

Module 2. Starting MEL design

Content:

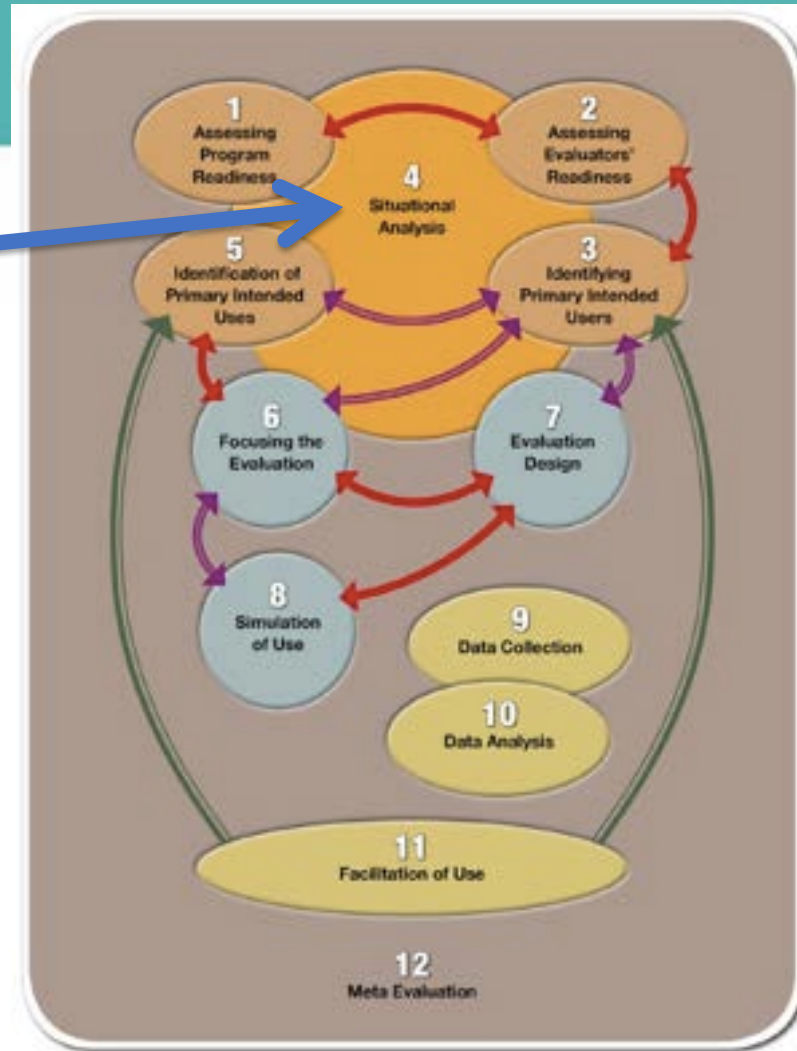
1. Review of the principles behind UFE
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3. What can evaluations contribute to?
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5. Readiness
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1. Review of principles of UFE

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

2. Situational analysis



2. Situational analysis

- Examine program's prior experiences with evaluation.
- Look for possible barriers or resistance to use.
- Identify factors that may support and facilitate use.
- Get clear about resources available for evaluation.
- Identify any upcoming decisions, deadlines, or time lines that the evaluation should meet to be useful.
- Assess the evaluation knowledge level and experiences of primary intended users.
- Understand the political context for the evaluation, and calculate how political factors may affect use.
- Make sure that important constituencies and diverse stakeholder groups for the evaluation are represented among the primary intended users and assess the consequences of any omissions for use.

3. What can evaluations contribute to?

- Program improvement? *How?*
- Making major decisions? *How?*
- Contribute to generating knowledge? *How?*

4a. Confirming primary interested evaluation users (PIUs)

Primary evaluation users are people who will use and apply the findings of the evaluation. They have the following attributes:

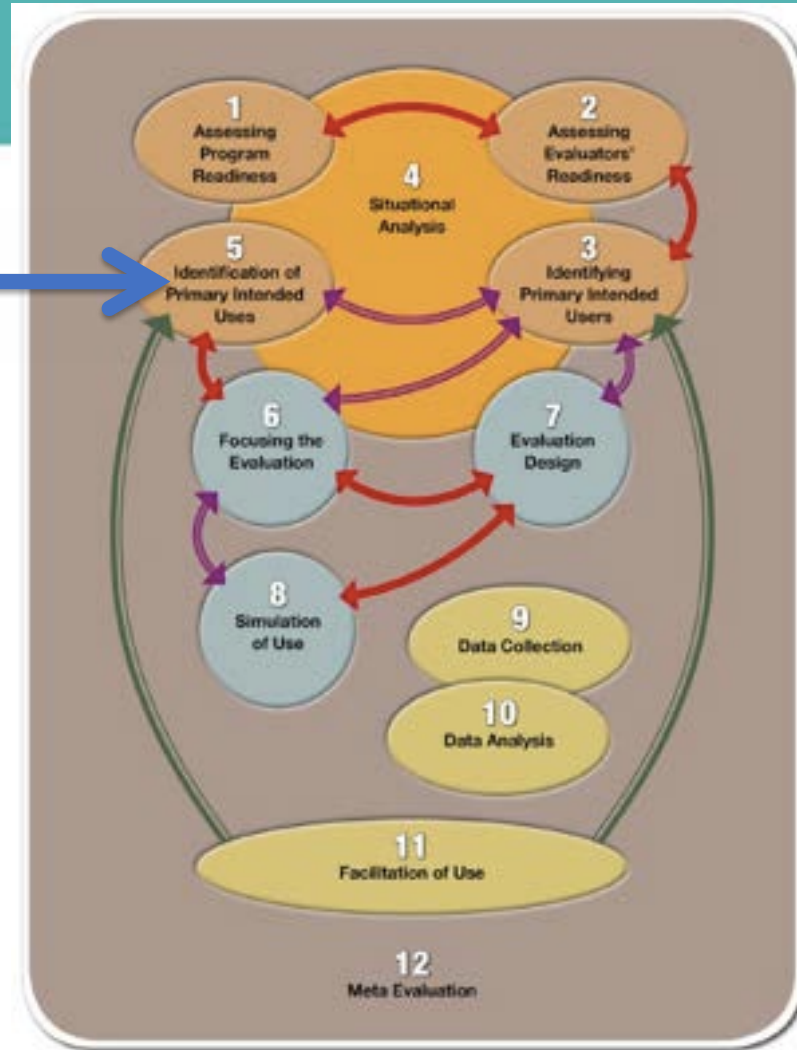
- Interested
- Knowledgeable
- Open mind
- Represent an important interest group
- Have credibility
- Teachable
- Available for ongoing interaction throughout the evaluation process (*)

* Senior project managers are often unable to play this role...

5. Readiness

- Management buy-in
- Designated resources and MEL staff
- Ability to manage MEL in addition to accountability requirements
- An organizational culture open to change
- Curiosity within the team to adapt

4b. Steps:
3,4 users & uses
6,7 focusing the evaluation



6-7. Focusing the evaluation, design

USE [<i>purpose</i>]	Key evaluation question (sample)	remarks
To describe / explain achievements [<i>accountability; summative</i>]	To what extent did farmers adopt the technology?	Focus is on pre-determined change (high-level outcomes)

6-7. Focusing the evaluation, design

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To describe / explain achievements [accountability; summative]	To what extent did farmers adopt the technology?	Focus is on pre-determined change (high-level outcomes)
To provide information on key issues that require managerial attention [monitoring; formative]	To what extent and in what ways is implementation of the initiative progressing?	Focus on those elements that are likely to need adjustment

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To provide information on key issues that require managerial attention [monitoring; formative]	To what extent and in what ways is implementation of the initiative progressing?	Focus on those elements that are likely to need adjustment
To compare findings across different sites to identify patterns of effectiveness [learning]	To what extent have outcomes emerged? What factors appear to enable the changes?	Focus is on trends, process and context

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To provide information on key issues that require managerial attention [<i>monitoring; formative</i>]	To what extent and in what ways is implementation of the initiative progressing?	Focus on those elements that are likely to need adjustment
To compare findings across different sites to identify patterns of effectiveness [<i>learning</i>]	To what extent have outcomes emerged? What factors appear to enable the changes?	Focus is on trends, process and context
To provide data to adapt interventions under emergent conditions [<i>developmental</i>]	What have been the main forks in the road and on what basis did we change the strategy? What drivers are enabling the process?	Acknowledges complexity, emerging properties, and systemic change

Evaluation USE	Key Evaluation Questions (KEQs)	Evidence needed (*)	Sources of evidence	Data collection (tools, frequency, etc.)
Why to do evaluation? Broad purposes Practical, urgent To inform decisions	Narrow down to specific components; this requires discussion and consensus	A good KEQ "speaks" to the evidence needed	People, reports, existing data, multi-media, etc.	Priorities to be set based on budget and human resources
				Details will be specific to each KEQ
Aim for 3-5 different uses (impact, process dimensions, learning topics, coordination, methodology, communication.....)				
Different primary evaluation users will have unique uses to propose				



(*) Indicators being an example, but other evidence will be needed (narratives, etc.)

Resources

Utilization-focused evaluation: A primer for evaluators
(2013) – (English, French & Spanish)

<https://evaluationandcommunicationinpractice.net/featured-publications/>

Webinar: Utilization-focused evaluation – Steps 4 through 8
(2014) 29.06 min.

<https://evaluationandcommunicationinpractice.net/knowledgebase/utilization-focused-evaluation-steps-4-through-8/>