

INTRODUCTION TO UTILIZATION FOCUSED EVALUATION

SLEVA

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Facilitators:

Sonal Zaveri

Chelladurai Solomon

IDRC Consultants

Assisted by

Nilusha (LirneAsia) and Malathi (TESA)



Note to evaluator...

The overall purpose of this presentation is to guide evaluators through the completion of steps 4 to 6 of the UFE checklist. The main goal is to suggest a process that can help UFE evaluators facilitate the formulation of key evaluation questions.

Agenda

1. Summary and brief discussion on the previous meeting and/or report.
2. Group reflection on some of the discussed topics.
3. Formulation of key evaluation questions
4. Learn how to apply steps 1 through 6

Review – Basic UFE principles

1. UFE is a **PROCESS** for helping primary intended users select the most appropriate content, model, methods, theory, and uses for their particular situation.
2. UFE is a **COLLABORATIVE APPROACH** that seeks to generate learning.
3. Evaluation should be **JUDGED** by its utility and **USE** in the real world.
4. Evaluation plan needs to be part of the **INITIAL DESIGN** of project.
5. The evaluator's role is to **COLLABORATE** with those engaged in the design of the evaluation process.

Group exercise and reflection

- In a group use the selected evaluation and reformulate it using the UFE steps 1-3. For steps 4 to 5, follow the guidelines in this module.
- Identify the most limiting resources or factors of the evaluation process.
- Do you still think that the available resources are enough (or not enough) to carry out the evaluation process?

Group reflection – Stakeholders (1/4)...

From the stakeholder groups that you identified in the previous meeting(s), what group(s) do you think you represent as primary intended users of the evaluation?

Identified stakeholders (from previous meetings)

Group	Stakeholder	Assigned role
Stakeholder Group 1	Stakeholder 1	
	Stakeholder 2	
	Stakeholder 3	
Stakeholder Group 2	Stakeholder 4	
	Stakeholder 5	
	Stakeholder 6	
Stakeholder Group 3	Stakeholder 7	Primary intended user
	Stakeholder 8	

Group reflection – stakeholders (3/4)...

What key stakeholder groups are not represented by the primary intended user?

Would there be any implications on the use of the evaluation as a result of not having these stakeholder groups represented by the primary intended users?

What would those implications be?

Group reflection – Stakeholders (4/4)...

Can you think of any political factors within the project that could affect the use of the evaluation?

Discussion



NOT PARTICIPATION

**FORMULATION OF KEY
EVALUATION QUESTIONS -
FIRST APPROACH**

What is the purpose of the
evaluation?

The trajectory of change...

INPUT / RESOURCES



ACTIVITIES



OUTPUTS



OUTCOMES



IMPACT / RESULTS

**C
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The evaluation's purpose

According to Patton (2008)
evaluation can be oriented towards
different purposes based on the
findings' primary intended **USES**.

MENU OF INTENDED USES (1/2)

Evaluation Purposes

Primary intended uses

Typical primary users

Overall summative judgment

“To provide data for judging the overall value of a program and deciding whether it is worth continuing with it or not” (p. 114).

Those charged with making major decisions: funders, directors, other adopters of model, etc.

Formative improvement & learning

“To provide data for program improvement” (p. 116).

Program administrators, staff, those involved in the day-to-day management.

Knowledge generating

“To look across findings from different programs to identify patterns of effectiveness” (p. 131).

Program designers, planners, modelers, theorists, scholars, policy-makers.

MENU OF ITENDED USES (2/2)

Purposes

Intended primary uses

Typical primary users

**Organization /
Program
Development**

“To provide data for adapting interventions to emergent conditions” (p. 137).

Social innovators, those involved in bringing about major systems change in dynamic environments.

Accountability

“To provide data for describing and explaining achievements” (p. 121).

Those with administrative and funding authority, responsible for resource use.

Monitoring

“To provide information about key areas that require managerial attention” (Pg 126).

Program managers responsible for internal accountability and information system management (Adaptaded from Patton

p. 139 – Ch. .4).

Formulation of key evaluation questions

What makes good KEQs?

(adapted from Dart, 2007)

- **Specific** enough to be useful in guiding you through the evaluation
- **Broad** enough to be broken down - are not the same as a question in a survey
- **Data** (qualitative/quantitative) can be brought to bear on the KEQ
- KEQs are **open** questions (can't answer yes or no!)
- Have **meaning** for those developing the plan
- Lead to **useful, credible**, evaluation
- There **aren't too many** of them (2-4 is enough).

Categories of key evaluation questions

INPUT / RESOURCES

IMPACT

OUTCOMES

APPROACH / MODEL

PROCESS

QUALITY

COST- EFFECTIVENESS

Linking KEQ to the project objectives

List the specific project objectives here...

Conclusion and next steps

References

Dart, J. 2007. “Key evaluation questions”. Presentation at the Evaluation in Practice Workshop. Kuala Lumpur, December.
[http://evaluationinpractice.files.wordpress.com/2008/01/
keyquestionschoices.pdf](http://evaluationinpractice.files.wordpress.com/2008/01/keyquestionschoices.pdf)

Patton, M.Q. (2008) Utilization focused evaluation, 4th Edition. Sage.