Module 3

Evaluation Criteria and Questions
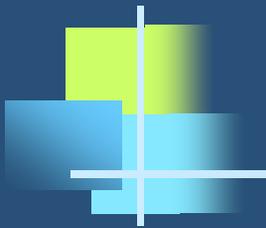
Learning Objectives

- To understand different types of evaluation questions

- To become more knowledgeable about applying JICA's M&E methods

- To be able to develop evaluation questions for Development Assistance Committee (DAC) five criteria
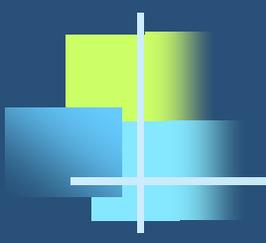
Criteria and Questions

- Criteria and questions frame M&E
- Need to get agreement from stakeholders that these are the right questions for this project at this point in time
- Many different questions can be asked
- Takes time to develop the right questions
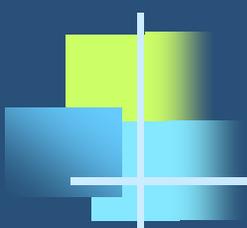
Determining Your Evaluation Questions

- What is the purpose of your study?
  - Consider the place in the JICA operating cycle
  - Consider the goals and objectives of the project in light of sectoral and macro-level objectives
  - Consider the outputs and deliverables of the projects

Determining Your Questions

(cont'd)

What is the purpose of your study?
- Consider the process
- Consider the stakeholders
- How will the results be used?
- What is most important?

Use PDM and related documents to identify and clarify questions
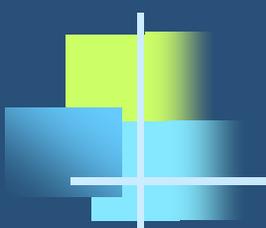
Defining Your Questions

What is it you want to know?

- Who wants to know?
- Why do they want to know?
- How will the results be used?
- What is most important?
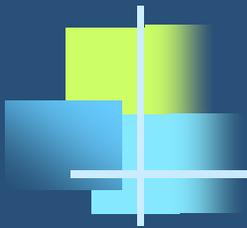
Sources of Questions

- Project documents including monitoring results and PDM
- Project, Government, JICA officials
- Project beneficiaries
- Experts
- Other studies
- Five DAC criteria (will be discussed in detail later)
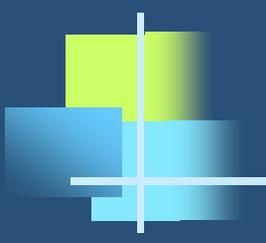
Types of Questions

- Descriptive: What happened?

- Normative: Did we achieve our target?

- Impact: Did the program make a difference?
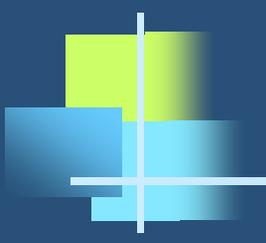
Descriptive Questions

- Seek to understand or describe a program or process.

- Provide a snapshot of <u>what is</u>

- Journalist's questions:

  - who, what, when, where, why,how, and how much?
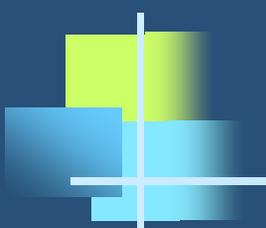
Descriptive Questions
(Cont'd)

- Can be used to describe:

    inputs, activities, outputs
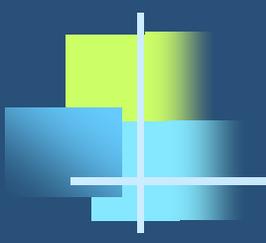
Normative Questions

- Examine **what is**…
- Compare it to **what should be**
- Are we doing what we are supposed to be doing?
- Are we achieving our target?
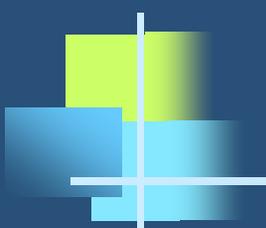
Normative Questions
(Cont'd)

What happens when program objectives are unclear?

- You have to state the criteria you are going to use
- There is always a certain degree of subjectivity
- Others may not agree with your notion of how things **should be**.
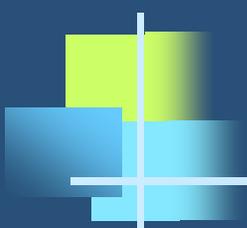
Impact or Cause-Effect Questions

- **Impact or Causal questions:**

  Examine the **effect** of a program

  Can be used to measure:
  - **project purpose (outcomes)**
  - **overall goal (impact)**
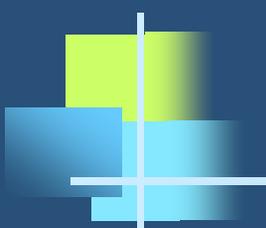
Impact or Cause-Effect Questions

The *program* is the **independent variable** which is expected to *cause change* in the **dependent variable**
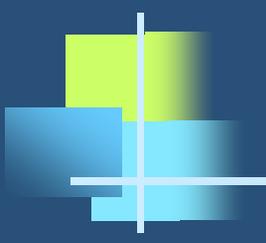
Causal Relationships

- Need a logical theory
- Must establish time-order
- Variables must co-vary (as the independent variables changes so does the dependent variables)
- Must eliminate all other possible rival explanations
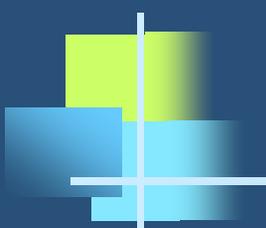
Impact or Cause-Effect Questions

Impact or Causal questions

- are the hardest to answer!
- require special strategy to answer.
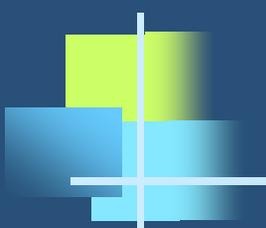
JICA's Evaluation Criteria

- Use DAC five evaluation criteria
    - Relevance
    - Effectiveness
    - Efficiency
    - Impact
    - Sustainability

    → These help you evaluate technical assistance projects from comprehensive perspectives
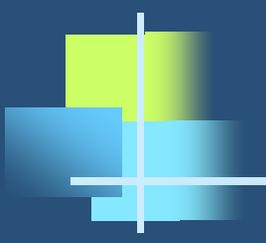
1. Relevance

- Are the project objectives still relevant? (Do they meet with the needs of beneficiaries?)

- Is the project strategy relevant to produce the expected impact on development goal or program goal?

- Does the project meet with the priority of the development policy/Japan's ODA policy?

2. Effectiveness

- Is the project achieving satisfactory progress toward its stated objectives (project purpose)?
  - **Mid-term**
- Are the expected changes observed as a result of the project?
  - **Terminal and ex-post**

Project Purpose
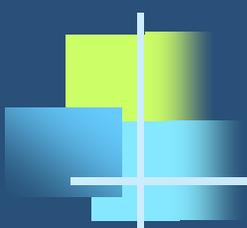
Outputs

3. Efficiency

- Are the services/products delivered at an acceptable cost, compared with alternative approaches?

- Is the project purpose achieved at an acceptable cost?

Project Purpose

↑

Outputs

↑

Inputs

4. Impact

- What are the social, economic, technical, environmental and other effects on individuals, communities, and institutions as a result of the project?

- intended and unintended, positive and negative, macro and micro

Effects

The Project
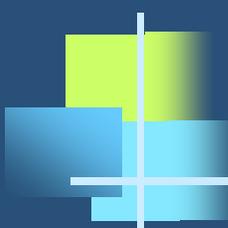
5. Sustainability

- Are the activities or effects likely to be maintained after donor funding?

- Institutional/ organizational aspect
- Technical aspect
- Financial aspect
- Social, environmental aspect
- Ownership,etc.
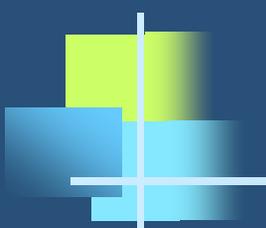
Criteria/Types of Questions

- It is important to know the types of questions we are asking within the 5 JICA criteria

- Reason: The type of question will determine the strategy we select to answer that question

Remember! There are other sources of questions besides DAC five criteria
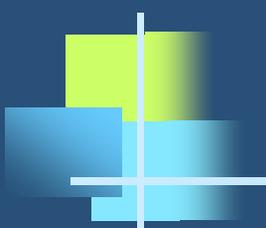
Exercise 2: Applying DAC criteria to case

For each of the 5 criteria, list possible questions you would want answered.

(Ref: Appendix =Evaluation perspective of 5 criteria)

| 1. Relevance?	
2. Effectiveness?	
3. Efficiency?	
4. Impact?	
5. Sustainability?	
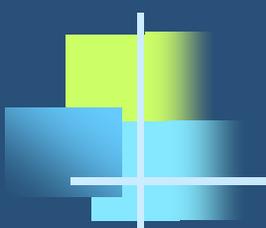
Exercise 2:
Types of Questions

- Looking at the questions for Exercise 2, which ones might be:
    - Descriptive questions?
    - Normative questions?
    - Impact questions?
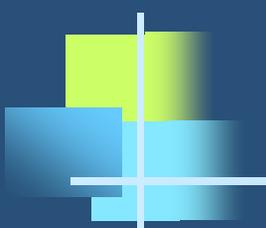
Exercise 2: Types of Questions

	Questions	Type
1. Relevance?		
2. Effectiveness?		
3. Efficiency?		
4. Impact?		
5. Sustainability?		
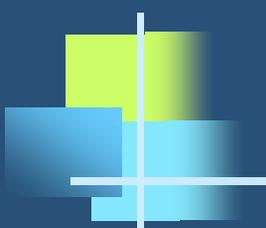
How to Proceed
Off-line Exercise

- Discuss in a group and send the results of the exercise by e-mail to:

- Dead line for exercise 2:
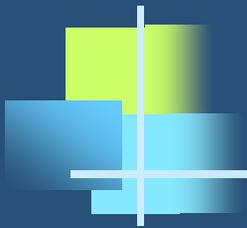
End of Module 3

Any Questions?