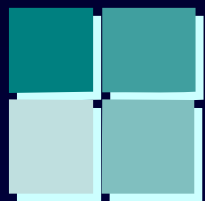


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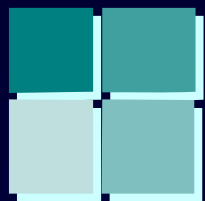
Module 7: Approaches to Development Evaluation





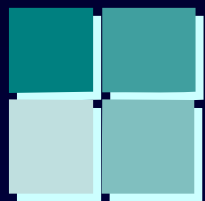
Introduction to Recent Approaches

- Evaluability Assessment
- Prospective Evaluation
- Goal-Free Evaluation
- Multi-Site Evaluations
- Cluster Evaluations
- Participatory Evaluation
- Rapid Assessment
- Outcome Mapping
- Evaluation Synthesis
- Social Assessment
- ESHS Assessment



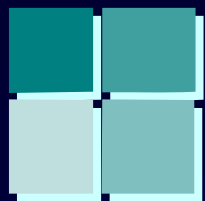
Approaches to Development Evaluation

- Some approaches to development evaluation have been used and tested for many years and continue to be valuable
- A variety of approaches and strategies have been developed to meet the changing requirements of development evaluation



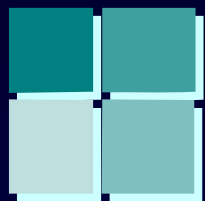
Evaluability Assessment

- A brief preliminary study to determine whether an evaluation would be useful and feasible
- Helps decide whether or not the intervention is sufficiently clear so that one can conduct an evaluation
- Helps refocus the goals, outcomes, and targets to be absolutely clear on what is to be achieved



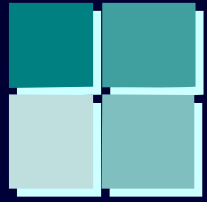
Steps in Evaluability Assessment

- review materials that define and describe the intervention
- identify any modifications to the implemented intervention from what was originally planned
- interview intervention managers and staff about the goals and objectives
- interview stakeholders
- develop an evaluation model
- identify sources of data
- identify people and organizations that can implement any possible recommendations from the evaluation



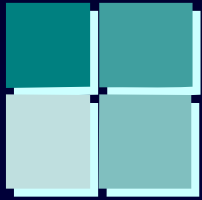
Advantages of Evaluability Assessment

- The ability to distinguish between program failure and evaluation failure
- Accurate estimation of long term outcomes
- Increased investment in the program by stakeholders
- Improved program performance
- Improved program development and evaluation skills of staff
- Increased visibility and accountability for the program
- Clearer administrative understanding of the program
- Better policy choices
- Continued support



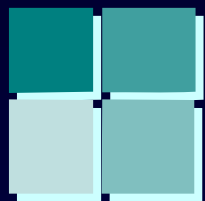
Challenges of Evaluability Assessment

- Can be time consuming
- If evaluation team does not work well together, can be costly



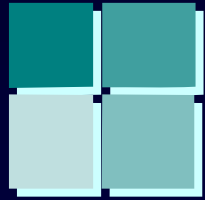
Prospective Evaluation

- Evaluation in which a project is reviewed before it begins
- Attempts to:
 - assess the project's readiness to move into the implementation phase
 - predict its cost
 - analyze alternative proposals and projections



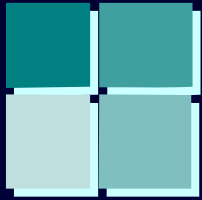
Types of GAO Forward Looking Questions

Question Type	Critique others analysis	Do analysis themselves
Anticipate the Future	1. How well has the administration projected future needs, costs, and consequences?	3. What are future needs, costs, and consequences?
Improve the Future	2. What is the potential success of an administration or congressional proposal?	4. What course of action has the best potential for success and is the most appropriate for GAO to recommend?



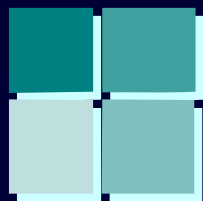
Activities for Prospective Evaluations

- Careful, skilled, textual analysis of the intervention
- Review and synthesis of evaluation studies from similar interventions
- A summarized prediction of likely success/failure, given a future context that is not too different from the past



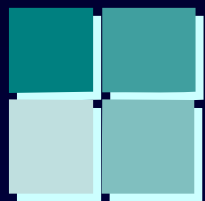
Goal-Free Evaluations

- The evaluator purposefully avoids becoming aware of the program goals
- Predetermined goals are not permitted to narrow the focus of the evaluation study
- Focuses on actual outcomes rather than intended program outcomes
- Goal-free evaluator has minimal contact with the program manager and staff
- Increases the likelihood that unanticipated side effects will be noted



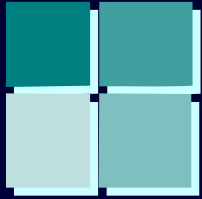
Multi-Site Evaluations

- An evaluation of a set of interventions that share a common mission, strategy, and target population
- Considers:
 - what is common to all the interventions
 - what varies and why
 - differences in cultural, political, social, economic, and historical contexts
 - comparability of indicators across these different contexts



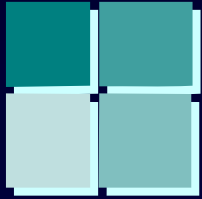
Advantage of Multi-Site

- Typically a stronger design than an evaluation of a single intervention in a single location
- Has a larger sample and more diverse set of intervention situations
- Provides stronger evidence of intervention effectiveness



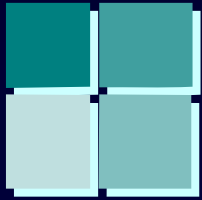
Challenges of Multi-Site

- Data collection must be as standardized as possible
- Requires well-trained staff, access to all sites, and sufficient information ahead of time to design the data collection instruments
- Data collection needs to be collected in order to understand differences within each intervention and their communities



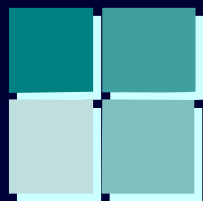
Cluster Evaluations

- Evaluation of a set of related activities, projects, and/or programs
- Focus is on ascertaining lessons learned
- Similar to multi-site evaluations but the intention is different
- Information reported only in aggregate
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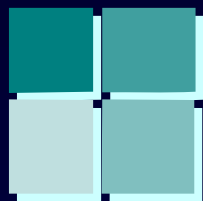
Cluster Evaluations (cont.)

- Stakeholder participation is key
- NOT concerned with generalizability or replicability, variation seen as positive
- More likely to use qualitative approaches



Participatory Evaluation

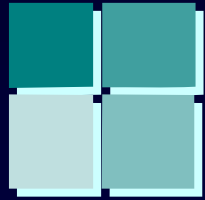
- Representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation
- Breaks from the audit ideal of independence
- Breaks from scientific detachment
- Responsibility for planning, implementing, evaluation, and reporting is shared with all stakeholders
- Partnership based on dialogue and negotiation



Participatory Basic Principles

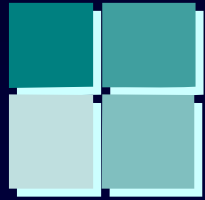
- Evaluation involves participants skills in goal setting, establishing priorities, selecting questions, analyzing data, and making decision on the data
- Participants own the evaluation – they make decisions and draw their own conclusions
- Participants ensure that the evaluation focuses on methods and results that they consider important

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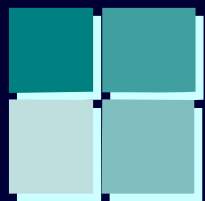
Participatory Basic Principles (cont.)

- People work together and group unity is facilitated and promoted
- All aspects of the evaluation are understandable and meaningful to participants
- Self accountability is highly valued
- Evaluators act as facilitators for learning
- Participants are decision makers and evaluators



Characteristics of Participatory Evaluation

- More meetings
- Planning decisions are made by group
- Participants may:
 - be asked to keep diaries or journals
 - interview others or conduct focus groups
 - conduct field workshops
 - write the report



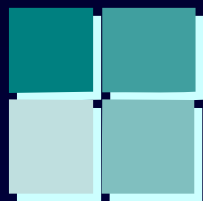
Comparison of Participatory and Traditional

- Participatory

- participant focus and ownership
- focus on learning
- flexible design
- rapid appraisal methods
- evaluators are facilitators

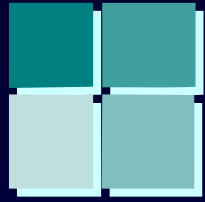
- Traditional

- donor focus and ownership
- focus on accountability and judgment
- predetermined design
- formal methods
- evaluators are experts



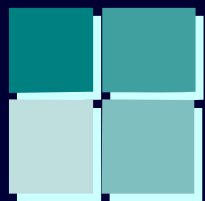
How to for Participatory:

- No single right way
- Commitment to the principles of participation and inclusion
 - those closest to the situation have valuable and necessary information
- Develop strategies to develop trust and honest communication
 - information sharing and decision-making
 - create “even ground”



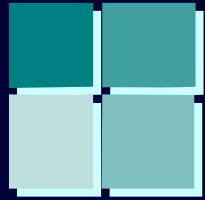
Challenges of Participatory

- Concern that evaluation will not be objective
- Those closest to the intervention may not be able to see what is actually happening if it is not what they expect
- Participants may be fearful of raising negative views
- Time consuming
- Clarifying roles, responsibilities, and process
- Skilled facilitation
- Just-in-time training



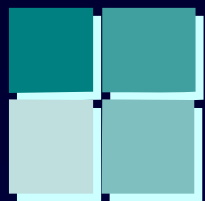
Benefits of Participatory

- Results are more likely to be used
- Increased buy-in, less resistance
- Increased sustainability
- Increased credibility of results
- More flexibility in approaches
- Can be systematic way of learning from experience



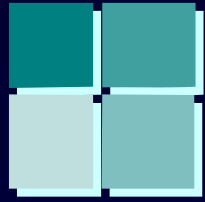
Is Participatory Right for You?

- Is there a need for:
 - an independent outside judgment?
 - considerable technical information?
 - (maybe not)
- Will stakeholders want to participate?
 - Is there sufficient agreement among the stakeholders so they can work together, trust each other, and vie themselves as partners?
 - (maybe so)



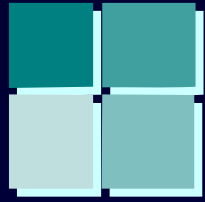
Rapid Assessment

- Intended to do evaluations quickly while obtaining reasonably accurate and useful information
- Uses a systematic strategy to obtain just essential information
- Focus is on practical issues



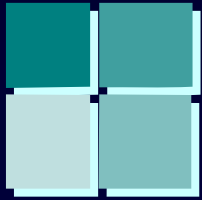
Rapid Assessment Approach

- Generally semi-structured:
 - mix of qualitative and quantitative
- Carried out by teams with a mix of skills and technical backgrounds
- Participatory, involving the stakeholders



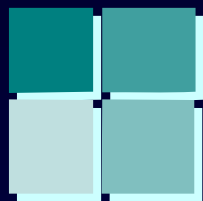
Methods for Rapid Assessment

- Interviews (maybe as many as 15-30)
- Focus groups
- Community meetings
- Direct observation
- Mini-surveys (small number of close-ended questions to small group of people)
- Case studies
- Mapping



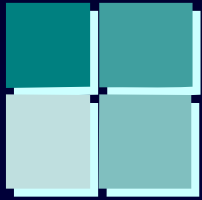
Outcome Mapping

- Focuses on one specific type of result: outcomes as behavioral change
- A process to engage citizens in understanding their community
- A method for collecting and plotting information on the distribution, access and use of resources within a community
- A useful tool for participatory evaluation
- Focus is people and behavior change

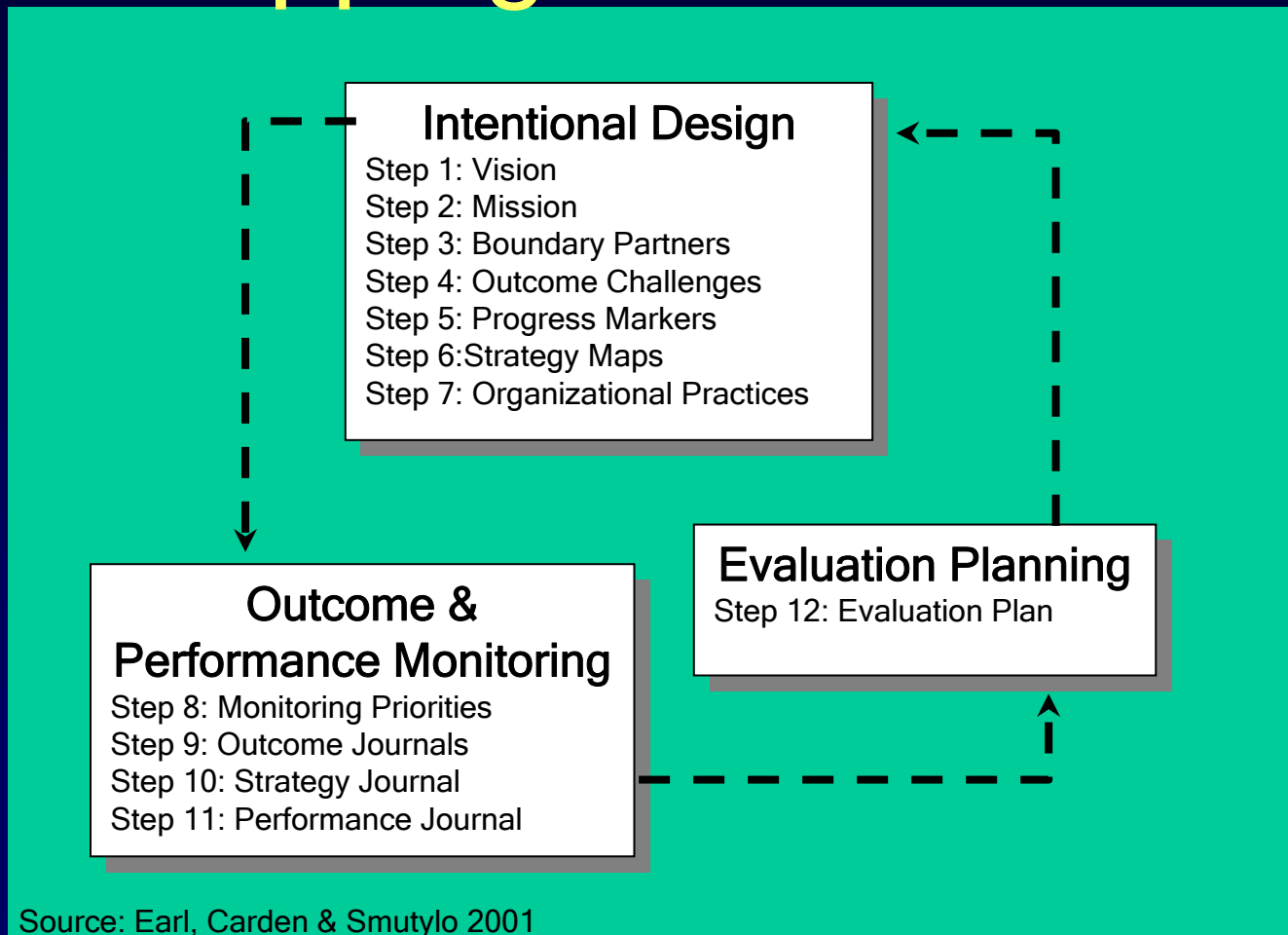


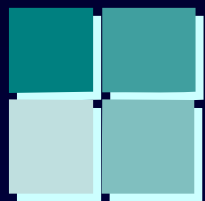
Boundary Partners

- Individuals, groups, and organizations who interact with projects, program, and policy
- Those who may have the most opportunities for influence
- Outcome mapping assumes boundary partners control change



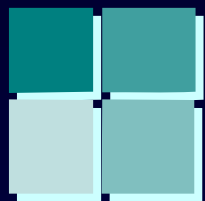
Three Stages of Outcome Mapping





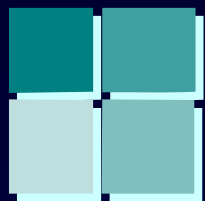
Outcome Mapping and other Approaches

- Outcome mapping does not attempt to replace the more traditional forms of evaluation
- Outcome mapping supplements other forms by focusing on behavioral change



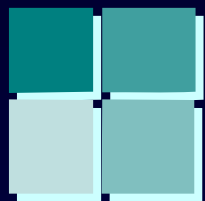
Evaluation Synthesis

- A systematic way to:
 - summarize and judge previous studies
 - to synthesize their results
- Useful when many studies have already been done
- Useful when you want to know “on average, does it work?”



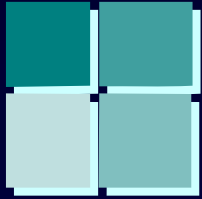
Steps in Evaluation Synthesis

- Locate all relevant studies
- Establish criteria to determine the quality of the studies
- Include only quality studies
- Combine the results: chart the quality of each study and the key measures of impact
 - can be table or chart showing the number of studies with similar results



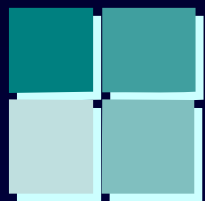
Advantages and Challenges of Evaluation Synthesis

- Advantages
 - uses available research
 - avoids original data collection
 - is cost effective
- Challenges
 - locating all the relevant studies
 - obtaining permission to use the data
 - same group may have done several studies
 - developing a credible measure of quality



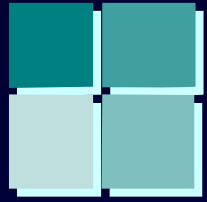
Social Assessment

- Looks at various structures, processes, and changes within a group or community
- Brings relevant social information into the decision-making process for program design, implementation, monitoring and evaluation
- Used to ensure that social impacts of development projects are taken into account



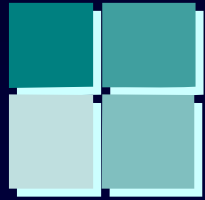
Social Assessment (cont.)

- Involves stakeholders to assure that intended beneficiaries find project goals acceptable
- Assesses adverse impacts and determines how to mitigate
- Assists in forming key outcome measures



Four Pillars of Social Assessment

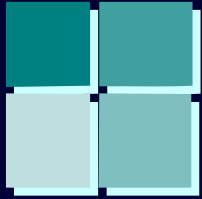
- Analysis of Social Diversity and Gender
- Stakeholder Analysis and Participation
- Social Institutions, Rules, and Behaviors
- Impact Monitoring



Common Questions during Social Assessment

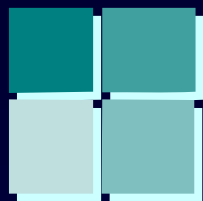
- Who are the stakeholders? Are the objectives of the project consistent with their needs, interests, and capacities?
- What social and cultural factors affect the ability of stakeholders to participate or benefit from the operations proposed?

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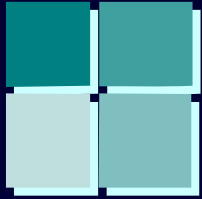
Common Questions (cont.)

- What is the impact of the project or program on the various stakeholders, particularly on women and vulnerable groups? What are the social risks that might affect the success of the project or program?
- What institutional arrangements are needed for participation and project delivery? Are there adequate plans for building the capacity required for each?



Tools and Approaches

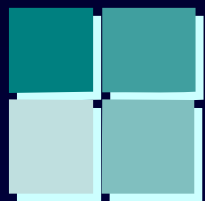
- Stakeholder analysis
- Gender analysis
- Participatory rural appraisal
- Observation, interviews, focus groups
- Mapping, analysis of tasks, wealth ranking
- Workshops: objective-oriented project planning, team-up



ESHS Assessment

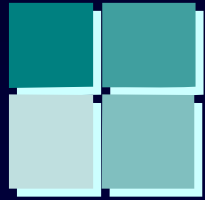
- Environment, Social, Health, and Safety Assessment (ESHS) addresses the impact of development on these issues
- Development organizations are recognizing the role that local people can play in the design and implementation of interventions for the environment and natural resources

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ESHS Assessment (cont.)

- ESHS assessment may be the sole purpose of the exercise or it may be embedded in the project evaluation
- Many interventions may have environmental impacts
- Most development organizations adhere to core ESHS standards and must evaluate their implementation in projects and programs



ESHS Guidelines/ Standards/Strategies

- Used to help assess the impact of the intervention on the ESHS
- Three main sources
 - Equator Principles
 - ISO 14031
 - Sustainable Development Strategies: A Resource Book

 To continue on to the
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 To return to the
 **Table of Contents** click here