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## UNIT 3 EVALUATION

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### 3.1 INTRODUCTION

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Literally, 'evaluation' means 'assessing the value of'. Evaluations are undertaken in all spheres of life, in informal or formal ways, whenever, one wishes to know and understand the consequences of some action or event. The acquired knowledge and understanding are commonly used by the evaluator to perform some activity in a better manner in the future; that is, one tries to learn from one's experiences in order to improve one's performance.

Evaluation of development work may be undertaken during the implementation of the development programme or project or after it has been completed. In evaluation of development work, people are in focus. The overall purpose of such evaluation is usually to document the results and the utility of the work for individuals or groups of people in the respective society or societies as well as to explore how the results have been created. Evaluating planned development work means that features and processes will have to be described and explained in relation to the plan or plans for that work. A good plan will also guide the evaluation and facilitate collection and analysis of the information that is needed for it.

Evaluation is an assessment of end results or impact of a project with reference to the objectives set in the project. Knowing why a programme succeeds or fails is more important than knowing what it has done. Evaluation provides answers to this crucial question and helps us to identify the strengths and weaknesses, merits and demerits. A good and comprehensive evaluation should bring out what is good/ bad about the project, what are the direct and indirect benefits and what are the intended and un-intended outcomes. The evaluation should also establish cause-effect relationship of project outcomes. By virtue of this, evaluation is, generally, undertaken after the completion of a project. Evaluation helps to refine our planning tools and future programmes.

After going through this unit, you will be able to:

- explain meaning and features of evaluation
- discuss various types of evaluation
- describe methods and approaches of evaluation

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## **3.2 EVALUATION: MEANING AND FEATURES**

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### **3.2.1 Meaning of Evaluation**

Evaluation is a process for determining systematically and objectively the relevance, efficiency, effectiveness and impact of project activities in the light of their stated objectives. Since objectives and unbiased assessment of project outcomes are the essential ingredients of an evaluation, generally, an independent agency is assigned the job of evaluation. It is also an organizational process for improving activities still in progress and for aiding management in future planning/programming and decision making. Evaluation provides information about past or ongoing activities as a basis for modifying or redesigning future strategies.

According to Shapiro “Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what you set out to do, what you have accomplished and how you accomplished it.” According to PSO “Evaluation is assessing as systematically and objectively as possible an ongoing or completed project, programme or policy. The objective is to be able to make statements about their relevance, effectiveness, efficiency, impact and sustainability”.

### **3.2.2 Features of Evaluation**

Some of the basic features of evaluation are as follows:

- It is always with reference to stated criteria
- It is always with reference to a point of time
- It starts where progress reporting/monitoring/estimation surveys end
- It establishes relationship between policies/methods and results
- It investigates and find out factors for success/failure and suggest remedies
- More qualitative in approach and emphasis is on variability than standardization
- More purposive and less aggregative
- Its focus is - policy issues, problem formulation, organizational forms, administrative practices, and extension of technical contents of the programmes, people cooperation, attitude and impact

### **3.2.3 Difference between Appraisal, Monitoring and Evaluation**

Before going to do evaluation, it is important to know the differences between these three concepts ‘appraisal’, ‘monitoring’ and ‘evaluation’. Although they are interchangeable yet distinction can be established among these three concepts. In development terminology, appraisal is usually taken to mean a critical examination of a proposal of a programme or project, normally before the latter is approved for implementation and funding. Sometimes, evaluation and appraisal are used interchanging as if they are synonymous. Appraisal deals with economic viability, technical feasibility and social desirability of a project that is being contemplated. It is generally undertaken for large but concentrated investment project. Thus, appraisal is basically a planning and project formulation activity. Appraisal may be guided by evaluation findings of similar projects / components, which have already been implemented.

As far as distinction between monitoring and evaluation is concerned, both monitoring and evaluations are undertaken to find out how a programme or project performs or has performed. The basic difference between monitoring and evaluation is given in Table-3.1.

**Table 3. 1: Basic Differences between Monitoring and Evaluation**

<b>Monitoring</b>	<b>Evaluation</b>
Continuous: Starts and ends with a programme.	One shot operation: At a point of time (usually at completion or mid way of programme)
Required for immediate use and mid-course correction	Used for future planning/ replication/ expansion
Done by implementing personnel	Usually by outside agency
Quick but covers all units	In-depth; covers a sample
Correcting / managing	Learning process
Symptomatic, early warning system	Diagnostic

The concept of evaluation can broadly be defined as a more thorough examination, at specified points in time, of programmes or projects or parts of them, usually with emphasis on impacts and additionally commonly on efficiency, effectiveness, relevance, reliability and sustainability. Generally appraisal is undertaken before the initiation of the project, monitoring during the implementation of the project and evaluation at the end of the project. However, there are no water-tight differences among these three concepts.

### **3.3 TYPES OF EVALUATION**

Customarily, the evaluation can be categorized as: (i) evaluation by focus; (ii) evaluation by agency; (iii) evaluation by stage; (iv) longitudinal evaluation; and (v) ongoing evaluation.

- i) Evaluation by Focus:** It is of two types viz., formative and summative evaluations.

*Formative Evaluation:* Done during the programme development stage (Process evaluation: Mid term appraisals)

*Summative Evaluation:* Taken up once the programme achieves a stable state of operation (outcome evaluation, ongoing or ex-post evaluation). Usually conducted at the end of the project.

- ii) Evaluation by Agency:** It is done by internal agency as well as independent external agency appointed by donors.

- iii) Evaluation by Stage**

*Ongoing* : During the project

*Terminal:* Immediately after completion of project

*Ex-Post:* After sometime from completion of project

- iv) Longitudinal Evaluation:** It is a repeat evaluation to study the sustainability of results/outcomes.
- v) Ongoing Evaluation (Concurrent Evaluation):** When the monitored information is further analyzed and examined by the project management (with the help of some ad-hoc or special studies) on a continuing basis, with a view to determine the casual relationship between project input or activities and outputs and the influence of external constraints on project performance, it is classified as ongoing evaluation. More aptly, this is the effect and impact monitoring exercise in programmes, which are long term in nature. The idea here is to adjust or redefine policies, objectives, institutional arrangements and resources affecting the project during implementation. Since the main purpose here is to do mid- course correction, it can be taken by the project staff also and therefore it can also be called as internal evaluation. Such evaluation is also termed as concurrent or mid-term evaluation. Generally, this type of evaluation is undertaken in long-term projects.

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### 3.4 EVALUATION DESIGN (HOW TO DO EVALUATION?)

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Since the primary focus of evaluation is assessment of results with reference to objectives i.e., end results or impact, evaluation would necessarily mean comparison of current situation after the project intervention with the situation that existed prior to project. The evaluation designs are of two types:

#### 3.4.1 “Pre - Project” Versus “Post-Project” Evaluation

For obtaining pre and post-project situation, two methods could be adopted:

- i) Carryout a sample survey at the end of the project and enquire from the project beneficiaries simultaneously their present situation and the conditions that existed prior to the project. This method, however, suffers from ‘memory or recall bias’ of the respondents.
- ii) To overcome the memory or recall bias, it is always preferable and necessary that a ‘baseline’ or ‘bench mark’ study is carried out at the beginning of the project on selected parameters of likely impact. A similar baseline at mid term and at the close of project will provide us the changes brought about by the project overtime. Unfortunately in most projects baseline studies are not undertaken or when available it is inadequate. Hence the pre-post (before-after design) may not give us reliable information.

#### 3.4.2 With Project and Without Project Evaluation

Under the circumstances of ambiguity in pre-project and post-project evaluation an alternative evaluation design needs to be adopted. This method is called “with and without”, also called as “beneficiary - non beneficiary (Control Group)” design. For this purpose, a comparable typical sample of beneficiaries and non-beneficiaries can be selected and studied within the project area. Alternately, a comparable typical area adjoining the project area where project has not been implemented can also be studied along with project area. The key to both the approaches is selection of comparable / typical sample.

In order to obtain the best results in evaluation, a combination of both the designs will be the most appropriate method.

Till now you have read about the meaning and features of evaluation, types of evaluation and evaluation design. Now you try and answer the following questions in Check Your Progress-1.

**Check Your Progress 1**

- Note:** a) Write your answer in about 50 words.  
b) Check your answer with possible answers given at the end of the unit.

1) What do you mean by Evaluation?

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2) Name different types of evaluations.

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3) What is evaluation design?

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**3.5 VARIOUS ASPECTS OF EVALUATION**

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It is pertinent to know some of the important aspects which are evaluated when an evaluation is carried out by any individual or an organization. Some of the aspects of evaluation are discussed below:

### **i) Efficiency Evaluation**

This may be defined as the amount of outputs created and their quality in relation to the resources (capital and personnel) invested. It is, then, a measure of how productively the resources (as converted into inputs) have been used.

The main problem in evaluating efficiency is deciding on the amount of various inputs which the evaluator considers to be reasonable for producing the outputs which may have been documented in the project proposal. Specific criteria for making such judgments are rarely given in the plan documents. The evaluator may therefore have to make his or her own judgment about relations between the magnitude of inputs of different kinds and the amount and quality of outputs. Measuring the efficiency is one of the intricate tasks before the project manager, which sometimes may convince or may not convince the donor agencies of the project.

### **ii) Effectiveness Evaluation**

This expresses to what extent the planned outputs; expected effects (immediate objectives) and intended impacts (development objectives) are being or have been produced or achieved. In practice, in effectiveness analysis, it may be appropriate to focus mainly on the effects on the outcome side, for two related reasons:

- the effect level is the first level at which benefits for the intended beneficiaries are expressed, making effects a much more significant measure of achievements than outputs; and
- being more directly derived from the inputs and activities of the respective developmental scheme than are impacts, the effects will normally be less influenced by intervening external factors and can, therefore, usually be assessed quickly and more reliably.

If the immediate objectives (intended effects) have not been precisely stated in the programme or project document, the evaluator may have to make such further specifications by himself or herself which he or she considers to be necessary for an effectiveness analysis, according to the evaluator's own best judgment.

### **iii) Impact Evaluation**

Impact means long-term effect-positive and negative, intended and unintended. These are the longer-term, largely indirect consequences of the programme or project for the intended beneficiaries and any other people. The main impacts are, of course, expected to be positive. However, there may be negative impacts as well, on beneficiary groups or others. These should also be analysed. Sometimes, negative impacts on some people may have been suspected or even expected at the planning stage. These might then have been mentioned and even specified in the plan documents, with or without counteracting measures. In other cases, they may have been entirely unforeseen. They may then be more difficult to trace for evaluators. Impacts are normally generated through complex relations and processes and they, therefore, need to be analysed through broad-focusing investigations. Impact evaluation can use quantitative or qualitative methods or both.

#### iv) Evaluation of Sustainability Aspect

This means the maintenance or augmentation of positive changes induced by the programme or project after it is terminated. Sustainability may relate to all the levels of the project intervention framework. In case of action research project the sustainability aims at continuation of interventional activities at all levels. In more specific terms, sustainability may mean:

- maintenance of physical facilities produced (for instance, a road);
- continued use of physical facilities (for instance, a road) or intangible qualities (for instance, knowledge);
- continued ability to plan and manage similar development work (by organisations which have been in charge of the programme or project or any other organisations);
- continued production of the kinds of outputs created (for instance, teachers from a teachers' training college);
- maintenance of impacts created (for instance, continued improved health due to new sanitation practices or continued ability to compete more effectively in labor markets due to training given); and
- multiplication of effects and impacts (of the same kinds or of other kinds, through inducements from facilities or qualities created by the programme or project).

#### v) Evaluation of Quantitative and Qualitative Aspect

In the social sciences, it has become common to distinguish broadly between two major approaches: quantitative and qualitative. The most obvious distinction between the two is that quantitative methods produce *numerical data* and qualitative methods produce information which is expressed in *words*. In simple terms, the quantitative evaluation are made by using scientific tools and measurements. The result can be measured and counted. Compared to this, qualitative evaluations are more subjective in nature and become harder to reproduce with accuracy.

#### vi) Evaluation of Result Oriented Aspects

The five main aspects in project operation and evaluation are input - activities - output - effect (outcomes) - impact sequence and their need for monitoring at different stages of the projects' progress. There is change in approach, in recent times; new approach is called Result Oriented/ Result based evaluation, an improvement over the activities to outputs in impact approach is used. The focus here is to ensure that resources 'invested' in any development activity generate their intended results objectively as possible. Projects are now only deemed successful, if the measured results achieve the projected quantified indicators. This approach lays emphasis on 'results' and benefits at every stage. The concept is to link development resources to the objective of societal benefits, along with the means of achieving them, impact measures and the risks involved in the process. This involves an integrated methodology package to strengthen all components of the project cycle. The important tools used are Logical Framework, problem analysis; GTZ objective oriented analytical framework, etc.

## 3.6 METHODS AND APPROACHES OF EVALUATION

The monitoring and evaluation is one of the important components of any project and programme. The funding agencies always want that the money which they sanction to the project and the purpose for which it is spend are utilized for the purpose for which it is intended. Some of the methods and approaches used by the World Bank (2004) for evaluation of projects are:

- i) Logical Framework Approach
- ii) Formal Survey Method
- iii) Rapid Appraisal Method
- iv) Public Expenditure Tracking Survey Method
- v) Cost-Benefit and Cost-Effectiveness Analysis
- vi) Participatory Method

### 3.6.1 Logical Framework Approach

The Logical Framework is simply a tool, which provides a structure for specifying the components of any activity, and the logical linkages between a set of means and a set of ends. It places the project in its larger framework of objectives within the programme. It serves as a useful tool for defining inputs, time-tables, assumptions for success, outputs and indicators for monitoring and evaluation performance. The structure of the Log Frame is deceptively simple. It consists of a  $4 \times 4$  matrix in which the rows represent the levels of project objectives, including the means required to achieve them (the vertical logic), while the columns indicate how the achievement of these objectives can be verified (the horizontal logic). The full matrix is shown in Table 3.2.

**Table 3. 2: A Logical Framework Matrix**

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
GOAL	Measures of Goal Achievement	Sources of Information Methods Used	Assumptions Affecting Purpose-goal Linkage
PURPOSE	End Project Status	Sources of Information Methods Used	Assumptions' Affecting Output-Purpose Linkage
OUTPUTS	Magnitudes of Outputs Planned, Completion Data	Sources of Information Methods Used	Assumptions' Affecting Inputs-Output Purpose Linkage
INPUTS	Nature and Level of Resources, Necessary Cost, Planned Starting Data	Sources of Information	Initial Assumptions about the Project



The two important component of logical frame work technique are (a) the vertical logic and (b) the hierarchy of project objectives.

- a) **The Vertical Logic:** The vertical logic identifies what the project intends to do, clarifies the relationship between project means and ends, and specifies the uncertainties concerning both the project itself and the social/physical/political environment within which the project is located.
- b) **The Hierarchy of Project Objectives:** Four levels are specified in the Log Frame:

**Goal:** The reason for undertaking the project: the ultimate objective of the programme to which the specific project will contribute.

**Purpose:** What the project is expected to achieve in development terms once it is completed within the allocated time. The purpose is the motivation behind the production of the outputs.

**Outputs:** The specific results to be produced by the management of inputs.

**Inputs:** The activities to be undertaken and the resources available to produce the outputs.

Some of the advantages of logical framework are:

- a) It forces the project analyst to trace out the inter-locking components of a project in a Logical manner right from the start. Shifts the emphasis from inputs and outputs to objectives of the project.
- b) It forces the project analyst to ask himself, from the very outset, the question “How can I check whether or not progress is being made towards achievement of objectives?”
- c) It forces the project analyst to record systematically the risks and assumptions inherent in the whole enterprise. Helps to minimise risk, keep a check if assumptions are coming true.
- d) Handing over to others is made easy.
- e) Logical Framework is the intellectual baggage of Monitor and Evaluator.

### 3.6.2 Formal Survey Methods

Formal Surveys can be conducted from time to time during the project or programme implementation period. The survey must try to collect information with the help of a standardized tool from a carefully selected sample of people or households. Surveys sometimes used to often collect comparable information for a relatively large group of people in particular target groups in a project area. The survey is intended to serve following purpose:

- a) Providing baseline data against which the performance of the strategy, programme or project can be compared.
- b) Comprising different groups at a given point of time.
- c) Comparing changes over time in the same group.
- d) Comparing actual conditions with the changed condition of the target established in a programme or project design.

- e) Describe prevailing conditions in a particular community or group.

Some of the advantages of this method are: (a) Its findings can be applied to longer group (b) quantitative establishments can be made for the distribution of impacts.

### **3.6.3 Rapid Appraisal Methods**

Rapid Appraisal Methods are quick and low-cost means to gather information from the beneficiaries or other stakeholders of the project area for providing information to decision-makers. The rapid appraisal method falls between very informal methods such as casual conversations or short-site visits and highly formal methods such as Census, Sample Surveys or experiments.

Some of the popular methods of rapid appraisal are:

- a) Key information interview
- b) Focus group discussion
- c) Community group interview
- d) Direct observation
- e) Mini-survey

The advantages of rapid appraisal method are they are low cost, can be conducted quickly and provide flexibility to explore new ideas. As rapid appraisal methods are short-term, they neither provide sound survey data nor do they provide in-depth understanding of the survey.

### **3.6.4 Public Expenditure Tracking Survey (PETS) Method**

Public Expenditure Tracking Surveys tracks the flow of public funds and determine the extent to which resources actually reach the target groups for which it is intended. The surveys examine the process, quantity, and timing of the release of resources to different levels of government for example central, state, district and local self-government institutions, particularly to the units responsible for delivery of services. PETS is implemented as part of longer service delivery and facility surveys which focus on the quality of service, characteristics of the facilities, their management, incentive structure, etc.

PETS also intend to provide local communities with information about the level of resources allocated to particular services in their area for example to the local school or health clinic, etc and their pattern of utilization. PETS are widely used by the International donor agencies in evaluating their social development projects in African Countries.

The two important advantages of this method are:

- a) Supports the pursuit of accountability
- b) Improves management by pinpointing bureaucratic bottlenecks

### **3.6.5 Cost-Benefit and Cost-Effectiveness Analysis Method**

The cost benefit and cost effectiveness analysis are tools used for assessing whether or not the costs of an activity can be justified by the outcomes and outputs. Cost benefit analysis measures both inputs and outputs in monetary terms.

On the other hand, cost effectiveness analysis estimates inputs in monetary terms and outcomes in non-monetary quantitative terms. The unique feature of cost benefit analysis is that it can indicate explicitly whether benefits outweigh costs. While the cost-effectiveness compare programme with similar outcomes. The calculation of cost effectiveness is done with the help of cost-effectiveness ratio, which is as follows:

$$\text{Cost Effectiveness Ratio} = \frac{\text{Total Cost}}{\text{Unit of Effectiveness}}$$

The benefit-cost ratio (BCR) represents the ratio of total benefits over total costs, both discounted as appropriate. The formula for calculating BCR is:

$$\text{BCR} = \frac{\text{PV}_{\text{benefits}}}{\text{PV}_{\text{cost}}}$$

Where:

$\text{PV}_{\text{benefits}}$  – Present Value of benefits

$\text{PV}_{\text{cost}}$  – Present value of cost

The steps followed in the cost benefit and cost effectiveness analysis are follow:

- 1) set the framework for the analysis
- 2) decide whose cost and benefit to be recorded
- 3) identify and categorize costs and benefits
- 4) calculate project costs and benefits over the life of the programme
- 5) monetize
- 6) quantify benefits in terms of units of effectiveness
- 7) discount costs and benefits to obtain present values
- 8) compute a effectiveness ratio
- 9) compute cost benefit ratio

One of the important advantages of cost effective method is that it is useful for convincing policy-makers and funders that the benefits justify the activity. While the benefit cost ratio is most suitable for the evaluation of single project.

### 3.6.6 Participatory Methods

Participatory Monitoring and Evaluation (PM&E) has emerged because of recognition of the limitations of the conventional approach to M&E. It is attracting interest from many quarters since it offers new ways of assessing and learning from change that are more inclusive, and more in tune with the views and aspirations of those most directly affected by the project interventions. PM&E provides an opportunity for development organizations to focus better on their ultimate goal of improving poor people's lives. By broadening involvement in identifying and analyzing change, a clearer picture can be gained of what is really happening on the ground. It allows people to celebrate successes, and learn from failures. For those involved, it can also be a very empowering process; since it puts them in-charge, helps develop skills, and shows that their views counts.

**a) What is PM&E?**

PM&E is not just a matter of using participatory techniques within a conventional monitoring and evaluation setting. It is about radically rethinking who initiates and undertakes the process, and who learns or benefits from the findings. There are many different forms depending on who is participating, at what stages they are involved and the precise objectives. Community-based versions, where local people are the primary focus, sit alongside other forms geared to engaging lower level staff in assessing how it can be improved. PM&E has created new ways of measuring change, while helping build the monitoring and evaluation capacity of the people involved. Distinction between the conventional M&E approaches and participatory M&E approached is given in Table-3.3 below.

**Table 3.3: Conventional M & E approaches Vs. Participatory M&E Approaches**

Parameter	Conventional M&E	Participatory M&E
Who plans and manages the process	Senior managers, or outside experts.	Local people, project staff, managers and other stakeholders, often helped by a facilitator.
Role of 'primary stakeholders' (the intended beneficiaries) How success is measured	Provide information only. Externally-defined, mainly quantitative indicators.	Design and adapt the methodology, collect and analyses data, share findings and link them to action. Internally-defined indicators, including more qualitative judgments.
Approach	Predetermined.	Adaptive.

**b) The Principles of PM&E**

PM&E provides the opportunity to analyse both the qualitative and quantitative information, thus providing more complete information on which to base decisions. Often, an information system focuses on only (quantitative) information, but numbers alone produce an incomplete picture of which is really taking place in the community. If the “story behind the numbers” is available to people, a different evaluation may be possible. PM&E has been built on a number of overall principles which will help understand the PM&E approach (Table 3.4).

**Table 3.4: Participatory Monitoring and Evaluation Approach**

Tools chosen to fit community: PM&E seeks to find the appropriate tool for each unique community.	Information that is useful rather than perfect: It is often only necessary to have information that shows trends rather than statistically exact information. Information showing trends and delivered on time is often more useful to decision-making than precise information delivered late.
Outsiders help community to focus on a specific issue: Outsiders facilitate but do not direct.	Supports existing community skills: PM&E builds on existing community skills.
Attitude of partnership: Insiders and outsiders can both contribute to community development.	

Essential information: PM&E seeks to identify information that is “necessary to know” rather than “nice to know”. This ensures that the information system is not overloaded with unnecessary information.	The community is the final evaluator: Since it is the community alone who decides whether or not to continue the project, they are the final and most important evaluators.
Two way communication and clear messages: PM&E is built on ideas, methods and tools that support equal and clear communication between insiders and outsiders.	People who make decisions need timely, reliable and useful information: The right information at the right time will facilitate better decisions.

**c) What are the Steps or Stages of PM&E?**

There are four major steps or stages of applying PM&E in practice:

- Planning or establishing the framework for a PM&E process, including identification of objectives and indicators
- Gathering data
- Data analysis
- Documentation, reporting and sharing of information

**d) PRA and PRA - related techniques**

Participatory assessment also known as ‘participatory rural appraisal’ (PRA) and ‘participatory rapid assessment’ (PRA), comprises a range of visualization, interviewing and group work methods. These techniques have proven valuable in enabling people to express their views and share information, in uncovering their realities and priorities, and in stimulating discussion and analysis. Following methods are used:

**i) Methods used in participatory rural appraisal (PRA) Visualized Analysis:**

Participatory mapping and modeling	Time lines and chronologies
Aerial photograph analyses	Matrix scoring and preference ranking
Transect and group walks	Venn and network diagramming
Seasonal calendars	Flow diagrams on systems and impact
Daily and activity profiles	Pie diagrams
Historical profiles and trend analyses	

**ii) Interviewing and sampling methods:**

Semi-structured interviewing	Ethno-histories
Direct observation	
Focus group	Well-being and wealth ranking
Key informants	Social maps

**iii) Group and team dynamics method:**

Team contracts

Team review sessions

Interview guides

Rapid report writing

Work sharing (taking part in local activities)

Villager and shared presentations

Process notes and diaries

Some of the advantages of participatory evaluation method are:

- a) Examines relevant issues by involving key players in the design process
- b) Establishes partnership and local ownership of the project
- c) Enhances local learning, management capacity and skills.

In this section you have read about the various aspects of evaluation and techniques of evaluation. Now try and answer the questions in Check Your Progress-2.

**Check Your Progress 2**

**Note:** a) Write your answer in about 50 words.

b) Check your answer with possible answers given at the end of the unit.

1) What is participatory evaluation?

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2) Name different aspects of evaluation?

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### 3.7 LET US SUM UP

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The basic meaning, principles, design and use of evaluation have been briefed and discussed in this unit. Evaluation has been neglected and mistakenly seen as a ‘fault finding’ mechanism. It is to be understood evaluation as a ‘learning process’ and our past experiences guide us to a better future. Unless we know our strengths and weaknesses of actions and outcomes, which an evaluation helps to bring out, we cannot build a better tomorrow. Over the years, evaluation has evolved into a community based participatory exercise than being an externally guided activity. Several illustrations have been given in this unit to facilitate easy understanding of the concept.

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### **3.9 CHECK YOUR PROGRESS – POSSIBLE ANSWERS**

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#### **Check Your Progress 1**

- 1) Evaluation is a process for determining systematically and objectively the relevance, efficiency, effectiveness and impact of project activities in the light of their stated objective.
- 2) Customarily the evaluation can be categorized as (i) evaluation by focus – it is 2 types' formative and summative evaluation (ii) evaluation by agency – it is 2 types like: internal and independent evaluation (iii) evaluation by stage – ongoing, terminal and ex-post evaluation; (iv) longitudinal evaluation; and (v) ongoing evaluation.
- 3) The primary focus of evaluation design is assessment of results with reference to objectives i.e., end results or impact; evaluation would necessarily mean comparison with situation that existed prior to project. The evaluation designs are of two types: “Pre - Project” Versus “Post-Project” Evaluation and With-Without Project design. In other words, the evaluation design aims at measuring what evaluation intends to measure.

#### **Check Your Progress 2**

- 1) Participatory evaluation is a means of achieving the wider objectives of community participation projects. Community involvement will enable evaluation to be used as a learning device – a form of fundamental education which can contribute to empowerment and partnership. Evaluation needs to be seen in a changing light: from being commonly a tool for judging project managers, it can be transformed into a shared process of community self – assessment and project improvement.
- 2) It is pertinent to know some of the aspects which are evaluated when an evaluation is carried out by any individual or an organization. The various aspects of evaluation are: efficiency evaluation, effectiveness evaluation, impact evaluation, evaluation of sustainability aspect, evaluation of qualitative and quantitative aspect, and last one is evaluation of result oriented aspect.