Developmental Evaluation in Practice
Session D3

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Discussants
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DeGEval Conference, 17.09.2021
Evaluation Theory is Who We Are.

William Shadish,
AEA Conference,
Presidential Address 1997
Something is developed

Developmental Evaluation
Purpose of an evaluation

- formative – improvement
- summative – judgement
  of an existing programme/concept/model
    → Best Practice
- developmental – contributes to development
  of a not or only preliminarily defined programme/concept/model
    → Effective principles
Complex, innovative, emergent evaluands

Five situations in which DE is a suitable approach:

- pre-formative development of a potentially scalable intervention
- ongoing development of a programme
- adapting effective general principles to a new context
- developing a rapid response in the face of major change or crisis
- major systems change
How the world is changed

Top down
Dissemination and implementation of Best Practice

Adaptive Management
Developmental Evaluation

Bottom up
Self-initiated innovation by stakeholders
Something is developed

Developmental Evaluation

Evaluation also develops
Suitability of DE

Programme/Project

Organisation(s)

Evaluator

suited for DE

ready for DE

willing and capable to engage in DE

DE
Inclusive eye health project, Kogi State, Nigeria

2.5 year project led by Sightsavers funded through UK Aid

- **Goal:** Improve access and quality of eye health services to people with disabilities

- **Why?** Women and men with disabilities in Kogi face similar barriers experienced by people with disabilities in the rest of Nigeria and other developing countries, including limited access to education, employment and health services, and are exposed to worse health outcomes compared to the rest of the population.

- **How?** Systems strengthening approach

- **What?** Health worker training, social and behavioral change, awareness raising, accessibility improvements, inclusive protocols, inclusive governance, advocacy
“It is my intention, apart from the alleviation of all kinds of hardship, to promote the moral, physical, and intellectual development of the people ... health, education, promotion of talent, international understanding and the like are to be promoted...”

Excerpts from Robert Bosch’s guidelines for the Vermögensverwaltung Bosch GmbH of July 19, 1935

Bosch dedicates substantial portions of his company’s dividends to the common good. In 1964 the “Gemeinnützige Vermögensverwaltung Bosch GmbH” (named Robert Bosch Stiftung GmbH after 1969) assumes the majority of the capital in the Robert Bosch GmbH and continues his philanthropy.

We have three areas of support and work in topics.
How do we use Developmental Evaluation?

We use DE to further develop the strategy of each topic and to inform our ongoing operational and funding decisions (because we do not yet know “what works”).

Example of one of our topics: Inequality

Based on preliminary analysis we draft a Theory of Change and formulate Learning Questions.

• We use questionnaires and review meetings across partners and projects to get rapid and regular feedback on changing contextual conditions and unintended outcomes.
• We are validating our Theory of Action using contribution analysis.
• We follow the development of a network of grantee organizations using surveys.
• We validate our findings using an Advisory Group on Inequality.

We then continuously adapt project implementation and update our Theory of Change.
Developing an Impact Model and Reflection Instruments to assess participatory research using a DE approach

### Research organization
(Vienna, Austria)

Support researchers in applying participatory research

My role: support orientation towards societal impact (plan, steer, assess)

#### Goals

- Develop an Impact Model (“What societal changes does participatory research lead to?”) → use Theory of Change
- Develop Reflection Instruments based on Impact Model to assess these changes

#### Process

**3 Workshops:**

**Workshop I + II: Develop Impact Model (ToC approach)**
- 2 stakeholder groups and approaches
- Brainstorm desired changes and develop impact pathways

**Workshop III: Develop Reflection Instruments**
- Researchers, practitioners & public assess each change element individually: (a) How did this change unfold in your project? (b) How (else) could you assess this?
- Build and pretest evaluation prototype

**Reflection Instruments:**
- Participation check
- Desk Research
- Qualitative Interviews
- Guided Team Reflection
- Quantitative Survey
- Focus groups

Discussion