



Utilisation of Humanitarian Evaluation

Monitoring and Evaluation of
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Presentation Overview

- Background
- What is evaluation utilisation?
- What are the key factors affecting utilisation?
- What are the obstacles to a utilisation-focused approach?
- Conclusion/Questions for M&E of DRR

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Background

- ❑ 1997 ALNAP formed following JEEAR.
- ❑ Sandison, P. (2006) "Evaluation Utilisation" Ch.3 ALNAP (2006) *Review of Humanitarian Action* based on:
 - ❑ Literature review; 4 case studies (CAFOD, MSF(H), OCHA and USAID); interviews with 45 evaluators, evaluation managers and 'users'; review of 30 TORs; electronic survey sent to ALNAP members.
- ❑ Integrates theoretical frameworks of Michael Patton (1978); Carole Weiss (1977) and RAPID (2001) at ODI.

What is Evaluation Utilisation?

*"An evaluation has been utilised if users with the intention and potential to act have given serious, active consideration to its findings, identifying meaningful uses **according to their own interests and needs.**" (Sandison, P. 2006)*

Types of evaluation use

- Instrumental use:** *recommendations directly implemented by decision-makers.*
- Conceptual use:** *findings 'trickle down' into the organisation in the form of new ideas over time.*
- Process use:** *participation in the evaluation itself leads to individual learning and changes in behaviour.*
- Legitimising use:** *confirms a decision or understanding that the organisation or individual already holds.*
- Misuse/Ritual use:** *commissioning an evaluation with no intention of acting upon it.*
- Non-use.**

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4 Key Factors Affecting Utilisation

- Quality of the evaluation process and product:** *purpose and design; participation and ownership; planning; evidence; follow-up; evaluators.*
- Relationships:** *between the evaluators and users and their links to influential stakeholders.*
- Organisational culture:** *learning and knowledge-management systems, structural proximity of evaluation units to decision-makers, political structures and institutional pressures.*
- External environment:** *the public or media, governance structures (e.g. board, ministers, parliament), executive committee and donors.*

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Obstacles to utilisation-focused evaluation

- Significant human, financial and time costs.
- Not all programmes or organisations are 'ready'.
- Facilitating a utilisation-focused evaluation requires special skills.
- Structural factors and political imperatives.

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Conclusion

- Narrow understandings of evaluation 'use'
- Sector must recognise the limits of evaluation:
"If we continue to expect evaluation to cover most of the accountability and learning needs of the sector, we will be disappointed." – Sandison, P. (2006)
- Application of pro-use approaches and awareness of QUALITY factors affecting use is patchy.
- Greater focus on **intended use and users** could expose misuse/ritual use and increase evaluation's capacity to effect change.

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Questions for DRR evaluators...

- Who are the key stakeholders/intended users and how can they be brought in to the DRR evaluation process early on?
- What types of use can be expected in the DRR context? Instrumental, conceptual, process, legitimising etc.?
- Who are the key individuals with the potential to influence use? Do the evaluators have strong links with them?
- Is the report timely, credible and accessible? Do the recommendations reflect the concerns, needs and interests of the intended users?
- How will the findings be followed up, promoted, targeted, disseminated?
- What are the potential organisational/political barriers to utilisation?

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References

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Thank you

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