

**Evaluation in Practice:
Use and Outcomes in ICT4D Research**
Kuala-Lumpur 8-9 December 2007

Workshop Report



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Executive Summary

IDRC has been supporting a wide range of projects in the field of information, communication and technology for development (ICT4D). These projects are designed to create spaces for research, innovation and experimentation in ICTs across diverse development issues. Over the years IDRC staff in the ICT4D program area and the Evaluation Unit recognized the need to increase monitoring and evaluation (M&E) to ensure lessons were documented and shared. To this end IDRC organized a two-day workshop to provide research partners with a basic understanding of utilization-focused evaluation (UFE) approaches and to explore their applicability in the context of ICT4D research projects.

The workshop was held in Malaysia in December 2007 to coincide with the GK3 conference. IDRC invited facilitators to introduce three emerging evaluation approaches that have yet to be systematically adapted and tested with ICT4D research projects by IDRC research partners: Outcome Mapping (OM), Gender Evaluation Methodology (GEM) and Most Significant Change (MSC). In addition, a dozen ICT4D project partners were invited from Asia, Africa and Latin America and the Caribbean. In preparation, each partner was interviewed in order to learn about their M&E needs and expectations. While all were interested in the three approaches, some were also keen to further explore ICT4D indicators and logical frameworks. However, due to time limitations, these two topics were only addressed through the preparation of reference materials. In addition, IDRC created a webspace where all relevant materials are posted and where future on-line exchanges will be hosted.

Each project prepared a poster summarizing its goal and objectives, as a means to share their work in a 'project marketplace'. This was followed by a short review of Utilization-Focused Evaluation and by presentations by each evaluation facilitator. After each presentation we held buzz groups to allow participants to digest the information on each approach. The remainder of the workshop was oriented towards hands-on activities by the project teams to focus on integrating the approaches into the M&E plans for each project. The workshop was designed using a buddy system where the project

partner and the IDRC officers teamed up along a common capacity development process.

Among the lessons, from a UFE perspective, we agreed that an Evaluation Plan includes a definition of the USERS of the evaluation, the USES of the evaluation, the EVALUATION QUESTIONS, and the METHODOLOGIES. A key message is that the users of the evaluation are not necessarily the same as the project partners.

The most common types of evaluation questions include those that focus on impact, outcomes, approach, process, quality, and cost effectiveness. Once this is established, a well-formulated evaluation question will direct one to the methodologies that are most appropriate. After each project developed its draft evaluation plan, we held a peer review session where each team exposed their work and received comments from peers. The key issues that emerged from these sessions were the importance of combining methods; the importance of differentiating evaluation users from project partners and knowing your audience; and the need to involve users in evaluation without overburdening them.

The overall evaluation of the workshop was positive with an average rating of 8.1 out of 10. However, this was just a beginning in terms of participants expectations about the need for networking, exposure to new approaches, and practical work with their own project M&E. All evaluation respondents expressed an interest in maintaining the momentum. One participant would like to...*“Document all and keep in touch with us to help us do better evaluation.”* Another suggested...*“To have partners produce their whole plans and each complete plan properly reviewed in depth by evaluation resource persons.”* There was a general sense that continued dialogue and mentoring would be a priority, and the workshop organizers are gearing up to respond accordingly.

Background and rationale

IDRC has been supporting a wide range of projects worldwide in the field of information, communication and technology for development (ICT4D). These projects create spaces for innovation and experimentation in ICTS across a number of fields including health, e-waste, local government, gender, policy and regulation to name a few (see *Figure 1 for the list of projects that were represented at the workshop – as they appear in the workshop webspace*). Staff at IDRC recognized the need to increase monitoring and evaluation (M&E) efforts among the projects, among other purposes, to ensure lessons were documented and shared. In addition, it was felt that these projects would be good opportunities to explore a number of emerging approaches that had not been tested in the context of ICT4D.

The monitoring and evaluation (M&E) of research in the field of ICT4D is a relatively new area. It faces the several unique challenges. For example:

What is the nature of ICT4D?

ICTs can improve access to information, facilitate knowledge exchange and empower groups across different parts of society. However, as with other technological innovations, the introduction of new communication and information tools and services may exacerbate gender, social and economic divides – and all of these dimensions merit attention. It follows any one project will involve people from very different backgrounds. This, in turn means that research must make room for a wide range perspectives by different stakeholders, each with their unique appreciation about what is important; what should be measured and how; and what constitutes a relevant outcome.

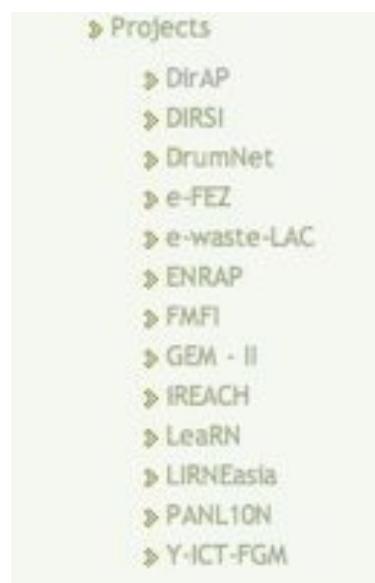


Fig. 1 Projects represented at the workshop - as they appear on the web space

How to learn and what to document?

More often than not, the research breaks new ground; while some outcomes can be predicted, many others will emerge unexpectedly. While there is no standard M&E approach in this field, some funders of research impose planning tools and M&E approaches that are at odds with the nature of this field. In summary, monitoring and evaluation in the field of ICT4D is still in its infancy, yet innovative projects are proliferating and the exact nature of their contribution could be lost in the absence of relevant and systematic M&E.

In response to this background IDRC's has been exploring ways of integrating M&E approaches with ongoing ICT4D projects. The field of ICT4D is ready for innovation in M&E especially practical approaches that are utilization-focused, as is the case with the three profiled in this workshop.



Fig. 2 Interaction among Project partners and IDRC staff

Purpose of the workshop

To provide IDRC research partners with a basic understanding of utilization-focused evaluation (UFE) approaches and to explore their applicability in the context of information, communication and technology for development (ICT4D) research projects.

Objectives of the workshop

- ➊ To inform participants about different types of utilization-focused evaluation (UFE) methods, and to equip them with the tools to choose the appropriate method or combination of methods to meet their intended uses and users.
- ➋ To provide a space for participants and partners to reflect on, develop or improve their respective evaluation plans
- ➌ To contribute toward innovative thinking in the field of monitoring and evaluation (M&E) of ICT for Development projects.

Users of this report

The intended users of this report are IDRC staff and partners who are encouraged to use the workshop findings to improve their understanding of diverse needs and challenges facing IDRC-ICT4D when designing, implementing and reporting on their respective evaluation plans, as well as the resources and support they may require to help address them.



Pre- and Workshop Methodology

Approaches

IDRC identified three emerging evaluation approaches that have yet to be systematically adapted and tested with ICT4D research projects by IDRC research partners: Outcome Mapping (OM) that was developed by the Centre itself, Gender Evaluation Methodology (GEM) that was developed by the Association for Progressive Communication (APC), and Most Significant Change (MSC), a narrative based approach that was developed by Rick Davies and Jess Dart. All three approaches are consistent with the notion of utilization-focused evaluation (UFE) developed by Michael Quinn Patton.

So what is UFE?

“Utilization-Focused Evaluation (U-FE) begins with the premise that evaluations should be judged by their utility and actual use; therefore, evaluators should facilitate the evaluation process and design any evaluation with careful consideration of how everything that is done, from beginning to end, will affect use. Use concerns how real people in the real world apply evaluation findings and experiences in the evaluation process. Therefore, the focus in utilization-focused evaluation is on intended use by intended users. ...”



Utilization-focused evaluation does not advocate any particular evaluation content, model, method, theory, or even use. Rather, it is a process for helping primary intended users select the most appropriate content, model, methods, theory, and uses for their particular situation.” (Patton 2002)

Fig. 3 A project partner, IDRC staff and one of the evaluation facilitators interacting

Preparatory interviews

Preparations for this workshop began in the summer of 2007 through discussions among IDRC Program and Research Officers and Evaluation Unit staff. One basic step that was agreed was the need to start with a baseline to learn where projects were at in terms of M&E.

A basic set of questions was asked of each project partner before the workshop, and each one was interviewed by phone (*their names appear in Figure 4; see Appendix 1 for the names of all participants; Appendix 4 includes the interview guide*).

This baseline information was used to orient the work of the evaluation facilitators and it helped adjust the workshop agenda on the basis of participants' needs. The IDRC Project or Program officers were not interviewed during the preparatory phase.

Fig. 4 Project partners' interviews as they appear in the webspace.

» Participants

- » Angela
 - » Asmae
 - » Chanuka
 - » Chris
 - » Jian
 - » Judith
 - » Julius
 - » Marie Hélène
 - » Pammila
 - » Sana
 - » Uca
 - » Zarah

Fig. 4 Project partners' interviews as they appear in the webspace.

Webspace on Evaluation in Practice

A webspace was established by IDRC to upload the interview summaries and related documentation¹. The site includes all the workshop documents, participant interviews, document resources and links, and the spaces for on-line discussions (Figure 5).



¹ <http://evaluationinpractice.wordpress.com/>

Fig. 5 Screen shot of the webspace

Findings the interviews

- The best-known evaluation approach is Outcome Mapping, followed by Gender evaluation Methodology; and Most Significant Change is the least known. ***As a result, the OM session given the shortest time slot.***
- There is a noticeable variation among the participants in terms of familiarity and experience with M&E approaches.
- Participants share an interest in networking, in learning about new approaches, in developing mentoring relationships, and in developing and adjusting their projects' M&E approaches. ***As a result, the format and evaluation centred on these themes.***
- While there is limited interest in LogFrames, there is more interest around ICT Indicators, mostly in the form of reference materials. ***As a result, short “cheat sheets” were prepared for the workshop.***
- All participants were able to differentiate between outputs and outcomes. Outputs were seen as products or processes under the control of a project, while outcomes were associated with behaviour changes that can often not be directly attributed to a project.²

Buddy system

The workshop was designed using a buddy system where the project partner and the IDRC officers³ teamed up along a common capacity development process (Figure 6). This was expected to strengthen the dialogue between the two parties and creates an environment where both work as a team. In this manner, the emerging monitoring and evaluation approach should be evidence of a joint learning effort.



Fig. 6 A project partner and an IDRC staff member discussing M&E options.

² For further details, see the “Summary of Responses by Workshop Participants” (20 November, 2007) on the webspace.

³ The Telecentres Leaders Forum was taking place concurrently with this workshop and as such, no telecentre.org partners could participate in the workshop.

Workshop format

The workshop began with very short introductions and some networking time for people to meet informally. Each project was asked to prepare a poster summarizing its goal and objectives, as a means to share their work in a ‘project marketplace’ (Figures 7 and 8). The project marketplace focused the networking time and

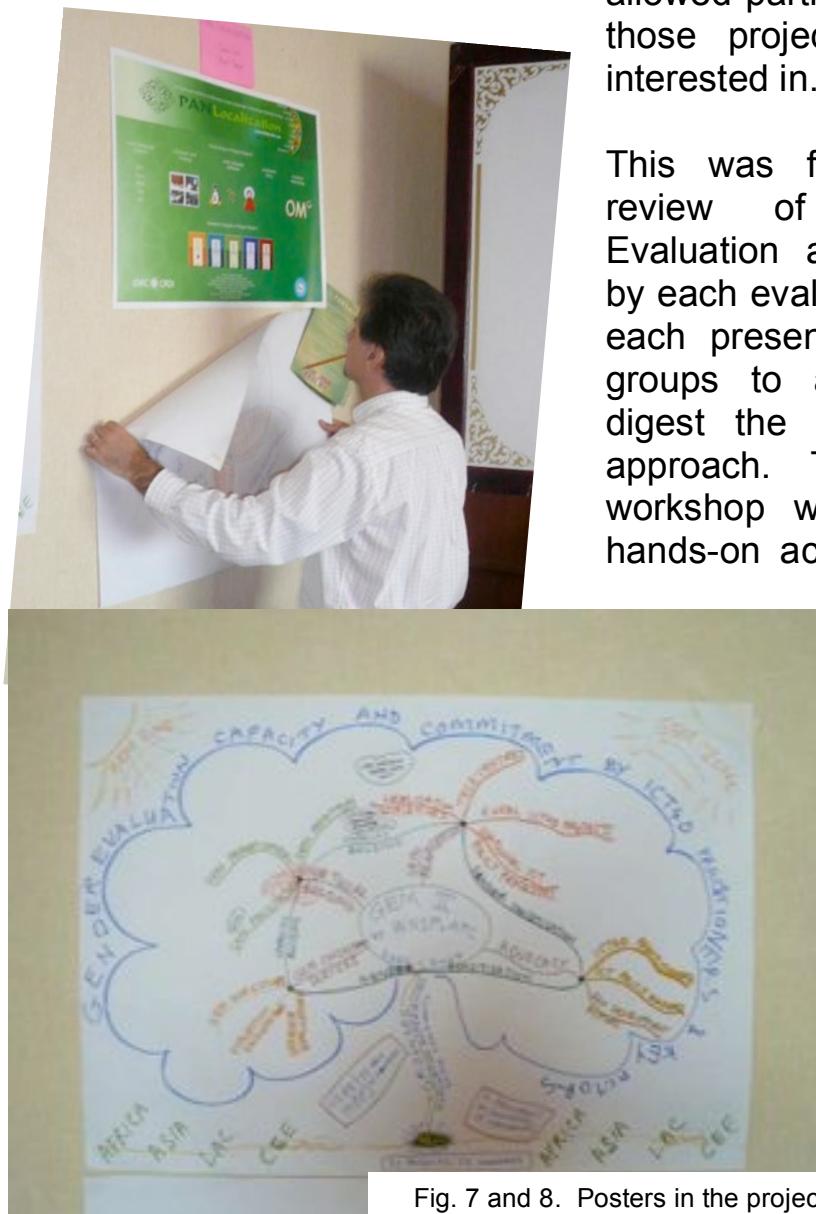


Fig. 7 and 8. Posters in the project marketplace.

This was followed by a short review of Utilization-Focused Evaluation and by presentations by each evaluation facilitator. After each presentation we held buzz groups to allow participants to digest the information on each approach. The remainder of the workshop was oriented towards hands-on activities by the project teams (buddy system) to focus on integrating the approaches into the M&E plans for each project. Each project was asked to post its products on the wall –next to their posters- for other to see, review and learn from.



Buzz groups on OM, MSC and GEM

The presentations on Outcome Mapping (OM), Most Significant Change (MSC) and Gender Evaluation Methodology (GEM) were meant to be an introduction. Following each presentation, a buzz group⁴ took place for participants to reflect on what they liked, what challenges they found, and what pressing questions emerged. (The results of all buzz groups are uploaded on the website.)

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Buzz Group - GEM

Project name: <u>LEARN</u>
1) General aspects that you find appealing:
<ul style="list-style-type: none">• Utility in microprojects• Role in context (not generalized across all countries)
2) General aspects you find challenging or that are not yet clear:
<ul style="list-style-type: none">• Caution gender is not female only – age relationships and gender
3) Pressing questions or comments in relation to if / how the approach may be practically applied in your project context:
<ul style="list-style-type: none">• Given the lack of sex disaggregation data how can we make comparisons?• Does GEM's basis for inequity predetermine the outcome?• Do males appropriate tech differently than women?• Is there increase of gender bias against men?
<p>Hard copies of this page will be available for you to hand-write your comments and to display it on the wall next to your poster.</p>

⁴ A buzz group is "...a small discussion group formed for a specific task such as generating ideas, solving problems, or reaching a common viewpoint on a topic within a specific period of time." <http://dictionary.bnet.com/definition/buzz+group.html>

Formulating clear evaluation questions and choosing methodologies are key steps

The evaluation facilitators reviewed the feedback at the end of Day 1 (see Appendix 5) and on that basis it was decided to focus on the kernel of the exercises for Day 2: tips on how to develop evaluation questions and how to choose methodologies. The use of some practical examples helped participants get a more clear handle on the types of questions they were looking to pose in their respective evaluation plans, including how they were phrased, the type of question and the types of findings they would yield.

Summary of lessons

Components of an evaluation plan

From a UFE perspective, an Evaluation Plan includes:

- **The USERS of the evaluation**
- **The USES of the evaluation**
- **The EVALUATION QUESTIONS**
- **The METHODOLOGIES**

A key message is that the users of the evaluation are not necessarily the same as the project partners – as emphasized in Jess Dart's slide:



Reminder: Who are the evaluation users?

- People who REALLY demand the information generated from the evaluation
- Always includes the team themselves and partners – Sometimes some external people
- There shouldn't be many of them!
- **Not necessarily** same people as the project boundary partners
 - Boundary partners = targeted stakeholders for change
 - Evaluation Users = people who take an action or make a decision based on the evaluation findings

Types of Evaluation Questions

Jess also reminded us that there are different types of “Key Evaluation Questions”:

Some different types of KEQs

Impact To what extent is it likely that the desired practice change will lead to improvement in the STATE (eg less poverty, improved water quality). Eg TWE is it likely that change in the way nurses use technology will lead to improved health outcomes?

Outcomes: To what extent did participating farmers change their practices around fertiliser management?

Approach/ model questions: How does our model of engagement and capacity building compare with best practice? (comparative study)

Process :To what extent were partners adequately engaged during the project development process? (process evaluation)

Quality: What was the quality of the research/research outputs?

Cost effectiveness: What is the predicted cost-benefit of this intervention?

Choosing methods

A well-formulated evaluation question⁵ will direct you to the methodologies that are most appropriate.

Some types of methods “go” well with different types questions

Impact To what extent is it likely that the desired practice change will lead to improvement in the STATE (eg less poverty, improved water quality).	<input type="radio"/> contribution analysis Data trawl and expert panel/GEM
Outcomes: To what extent did boundary partners change their practices as expected? (addressed in OM)	<input type="radio"/> OM / MSC /GEM
Unexpected outcomes:	<input type="radio"/> MSC
Approach/ model questions: How does our model of engagement and capacity building compare with best practice in this area? (comparative study)	<input type="radio"/> Comparative study of different approaches
Process :To what extent were partners adequately engaged during the project development process? (process evaluation)	<input type="radio"/> Evaluation study: Interview process/ focus groups
Quality: What was the quality of the research /research outputs?	<input type="radio"/> Audit against standards, peer review
Cost effectiveness: What is the predicted cost-benefit of this intervention?	<input type="radio"/> Economic modeling

⁵ Jess suggested the following check list for good “key evaluation questions”:

- 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 KEQs
- 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! Eg 2-4 is good!

Sample (draft) evaluation plan

Project Name: iREACH Project, Cambodia

Electronic Capture of Project Work

Users:

- Project staff
- Local committees (boundary partners)
- Donor and NGO partners (strategic partners)

Uses:

- Project improvement
- Mainstream or integrate results with the community plans
- Engagement and ownership (for boundary partners)
- Shared common understanding of the project and goals of the project

Key Evaluation Questions:

- To what extent did the project bring change (social, economic, cultural, environmental) in the two pilot communities?
- TWE did broader communities adapt and adopt the soft (PDC, GEM, OM-SPEAK) and hard (ICT infrastructure deployed) methodologies?
- TWE, if any, did the project cause gender-related effects in the communities?
- TWE has the project been able to create mechanisms for sustainability?
- TWE has the project contributed evidences to formulate pro-poor ICT policy in Cambodia?

The dominant methodology is OM-SPEAK, supplemented by GEM and MSC in some parts. OM-SPEAK gives us both quantitative and qualitative data in some parts and GEM and MSC will give us in-depth data on certain issues or aspects, i.e. gender, and success stories.

The Next Step: Short and Long Term

1. To plan and implement your evaluation.
 - Give a short session on MSC as well as give feedback on the ICT4D Workshop to the team.
 - Review and revise, if necessary, the current M & E plan with the team. Agree on the methodology/ies to be used in the evaluation.

- 2. To develop capacities in evaluation in your project and/or organization.**
 - Give short session on MSC.
 - Conduct a “dry-run” or pre-test on the tools and methodologies to be used.
 - Seek advise or mentoring from IDRC.
- 3. To document, share and innovate on approaches to evaluate ICT4D.**
 - Identify problems encountered during the evaluation and what steps or tools were used to resolve it.
 - Document processes involved and undertaken in the evaluation as well as the reflection on the evaluation activity that was undertaken.
 - Post these reflections in the project blog (www.ireachproject.blogspot.com), and perhaps contribute to the online workspace provided by IDRC.
 - Continue dialog (face to face and virtual) with IDRC POs, as well as other colleagues and workshop facilitators.



Fig.9. Project teams preparing their summaries

Key lessons from the peer review

Each team prepared at least one Evaluation Question, followed by the methodologies to be used.

The peer review process was summarized into cards and a number of key issues and lessons emerged:



Fig.10. Project teams preparing their summaries

Key issues and lessons from Peer reviews

Mixed methods

- ↳ Integration of methodologies – process, applications and managing workload
- ↳ The need for both qualitative and quantitative – at the right time!
- ↳ Open methodology
- ↳ Don't obsess about terminology or the name of the methodology/framework

Clarify (users and input from users)

- ↳ Differentiate project partner/beneficiaries from evaluation users
- ↳ Knowing your audience is key
- ↳ Strengthening of methodologies thru user input (involvement)

Other

- ↳ Stakeholder fatigue – don't over-consult using different methodologies
- ↳ IDRC might have created some confusion between evaluation and research for its partners

Timing

- ↳ Some research projects have not yet findings – not ready for outcomes evaluation

NOTE: The project evaluation plans have been uploaded to the website.

Evaluation of the workshop outcomes

The average workshop was 8.1 out of a highest score of 10 (n=15, see Appendix 6). The pre-workshop interviews yielded expectations that fit into three groups: networking, exposure to new approaches, and practical work with their own project M&E. In this section we review these expectations in terms of workshop outcomes on the basis of feedback received in the Workshop Evaluation.

Networking

Participants welcomed the opportunity to interact with other project partners, to learn from and with peers, and to work jointly with their IDRC counterparts⁶. One participant was pleased to have had **"Time to have MOST SIGNIFICANT INTERACTION with partner."**



Fig.11. Most significant interaction!

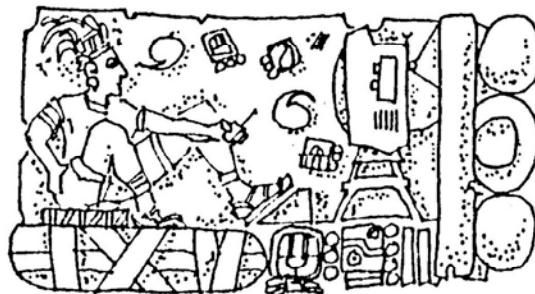
⁶ In the evaluation of the workshop 8 participants felt that their networking expectations were partly fulfilled and 6 felt they were fulfilled.

Exposure to new approaches

Most participants were cognizant that this was meant to be only an introduction and they expressed an interest in furthering their understanding and practice with some methodologies⁷. A participant stated that there was a..

“Good mix of theory and practice; the three methodologies are coalescing in one workshop.”

Some were frustrated with the short duration of the workshop and suggested a longer event next time. There was also a plea for further practical work, case studies, and examples of methodological combinations that worked and pitfalls to avoid.



Practical work on project M&E plans

Participants were keen on having had the chance to explore methodologies and apply them directly to their own project evaluation plans. Most recognized that this was a start.

“I like the fact that IDRC and its partners are together engaging in this activity so that they can come up with a common understanding of the projects’ evaluation needs, challenges, as well as work to make a plan.”

⁷ Overall participants were pleased with the exposure. Most respondents felt they had received either an “adequate exposure” or a “good start”, with variations across the three methodologies.

The draft evaluation plans that were prepared by several project teams constitute a first approximation; they will evolve but for now their value is mostly as a baseline. In a few other cases, projects already have an established evaluation plan that was not reflected in the workshop outputs.

Follow-up

All evaluation respondents expressed an interest in maintaining the momentum. One participant would like to...

“Document all and keep in touch with us to help us do better evaluation.”

Another suggested...

“To have partners produce their whole plans and each complete plan properly reviewed in depth by evaluation resource persons.”

There was a general sense that continued dialogue and mentoring would be a priority.



Fig.12. Project teams will continue interacting beyond the workshop

Workshop design and process

Participants were mainly pleased with the design of the workshop.

"I like the way all participants were made to give their input to workshop instead of being listeners."

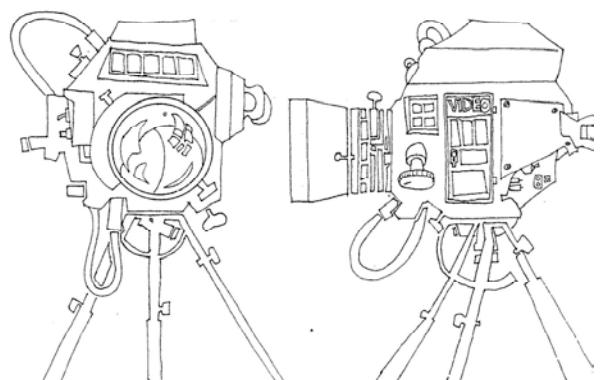
Buzz groups and peer-based work was particularly welcome. However some voiced the need for more time to become familiar with the projects through short introductions. Others recommended we provide a basic primer on evaluation before the presentations on each methodology. Some were unhappy with the tight time schedule yet other would have wanted more sessions, especially one-on-one consultations and practical exercises.



Fig.13. Project team at work, with posters in the background

Video testimonials

Thanks to the hard work by Genevieve, we gathered video testimonials from many participants. Clips will be uploaded to the webspace as editing time permits.



Discussion and next steps

- ➊ The interaction between partners and staff is unique, valuable and worth building on.
- ➋ The need for ongoing mentoring merits attention. Two issues merit attention: a) the mechanisms and requirements for ongoing collaboration between the ICT4D programme areas and/or project and the Evaluation Unit and b) the role and level commitment by external evaluation facilitators.
- ➌ Follow-up regional (rather than inter-regional) meetings may appropriate with attention to some of the constructive criticisms received in the evaluation.
- ➍ The webspace as a venue for continued dialogue merits to be maintained, with a focal point / webmaster.

The screenshot shows the homepage of the 'Evaluation in Practice' website. The header includes links for Home, About, Documents, Evaluation Workshop, and FAQ. The main title 'Evaluation in Practice' is followed by the subtitle 'Use and Outcomes in ICT4D Research'. Below the header is a large image of red flowers. The left sidebar contains two recent posts: 'Learning process on indicators' (November 16, 2007) and 'Gearing up for Kuala Lumpur' (October 22, 2007). The right sidebar lists various pages such as About, Documents, Interview, Posters, Evaluation Workshop, Agenda, Discussions, and participant names like Angela, Almee, Chanuka, Chris, Jian, Judith, Julius, Marie-Hélène, Pamela, and Sana.

Evaluation in Practice
Use and Outcomes in ICT4D Research

Learning process on indicators
Posted by ramirezricardo under ICT4D, Sustainability, assessment, indicators, resources | Tags: engaging stakeholders, indicator selection criteria, indicators, learning | (edit this)
No Comments

An adaptive learning process for developing and applying sustainability indicators with local communities. This article describes a step-by-step process for identifying project components and indicators for sustainability and it can be found in our resources page.

Gearing up for Kuala Lumpur
Posted by yayitac under evaluation, intended users, intended uses (edit this)
No Comments

We have been working very actively in the last month refining the agenda, narrowing scope of the workshop and deepening our friendships.

Some of the pre-workshop activities are underway. Ricardo Ramirez, the lead facilitator of the workshop, is busy contacting participants and setting up interviews with each to gather views, points of interest, idea of who the intended uses and users are, and goals for the workshop. In the coming days we will be posting interesting materials emerging from these conversations.

Pages

- » About
- » Documents
- » Interview
- » Posters
- » Evaluation Workshop
- » Agenda
- » Discussions
- » CDR Discussion
- » HSC Discussion
- » OH Discussion
- » Feedback-1
- » Feedback-2
- » Images
- » Participants
 - » Angela
 - » Almee
 - » Chanuka
 - » Chris
 - » Jian
 - » Judith
 - » Julius
 - » Marie-Hélène
 - » Pamela
 - » Sana

Appendices

1. Participants

- Jian Wang (PROJECT: Digital Review of Asia Pacific (DirAP) - Phase II)
 - Partners: Maria and Silvia
- Sana Gul (PROJECT: PAN Localization Phase II)
 - Partner: Phet
- Zarah Almeida (PROJECT: Community Driven Universal Access Solutions in Cambodia: Pilots to Policy Research)
 - Partner: Maria
- Chanuka Wattegama (PROJECT: Learning Initiatives for Network Economies in Asia -LIRNEasia)
 - Partner: Chaitali
- Chris Morris (PROJECT: Comparative study of “first mile” and “first inch” technologies in different low-density contexts)
 - Partner: Heloise
- Julius Juma Okello (PROJECT: DrumNet : Building a GSM-enabled Information System for Smallholder Farmers in Kenya - Phase II)
 - Partner: Steve
- Asmae El Mahdi (PROJECT: Electronic Government in the City of Fez, Morocco: Scaling up to the National Level)
 - Partner: Adel
- Marie Hélène Mottin Sylla (PROJECT: Contribution of ICTs to the Rejection of Female Genital Mutilation in Francophone West Africa)
 - Partner: Khaled
- Judith Mariscal (PROJECT: Regional Dialogue on the Information Society Network - Latin America and the Caribbean)
 - Partner: Alicia
- Uca Silva (PROJECT: Regional Platform on Personal Computers Electronic-Waste in Latin America and the Caribbean)
 - Partner: Alicia
- Pammla Petrucka (PROJECT: Linkage for Education and Research in Nursing (LEARN): a Caribbean Initiative)
 - Partner: Nathan
- Angela Kuga Thas (PROJECT: Building Gender and Evaluation Practice within the ICT for Development Community: Gender Evaluation Methodology II)
 - Partner: Chaitali and Sarah

UFE EXPERTS

- Chat Garcia Ramilo (APC Women)
- Jess Dart (Clear Horizon)
- Sarah Earl (Evaluation Unit - IDRC)
- Ricardo Ramirez (consultant)

Other IDRC STAFF

- Geneviève Lefebvre (Acacia & Connectivity Africa) - videographer
- Pauline Dole (Communications) – networking with IDRC partners
- Frank Tulus (Telecentre) & Jackie Loh (Singapore) – observers on Dec. 8
- Sunil Abraham (ENRAP) working on evaluation plan; partnered with southern evaluator from ASK (Khilesh Chaturvedi).

2. Original agenda

Saturday Dec. 8th.

08:30-09:00 Register outside room KL1 hang-up your poster inside

09:00-09:15 Welcome and workshop process (Chaitali Sinha & Ricardo Ramirez)

09:20-09:30 Who is who? Round of introductions

09:30-10:00 Project marketplace: poster review and networking time

10:00-10:45 What is Utilization-Focused Evaluation and how does it influence M&E? (Sarah Earl). Participants revise Task 1

10:45-11:00 Stretch out. Participants post their Task 1 sheets next to their posters

11:00-11:20 Presentation on Outcome Mapping (Sarah Earl)

11:20-12:00 Buzz groups on Outcome Mapping. Participants post their buzz group sheet next to their posters

12:00-13:00 Lunch

13:00-13:45 Presentation on Most Significant Change (Jess Dart)

13:45-15:00 Buzz groups on Most Significant Change. Participants post their buzz group sheet next to their posters

15:00-15:30 Break

15:30-16:15 Presentation on Gender Evaluation Methodology (Chat Garcia)

16:15-16:45 Buzz groups on Gender Evaluation Methodology. Participants post their buzz group sheet next to their posters

17:00-17:15 Day 1 Process Evaluation

17:15-17:30 Schedule one-on-one sessions for Day 2

Sunday Dec. 9th.

09:00-09:15 Review of objectives and process for Day 1 (Ricardo Ramirez)

09:15-09:45 Plenary discussion to reflect on buzz groups outputs and warm up

09:45-10:30 Task 2: Rationale. Project work one-on-one with facilitators

10:30-11:00 Break

11:00-12:00 Task 2: Methodologies and components Project work one-on-one with facilitators

12:00-13:00 Lunch (one-on-one consultations continue)

13:00-14:30 Task 2: Implementation

14:30-15:00 Break and walk around

15:00-15:45 Plenary discussion

15:45-16:30 Finalize Task outputs in electronic form

16:30-17:00 Next steps and closing - IDRC

17:00-17:15 Evaluation of workshop

3. Final agenda

Saturday Dec. 8th. (unchanged)

Sunday Dec. 9th.

09:00-09:45 PLENARY. Review, feedback and adjustment; agenda+tasks; sign up (Ricardo). Presentation on what makes a good evaluation question; analysis of examples from the groups(Jess).

09:45-10:15 PROJECT GROUP WORK to revise the evaluation questions [2 slots with one-on-one consultations]

10:15-10:30 PLENARY. How to choose methodologies (Jess)

10:30-10:45 Break

10:45-12:00 PROJECT GROUP WORK: Take one evaluation question and select the evaluation methodologies [3 slots with consultations]

12:00-13:00 Lunch

13:15-13:45 Margolis wheel with burning questions

13:45-14:00 PROJECT GROUP WORK: Finalize your presentation

14:00-15:40 PEER REVIEW (3 mini groups of projects). Each project presents 10 min presentation, 20 min chatting. Questions of clarification; strengths; recommendations for improvements. Summary: Three key lessons/issues learned.

15:45-16:00 PLENARY to review lessons and issues.

16:00-16:30 PROJECT GROUP WORK: Next Steps planning the evaluation, evaluation capacity development, implementing, networking on ICT4D evaluation, documenting and sharing (what needs to happen in the SHORT and LONG term?)

16:30-17:05 CLOSING and EVALUATION (“one thing you will take from this workshop and act on”⁸)

⁸ Omitted.

4. Pre-workshop interview

1. General

- 1.1 What constitutes credible evaluation and acceptable evidence in your context?
- 1.2 How do you currently do M&E? What methods, approaches, etc. are you required / do you choose to use?
- 1.3 What are the strengths and weaknesses of the way you currently do M&E ?

2. How familiar you are with the following evaluation approaches

2.1 GEM (Gender Evaluation Methodology)

Not familiar. Have heard about it. Attended a workshop. I use it or parts of it.

2.1.1 What is your level of understanding and experience conducting gender analysis?

2.1.2 What experience have you had in gender evaluation and gender training?

2.2 OM (Outcome Mapping)

Not familiar. Have heard about it. Attended a workshop. I use it or parts of it.

2.2.1 If you are interested in using parts of OM, do you want to use it for ongoing monitoring during the project or for summative evaluation?

2.2.2 How would you differentiate between outputs and outcomes?

2.3 MSC (Most Significant Change)

Not familiar. Have heard about it. Attended a workshop. I use it or parts of it.

2.3.1 What successes and/or issues have you had in using qualitative approaches to monitoring and evaluation?

2.3.2 What experience have you had (if any) with implementing (MSC) Most Significant Change Technique?

2.3.3 What are you most interested in finding out about concerning MSC? (we may be able to add this question to all of the approaches)

3. Other approaches

3.1 What other approaches do you use? _____

3.2 How much attention do you want us to give to **LogFrames**? (*)

Include an interactive session. Provide brief review. Provide reference materials. Ignore.

(*) Keep in mind that this means less time for other approaches.

3.3 How much attention do you want us to give to **ICT indicators**?(*)

- Include an interactive session. Provide brief review. Provide reference materials. Ignore.

4. Preference for the **reference materials** to take home:

- Hard copies only**. Electronic copies only. Both hard copies* and electronic.

** Hard copies will be mailed by IDRC following the workshop.

5. Provide your three main expectations for this workshop.

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-
-

6a. Do you want your name associated with this feedback or do you want it anonymous?

6b. Do you agree to have your name and project listed on the webspace?

6c. Do you agree to have your workshop products posted on the webspace?

7. Would you be willing and able to prepare a poster to visualize and summarize your project?

5. Day 1 Process Evaluation Summary

1. The PRE-WORKSHOP PREPARATIONS		
1 Were not adequate	14 Were adequate	<input type="checkbox"/> Should be repeated
The materials could have been made available online.		
The interviews for partners uploaded in the web were really useful.		
Appreciated being asked.		
Just sufficient information to prepare me mentally for the workshop.		
Good website links.		
Apologies for not coming prepared with my poster.		
The preparations I think were adequate and should be repeated in future workshops.		
I found the web space useful especially for preparing for the workshop.		

2. The DISTRIBUTION OF TIME during Day 1		
1 Was not adequate	12 Was adequate	<input type="checkbox"/> Should be repeated
Good balance.		
Sorry!! but we are finishing early. We need not have rushed so much.		
Good balance breaks.		
I think we were all jet-lagged.		
But maybe more time needed for presentations of methodologies.		

3. The time and method (posters) for PARTICIPANT INTRODUCTIONS		
3 Was not adequate	9 Was adequate	<input type="checkbox"/> Should be repeated
This is a very good way of knowing each other without spending much time		
Posters are interesting but a quick oral presentation (not ppt) of the main ideas and objectives of each project could have been more informative.		
Perhaps providing a bio of each participant in the package.		
More time to get to know projects.		
Not sure, I missed the introduction.		
Should have more time viewing posters and interacting with other participants. But I think it should be done again in future workshops.		
Some participants / projects were absent or less...		

4. The time and method for the EVALUATION PRESENTATIONS		
3 Was not adequate	9 Was adequate	1 Should be repeated
All presentations were adequate and presentations were informative. Good balance.		
I believe these should have been 3 – ½ day sessions. Really would have appreciated more exposure to the speakers.		
You do need at least 3 days to deal with this workshop I feel. I know the constraints but yet workshop designs should not be compromised.		
I liked the buzz groups.		
There should be less emphasis on presentations and more on discussion.		
No presentations after lunch please.		
I think the presenters did a good job in keeping time. But it would be better if they are given longer time for more practical exercises.		
Was adequate only because we all have some knowledge of the different methodologies.		
Would appreciate a few more case studies on how methods have been used (can probably go back & read) AND short falls or challenges that were faced by users. The described shortfall was more on weaknesses / limitations of each methodology (OM & MSC).		

5. The BUZZ GROUP exercises		
<input type="checkbox"/> Were not adequate	10 Were adequate	4 Should be repeated
This worked very well.		
Would have appreciated more time to review and dialogue on these elements. Shared learnings.		
Effective way of sharing learning.		
Useful to work in a team.		
It would be useful to ask each group to share 1 point for greater peer learning.		
Buzz groups are really good especially when you get to discuss with the IDRC partner. You both agree on...		
A good way for people quickly summarize their understanding.		
More discussion with presenters on questions / comments needed.		

P/S Love your lack of angst.

Overall comments: a case study of having integrated gender into an ICT project at planning, monitoring, evaluation will have been useful. MSC was great. Merging OM and indicators remains a concern.

6. Overall Workshop Evaluation

1. What I **liked most** about this workshop

The understanding of the big picture of evaluation approaches.

Learning from peers.

Allows for initial processing of inputs, and to start developing evaluation plan (though still draft) to be able to already identify, think of possible concerns, problems.

Time to look at my programmes and evaluation. Time to have MOST SIGNIFICANT INTERACTION with partner.

I like the way all participants were made to give their input to workshop instead of being listeners.

Introduction to new methodologies.

The integration of partners & IDRC staff.

I like the fact that IDRC and its partners are together engaging in this activity so that they can come up with a common understanding of the projects' evaluation needs, challenges, as well as work to make a plan. Also with the presence of the evaluation experts, it made it even easier to refine our plans. It also helps that we hear what other projects are doing.

The guidelines in the morning for starting the work. – The working group.

Participation du groupe et collaboration récipiendaire + CRDI.

Facilitation, methodology & process.

Interregional.

Offering a basket of methodologies.

Permits the project partners to develop their evaluation designs/plans. Good mix of theory and practice; the three methodologies are coalescing in one workshop.

Mentoring during the peer review session.

2. What I **liked least** about this workshop

Low temperature because of AC.

Not applicable.

Jet lag.

I think I liked all items.

Some exercises in the middle, I didn't have all the elements to work with.

La durée est courte et ne permet pas de bien comprendre et essayer la combination de methodologies.

Very short. No time to recover from jet lag.
Lack of structure on day 2.
Not discussing the methodologies right through and understanding comparative advantages and disadvantages and overlaps. Duration was short.
Not applicable.

3a. I would [14] participate in such a workshop again. Choose, explain.

I want to learn more about other evaluation methodologies.
I would like to learn more about specific approaches & tools.
But I would also want all core project team members on board, so that they have chance to ask questions and go through similar thought processes face-to-face.
Yes, because I have learnt a lot with a short space of 2 days, It's been always useful and helpful for me attending workshops.
Firstly because we need capacity-building. Secondly, the learnings we collect not only from facilitators but also from other participants help us improve our own activities.
It has been very useful to think the project from this perspective.
Oui! En ICT4D on a besoin de bien réfléchir sur les méthodologies et approches d'évaluation!
Gained strong overview, future networking opportunities.
I think this is vital to keep evaluation work current and visionary.
It's enriching for sure and makes an M&E facilitator reflect and enrich the practice.
So informative, focused, enriching and interesting.

3b. I would not [1] participate in such a workshop again. Choose, explain.

The best place to face-to-face meet with evaluation experts to align what we are doing one or point me(?) at the right path. *[Comment consistent with a positive answer but marked as a not wanting to participate in another workshop.]*

4. If IDRC repeats this type of workshop, what elements would you maintain?

Wheel of questions. Working with examples. Demand based facilitator assist. Focus on getting training (?) done.
All of it p maybe longer time for practical exercises (exercises with

methodology introduced).

IDRC needs to repeat this process with partners on(?) RESEARCH METHODOLOGIES

Pre preparation, buzz groups.

One-on-one sessions, introduction to new methodologies, work more on individual projects. IDRC+partner to team-up.

The previous preparation work through the questions & web page.

Pairing (?) and buzz groups.

Poster display (more time for poster viewing and interacting).

Le travail sur des projets réels.

Peering with IDRC Project Officers.

Speakers, individual project consultations, buzz sessions.

Content, design (combine theory and group work).

All.

Pairing, mentoring, case studies.

5. If IDRC repeats this type of workshop, what elements would you drop?

Presentations after lunch.

Not applicable.

Make sure you invite project partners that are ready for evaluation?

Nothing. This was just OK.

Generic focus, bring more cases, more cases on monitoring and data collection for evaluation.

Too much information in a very short time.

I don't have anything to drop, except give a request to give ample time for practical work.

Too much information, maybe reduce some exercises.

Les présentations rapides de certaines questions fondamentales. On a besoin de prendre son temps!

On site plenary(?) after documentation.

Posters.

The short duration, the rush.

None.

6. If IDRC repeats this type of workshop, what elements would you add?

I would include practice examples of the different methodologies.

More emphasis on integrating approaches and tools.

Depends. Are we working on a two-day time frame again? If yes,

none.
Possibly more partners.
ICT indicators. Proper manner to network in the follow-up.
Time for project presentations, eg. 5 min of fame time(?).
In a next workshop you could include the issues that emerge here.
Discussions overt save les experts.
On site electronic documentation.
Get people to share their project in 5-10 minutes as we ended up repeating.
Comparative advantages, disadvantages and overlaps among methodologies, particularly OM and LFA.
Develop a “complete” evaluation plan.
Comparative case studies.

7. The most important **follow-up from this workshop for IDRC is....**

Developing a guide and workshop on “Getting started with evaluation”.
Providing support when projects actually design, plan and execute M&E systems.
Ensuring mentoring support.
Ensuring partners and POs here make use of their learnings.
See whether all partners have used their evaluation results in planning for next cycle.
Document all and keep in touch with us to help us do better evaluation.
To keep up with the network of participants through a list.
Continued dialogue and give some kind of mentoring, giving feedback to the evaluation activities undertaken by IDRC partner.
To receive the information that was produced here.
Réflexion sérieuse et continue sur l'évaluation en ICT4D.
Local knowledge basis to inform future research on evaluation.
Websites and references to enable us to continue to share.
Making sure project have M&E plans that are ambitious yet rational and have a buy in from decision makers.
To have partners produce their whole plans and each complete plan properly reviewed in depth by evaluation resource persons.
Review of the actual and final evaluation plan.

8. Your expectation about NETWORKING

<input type="checkbox"/> Was not fulfilled	8 Was partly fulfilled	6 Was fulfilled
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I came late so I missed the introductions.
 Good that we already have some work relationship with some partners. Opportunity invest in (?) further work relationships. New resources persons to tap.
 Cross PI regional sharing very IMP ALL PO's should be involved.
 I didn't get to know other IDRC partners.
 There are many people that maybe will be difficult to maintain contact.
 Most of this happened after the peer review session which was too late.
 Didn't get to work too much with different partners (although it may be asking too much).
 I only dated half of the participants ☺

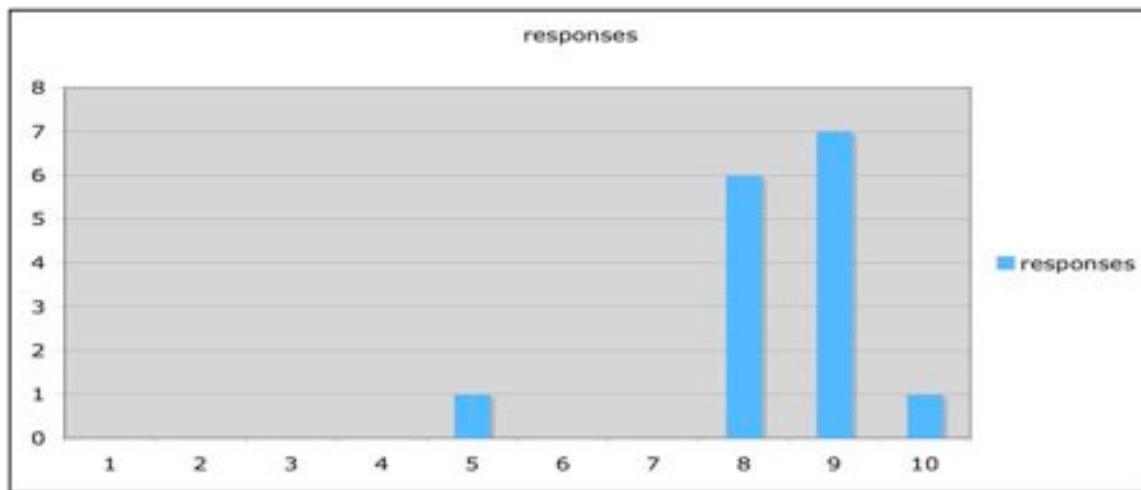
9. Your exposure or update on OUTCOME MAPPING		
1 Was not adequate	9 Was adequate	4 Was a good start
I think I will have to spend time learning the specifics. The presentation was concise but adequate. I was not here. Want to get into the details. Concept is known.		

10. Your exposure to MOST SIGNIFICANT CHANGE		
2 Was not adequate	4 Was adequate	8 Was a good start
Would like to know the interviewing skills but will followup later. This is the first time I have learned it and sure to improve my knowledge. It would be interesting to get some practical tips on how to collect story telling, eg how to ask questions. I was not here. Need details.		

11. Your exposure or update on GENDER EVALUATION METHODOLOGY		
2 Was not adequate	7 Was adequate	5 Was a good start
Again I have to invest time in learning more. But integration opportunities mentioned and outcomes unclear. I was not here. Was very cursory and sketchy.		

12. On a scale of 1-10 (10=best) comment on the utility of the
--

workshop for your project.



Average: 8.06 (15 respondents)

Fantastic! I have the start of a good evaluation plan I think to discuss with colleagues and others.

Will be able to design an evaluation TORs for networks.

I am fully satisfied because both organizations and myself personally can learn a lot from lessons.

For today work.

Some good ideas – MSC. Some networking.

13. Other comments?

Thanks to all the facilitators for such a great job!

Thanks for the opportunity and for the great flexibility in accommodating needs. Good space for work/ thinking out loud.

Always stimulates by Evaluation Unit inputs!

Thanks for organizing this and the opportunity given for me to participate.

The workshop design was good and I think the objectives and expectations were met despite the time limits.

I could not assist to this workshop the first day so my opinion is based only on work today.

Thank you for a very worthwhile and respectful environment. The linkages and expert contacts will be invaluable in our project. On behalf of our LeaRN Project team. Dr. Pamela Petrucca.

Thank-you for this wonderful opportunity. Please give more emphasis on overall design, duration of workshop rather than on details of the methods within the workshop (which incidentally were excellent). In

view of objectives: got informed yet, but didn't get fully equipped. Best to ask the participants if objectives were met than speak on it yourself. Still, a great effort indeed!! Thank you!