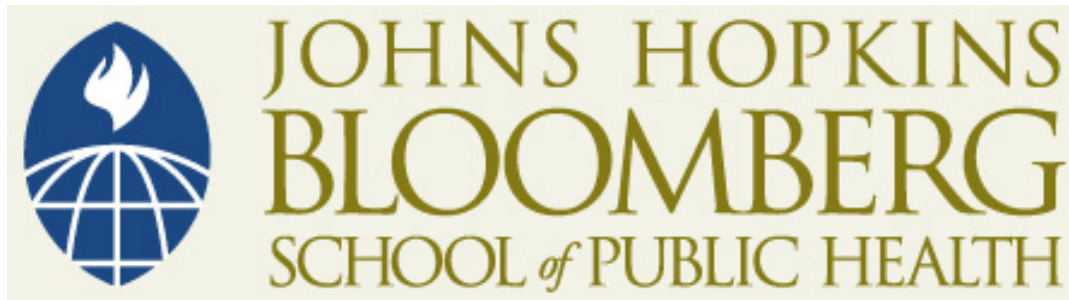


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Fundamentals of Program Evaluation

Course 380.611

Development of Indicators and
Participatory Evaluation Methods



Topics to cover

- Characteristics of a good indicator
- How to select indicators
- In class exercise on indicators
- Discussion of assignment #2
- Break
- Overview of participatory methods
- Examples of their use



What is an indicator?

- A numeric value
 - Percentage
 - Mean value
 - Ranking
 - Absolute number
- A yes/no score
 - Presence/absence



Characteristics of good indicators

- Valid, reliable
- Clear, concise wording
- Non-directional
 - Correct: # of condoms sold
 - Incorrect: increased # of condoms sold
- Timely/appropriate to program period



Development of Indicators:

4 steps (*Compendium*, B-462)

- State (or formulate) the objectives of the program
- Review the activities to be carried out in pursuit of the objective(s)
- Develop a conceptual framework to show how the program will work
- Select indicators that measure progress for each (or some) of the concepts



Factors that influence the selection of indicators

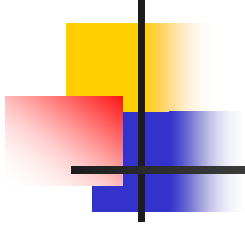
- Availability of data needed to measure the indicator
- Amount of time allotted for evaluation
- Financial support available for evaluation
- Donor agency requirements



Challenges of operationalizing the indicators

- Subjective aspect of measurement
 - Quality of program leadership
- Presence/absence (how much=presence?)
 - Absence of unwarranted eligibility restrictions (e.g., for teens)
- Concept clear, but yardstick is not
 - Cost of one month of contraception

Overview of participatory methods





“Radical”

- Conventional:
 - Use outside experts to measure performance against preset indicators
 - Uses standardized procedures and tools
- Participatory:
 - Uses “everyday experts”
 - Transfers power to beneficiaries



Areas for participation

- Defining the research question
- Defining the methods to use
- Defining the populations to study
- Conducting the research
- Processing the data
- Analyzing and interpreting the results
- Reporting the results to other stakeholders



4 underlying principles to participatory evaluation

- Participation:
 - Opens process to include those most affected
- Negotiation:
 - Required to agreement on all aspects
- Learning from the process:
 - Because basis for subsequent improvements
- Flexibility:
 - Given constantly changing environment



Who plans and manages?

- Conventional
 - Senior managers, outside experts
- Participatory
 - Local people, project staff, managers, other stakeholders
 - Often assisted by a facilitator



Role of intended beneficiaries

- Conventional
 - Provide information only
- Participatory
 - Design and adapt methodology
 - Collect and analyze data
 - Link results to action



How success is measured?

- Conventional
 - Externally defined
 - Mainly quantitative indicators
- Participatory
 - Internally defined indicators
 - Qualitative judgments



Approach

- Conventional:
 - Predetermined
- Participatory:
 - Adaptive



Tools

- Generally seek to compare the situation “before and after”
- Include:
 - Homemade questionnaires
 - Scientific measurement techniques – adapted to local situation
 - Oral histories, photos, videos, theatre



Uses of participatory evaluation

- Becoming more accountable to intended beneficiaries
 - Giving them a voice re real “impact”
- Motivates community to sustain initiative and manage conflict
- Businesses can use it to assess their ethical/environmental performance



Common errors in participatory evaluation

- Assuming all stakeholders will be interested in participating
- Imposing inappropriate indicators and methods to standardize, save time
- Being unclear: how info will be used, by whom; collecting unnecessary data
- Starting too big, too soon



How does participatory evaluation actually work???

- Two cases studies:
 - Mental health in East Baltimore
 - Presented by Amy Templeton
 - Utilization of HIV Testing and Care Services in Rural Maharashtra, India
 - Presented by Gita Sinha