputs" and "use"	INPUT
Define Objectives		
Indicator Development		
Measurement Tools		
Baseline Information		
Target		
Key Result	✓Organize data to be "understandable" to users ✓Actively involve users in interpreting findings ✓Facilitate intended use by intended users	OUTPUT OUTCOME IMPACT
Timeframe		
Dissemination Strategy	✓Dissemination beyond intended user groups?	

HSRC

A note on Indicators

- Indicators are "clues", "hints", or "signals" critical to be able to evaluate something

- No "perfect" indicators but:
  - Indicators must be "available", I.e. measurable
  - Indicators must be "relevant"
  - Indicators must be of good "quality" and "sufficient"
  - Participatory development of indicators important to meet this criteria

HSRC

Evaluation and Project/Programme Design

- Development of M&E systems should form integral parts of project/programme design ("process")

- Criteria for "monitoring" developed WITH all actors involved in a project/programme, to facilitate "evaluation process"

HSRC

The Evaluator as "Facilitator"

- Avoid a "prescriptive" approach
- Benefits of "participatory" approach
  - Stakeholder understanding, ownership, and technical knowledge of M&E
- Problems encountered by an Evaluator
  - Difficulty in reaching consensus by stakeholders
  - Disagreements about appropriate evaluation criteria

HSRC

Evaluation "tips"

- Involve people in the "mechanics" of the evaluation to build technical and management capacity for future evaluations;

- Inquire into "how decisions will affect use", at every point in the evaluation design process;

- Time the findings of an evaluation to when decisions are REALLY going to be made, not after they have been made.

HSRC

THANK YOU

HSRC