

**Project for Community-based Entrepreneurship Promotion:  
The D-HOPE Project**



## **D-HOPE Discussion Paper Series**

### **D-HOPE DPS-4**

#### **Theory and practice of Value Statement Survey [VSS]**

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The D-HOPE Discussion Paper Series is aimed to present philosophical background as well as the basic concepts for effective development and implementation of D-HOPE Approach for rural and community development. We emphasize integration of theory and practice for designing the D-HOPE Approach. The Discussion Papers are targeted at practitioners as well as scientists working for rural and community development.



**Project for Community-based Entrepreneurship Promotion: The D-HOPE Project**

## Theory and practice of *Value Statement Survey* [VSS]

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### *Summary:*

The purpose of this paper is to propose a method named *Value Statement Survey* [VSS] for evaluation of D-HOPE project in a proper attention to the characteristics of D-HOPE. A process of participatory evaluation is embedded in D-HOPE workshops as a substantive activity to empower the participants. The VSS method respects this process of participatory evaluation, and by applying the mixed methods of the survey, it takes the best advantage of qualitative and quantitative evaluation information. In particular, as seen in case studies in Thailand, VSS respects the value identification process as the first step, in which the evaluation indicators are emerged from the stakeholders' sense of values, rather than prefixed indicators that the outsiders developed. Baseline and end-line surveys are proceeded with these value-based indicators, and statistical analyses are applied for the survey data. The feedback from VSS can be used for both accountability to the administration bodies and empowerment for the local stakeholders.

### *Key words:*

Value Statement Survey [VSS], participatory evaluation, empowerment, pre-post design, statistical analyses

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### **1. Introduction: Methodological needs for D-HOPE evaluation**

The focus of this paper can be summarized by the question: What is an appropriate method to evaluate the D-HOPE activities? This question is rooted in the fact of difficulty of the D-HOPE evaluation. There are two major difficulties to be found related to the nature of the D-HOPE.

Firstly, since the D-HOPE evaluation aims at empowerment rather than performance measurement or assessment, it is necessary for us to shift an evaluative perspective from summative evaluation to formative evaluation. While summative evaluation is often used for accountability, formative evaluation or, particularly empowerment evaluation is not designed for such purpose. Formative evaluation is for its internal improvement, rather than external assessment, which is often conducted by the stakeholders involved in that project, rather than evaluation experts. Among formative evaluation, empowerment evaluation, in particular, emphasizes the stakeholders' motivation and participation in the evaluation process, literally to empower themselves. In the D-HOPE project, empowerment evaluation is regularly conducted as a significant part of the D-HOPE activities (see D-HOPE Discussion Paper Series D-HOPE DPS-1). Empowerment evaluation of the D-HOPE employs participatory workshop and a photo-elicitation method (Harper 2012). These activities substantively motivate the stakeholders, and therefore, significantly increase their ownership of the project. However, due to its highly qualitative nature, it is difficult for empowerment evaluation to clarify its effect.

Secondly, related to the first difficulty, because the D-HOPE project respects the local values of the participants, it is not always easy to unify to the general project KPI (Key Performance Indicator), which is often defined by the discussion between the central government and the project office. The central government expects the project to contribute to economic development and sets the KPI of an economic indicator such as annual income or sales. In contrast, the local participants often have their own values and expectations for the D-HOPE activities, and these values can be even different from one community to another. Since the nature of the D-HOPE approach is to maximize the strength of local potential, the evaluation gap is generated between the central, unified KPI approach and the D-HOPE approach.

Considering these two difficulties, the question in the first sentence is repeated: What is an appropriate method to evaluate the D-HOPE activities? How can we evaluate the D-HOPE project by respecting its qualitative nature and locality as well as responding to accountability and quantification of the indicators? In responding to these methodological needs, this paper introduces a *Value Statement Survey* or VSS method and its case studies in Thailand.

## 2. What is *Value Statement Survey* [VSS]?

A fundamental idea of the VSS method was inspired by World Value Survey (2020), Minamoto (2007), and Yonehara (2019). World Value Survey is one of the largest, public, longitudinal databases regarding people's values across the world. The first survey began in 1981 (Wave 1: 1981-84), and since then, the survey has been conducted in nearly 100 countries until Wave 7 (2017-20). Wave 7 database includes "290 questions and measuring cultural values, attitudes and beliefs towards gender, family, and religion, attitudes and experience of poverty, education, health, and security, social tolerance and trust, attitudes towards multilateral institutions, cultural differences and similarities between regions and societies" (World Value Survey 2020). Most of the questions are measured by Likert Scaling, which means that the data in World Value Survey is subjective data. Although the nature of the data is subjective, this data "seeks to help scientists and policymakers understand changes in the beliefs, values, and motivations of people throughout the world" and "have also been widely used by government officials, journalists and students, and groups at the World Bank have analyzed the linkages between cultural factors and economic development" (World Value Survey 2020).

Following such an idea of World Value Survey, VSS is also composed of the value-based subjective questions measured by Likert Scaling and self-scoring, with the purpose of speaking to policymakers. The fundamental difference of VSS from World Value Survey is who makes the questions. Although World Value Survey questionnaire is supervised by social scientists, that of VSS is created by the local stakeholder. In other words, VSS is one of the participatory evaluation methods.

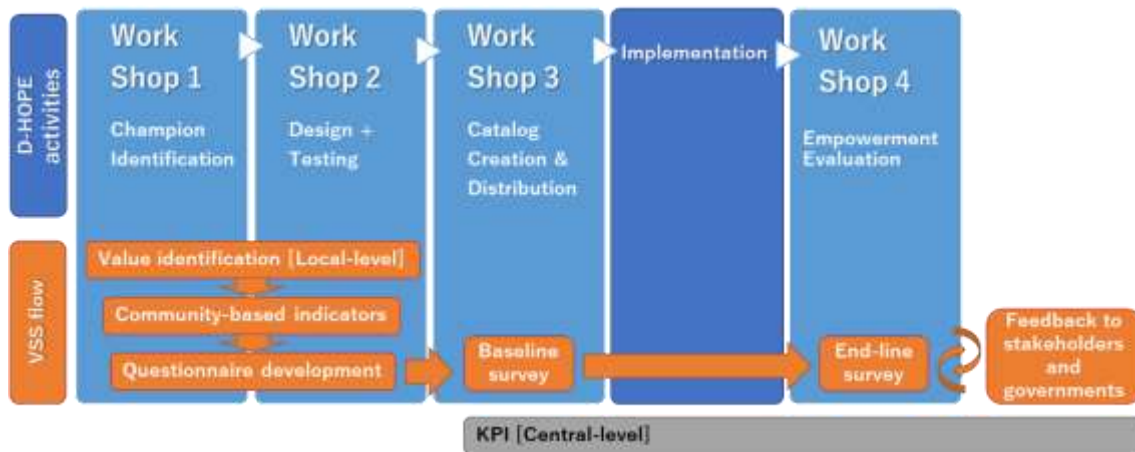
Minamoto (2007) and Yonehara (2019) articulate the effect of participatory evaluation in the contexts of non-formal education and local government policymaking, respectively. According to Minamoto (2007), there are three merits of using participatory evaluation: (1) making it easy to create the indicators which reflect more qualitative aspects because the participatory evaluation emphasizes discourse among the stakeholders; (2) increasing possibility to connect the evaluation results to policy recommendation in a more effective way because the participatory evaluation has a formative nature; and (3) developing the stakeholders' management capacity by involving them in the whole process of evaluation. Yonehara (2019) also clarifies that the participatory evaluation, particularly the participatory evaluation survey, is effective for producing more convincing evidence because such evidence reflects the

stakeholders' reality and value more closely. Based on these findings, VSS takes a participatory evaluation method. Practical details will be explained in the next section.

### 3. Operation of *Value Statement Survey* [VSS]

Following the flow of the D-HOPE workshops, VSS is conducted as shown in Fig. 1: (1) value identification, (2) indicator and questionnaire development, (3) baseline and end-line surveys, and (4) feedback to the stakeholders and related governments. Practical notions at each step are explained in this section.

Fig. 1 Operation flow of VSS



(Source: Created by author)

#### 3.1 *Value identification*

One of the most important processes of VSS is to identify the local values. The first step of VSS is to learn and identify the values that the local stakeholders want to realize, protect, or create. Taking the best advantage of the D-HOPE structure, the first and second (and possibly third) workshops can be utilized as the field of hearing from the stakeholders. A facilitator of these workshops can collaborate with a VSS conductor, and during these workshops, the VSS conductor learns about the local values via observation, hearing, or paper-based questionnaire if necessary.

In case it is difficult to conduct such qualitative data collection in the field, the second-best way is to interview the individual or organization that might know well about the local people. Based on the findings from this data collection, the general idea of “local values” will be abstracted. The VSS conductor will identify the list of value statements, if possible, through the dialogue with the stakeholders. For example, important values of the local people can be “pride of my work,” “financial conditions in my business,”

“sense of contribution to the community” or “happiness in my life.” A specific example of the list will be introduced in the later section (4. Case study).

### *3.2 Development of community-based indicators and questionnaire*

Once the list of value statements is identified, these statements can be considered as the indicators to represent the community-based values. The list can be used across neighborhood communities or even across the country beyond one community, according to the universality of the value statements and the diversity of the country. For example, such value statements as “pride of my work” and “happiness in my life” can be used across the country. If a value statement such as “pride as a fisherman” comes up on the list, this statement can apply only to the fishery industry. The VSS conductor judges the applicability of the list but should not try to universalize it. The list can vary from area to area, reflecting the values of the people living in each area.

These value statements/indicators compose the questionnaire (details seen in 4. Case study). The D-HOPE participants and other local stakeholders will answer the questionnaire by indicating which statements are important to them (measured by Likert Scaling) and how these values changed after the D-HOPE project was conducted (measured by self-scoring).

### *3.3 Baseline and end-line surveys*

Using the questionnaire developed above, the baseline survey has to be completed before the project implementation to apply a quasi-experimental design analysis (pre-post analysis). The same questionnaire must be used for the end-line survey after the project intervention. The collected data is statistically analyzed to answer the two questions: “what is the major value for the people living in that area?” and “how does the project intervention change their senses and feelings to these values?” In addition, centrally defined KPI can be included in the survey if necessary.

There are two significant points on these surveys. Firstly, this survey tries to clarify the uniqueness of the values of each community. Therefore, it does not aim at comparing one community to the other. In other words, it takes an absolute evaluation approach rather than a relative or comparative evaluation approach. Secondly, the quantitative data from this survey reflects the people’s values. Therefore, a statistically significant change after the project intervention indicates their true feeling, rather than outsiders’ judgment which is often detached from local people’s actual feeling.

To maximize the effect of VSS as a participatory evaluation survey, it is ideal to cooperate with the local stakeholders for the preparation, implementation, analyses, and reporting of these surveys. When it is difficult to do so with the D-HOPE participants, the local administrators or supporting organizations of the D-HOPE activities can be the best partner to work with. As Minamoto (2007) states, this cooperation process can be an effective process of developing the stakeholders’ management capacity, possibly including skills of social survey, data management, and statistical analyses.

### 3.4 Feedback to stakeholders and governments

After the data is analyzed, the interpretation of the results of the analyses should be done with the local stakeholders to write an evaluation report. This process itself can work as a reviewal process for the local stakeholders. In the structure of the D-HOPE, a final part of Workshop 4 can be taken as the place for this reviewal process.

The evaluation report should be shared with local and central administration bodies, not only for accountability purposes but also for communication purposes. As an accountability report, a statistical pre-post analysis can work as a summative, impact evaluation result. In some cases, KPI can be included as well. More importantly, because VSS reflects the uniqueness of each community and the values of local people, this evaluation report can bring these local voices to the administrators and policymakers. Although each report from a different area is not comparable due to the nature of VSS, it can describe the diversity of the reality, which policymakers should take into consideration.

## 4. Case study in Thailand

### 4.1 Operation overview

VSS was conducted for the D-HOPE project in Thailand in 2019. Although this trial has been suspended due to the COVID-19 pandemic since Spring 2020, the project is ongoing (as of Spring 2021), and so is this trial. This section introduces the overview and tentative results of the preliminary trials of VSS in the D-HOPE conducted in two different provinces in Thailand: Chonburi and Lamphun.

In both case studies, the process of *value identification* and *development of indicators and questionnaires* were conducted with the project counterparts at the Community Development Department (CDD) of the central government and the local project staff. Although it was difficult to manage the schedule in this first VSS trial, it is ideal for conducting observation and hearing for value identification during the D-HOPE workshops 1 and 2 and to develop a questionnaire based on the findings from these workshops. In this trial case study, 20 value statements were listed through discussions with CDD staff and project staff, as seen in the table below.

Table 1 Value statements in the D-HOPE Thailand

No.	Statement
1	Pride of my work
2	Financial conditions in my business
3	Motivation for work
4	Awareness of available resources in my community
5	Confidence in my life
6	Knowledge on business

7	Happiness in my life
8	Self-recognition of my potential skill
9	Interaction with my community
10	Confidence of doing own business
11	Conservation of local wisdom
12	Happiness of belongings to my community
13	Pride of my community
14	Sense of contribution to the community
15	My popularity/fame
16	Quality of my products/services
17	Financial conditions in my life
18	Expansion of my network
19	Communication with visitors
20	Acceptance/Recognition by others

(Source: VSS questionnaire sheet, see Appendix 1)

Since the statements in this list are applicable for Chonburi and Lamphun, we, VSS conductors, and local counterparts, agreed to use the same list for two provinces. While the whole questionnaire includes general questions about the project (see Appendix 1), there are two major sections regarding the value statement list to ask how these values changed after the D-HOPE project conducted (Table 2: measured by self-scoring, see Q7 in Appendix 1) and which statements are important to each individual in the community (Table 3: measured by Likert Scaling, see Q8 in Appendix 1).

Table 2 Self-scoring question

*Q7. From questions 1 – 20, please rate the score (1 – 10) to evaluate the change before-after the D-HOPE Project. Please rate the “now-score” first, and then remember the past condition to rate “before-score” in comparison (or reflection) of “now-score.”*

No.	Statement	Now-score	Before-score
1	Pride of my work		
2	Financial conditions in my business		
3	Motivation for work		
4	Awareness of available resources in my community		
5	Confidence in my life		
6	Knowledge on business		
7	Happiness in my life		
8	Self-recognition of my potential skill		
9	Interaction with my community		
10	Confidence of doing own business		
11	Conservation of local wisdom		
12	Happiness of belongings to my community		
13	Pride of my community		
14	Sense of contribution to the community		



15	My popularity/fame		
16	Quality of my products/services		
17	Financial conditions in my life		
18	Expansion of my network		
19	Communication with visitors		
20	Acceptance/Recognition by others		

Table 3 Likert scaling question

Q8. From questions 1 – 20, please mark √ to indicate your opinion.

N o.	Statement	Very Important	Important	Fair	Not Important	Not Important At all
1	Pride of my work					
2	Financial conditions in my business					
3	Motivation for work					
4	Awareness of available resources in my community					
5	Confidence in my life					
6	Knowledge on business					
7	Happiness in my life					
8	Self-recognition of my potential skill					
9	Interaction with my community					
10	Confidence doing own business					
11	Conservation of local wisdom					
12	Happiness of belongings to my community					
13	Pride of my community					
14	Sense of contribution to the community					
15	My popularity/fame					
16	Quality of my products/services					
17	Financial conditions in my life					
18	Expansion of my network					
19	Communication with visitors					
20	Acceptance/Recognition by others					

Regarding *baseline and end-line surveys* in this first trial, it wasn't easy to arrange the schedule for the baseline survey. Therefore, the baseline questions were included in the end-line survey as seen in Q7 of Table 2 above, a “retrospective pre-test design.” Using

a retrospective pre-test design can bring advantage to reduce *response shift bias* (Drennan & Hyde 2008) and to increase application feasibility because a one-shot survey can cover two-time points. When the baseline survey is difficult to conduct for any reason, a retrospective pre-test design can be a good alternative. In this trial, a retrospective pre-test design was applied in both Chonburi and Lamphun.

After collecting the data, the VSS conductors worked together with the CDD counterparts and local staff to analyze the data, interpret the results, and write up the report. As Minamoto (2007) mentions, it is important to consider this co-production process as an opportunity for capacity development. In Thailand project, the VSS conductors provided necessary training, including survey methods and statistical methods. Examples of analyses and results in Chonburi and Lamphun will be introduced in following sections.

Finally, the *report and feedback* are shared with stakeholders and governments. The report was distributed to the related departments at the central level, and the details were orally explained according to the needs. At the local level, particularly local governments and related administrative bodies in Chonburi and Lamphun, the VSS team visited them to hand in the report and provide the explanation (see Fig. 2). This report can function as the project accountability and as a communication tool to deliver the project participants' values to the policymakers.

Fig. 2 Feedback to stakeholders



(Source: Project record photo)

#### 4.2 Chonburi

In this section, the results of VSS analyses with the Chonburi data are introduced. As shown in Appendix 1, the questionnaire includes general questions on the D-HOPE activities in addition to the questions of the value statement list. Considering the purpose of this paper and the limitation of the space, this section focuses on the analyses and results of value statement questions.

Data collection was conducted on March 9, 2019, in Chonburi, during the workshop 4 [n=92]. SPSS ver. 23 was used for analyses. The general demographic information of the respondents is as follows.

Fig. 3 AGE: Mean = 52.24 (yrs old) [SD = 10.60]

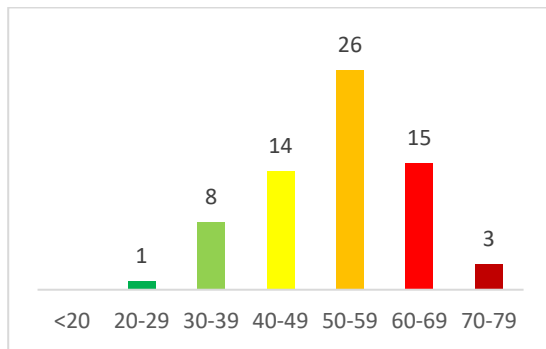
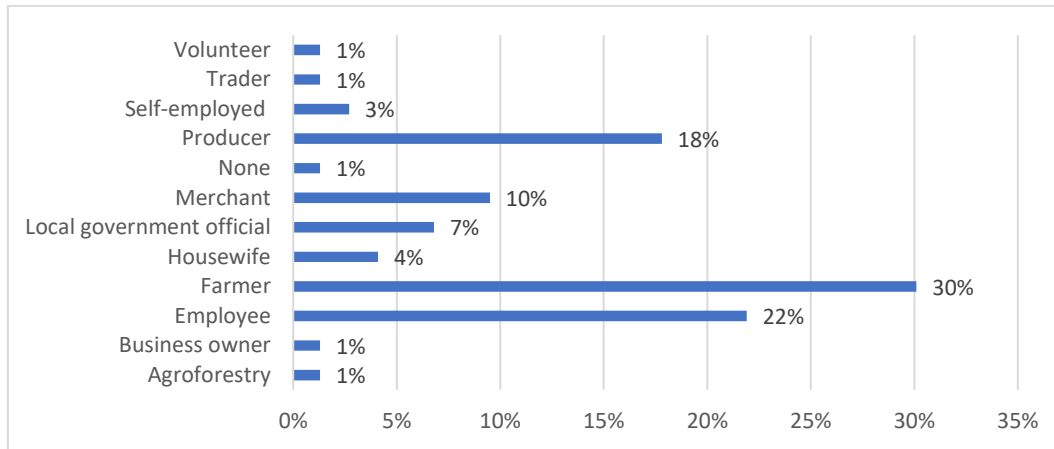


Table 4 GENDER

Gender	Frequency (%)
Female	46 (68%)
Male	16 (23%)
Unspecific	6 (9%)

Fig. 4 OCCUPATION (Primary occupation)



Regarding the questions related to the value statement list, as seen below, statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23). The results indicate that respondents' attitudes on 20 items positively changed after the D-HOPE project started. In particular, items 1, 4, and 19 showed a relatively large increase: **respondents' pride in their work**, **awareness of available resources in their community**, and **communication with visitors**. On the other hand, the magnitude of change on items 2, 7, and 17 is relatively small: *Financial conditions in my business*, *happiness in my life*, and *financial condition in my life*. From these results, it can be said that respondents' individual life is not drastically changed in terms of their financial condition and happiness level, but that community relation or social capital of the community seems to be improved after the project intervention. The relatively large change in respondents' pride can be the result of social capital development.

Table 5 t-test for now-before comparison

No.	Statement	Now-score mean	Before-score mean	Difference Of N&B	t* (df, p)
1	<b>Pride of my work</b>	<b>8.67</b>	<b>5.65</b>	<b>3.02</b>	<b>10.48 (65, &lt;0.01)</b>
2	<i>Financial conditions in my business</i>	7.41	5.65	1.76	8.02 (65, <0.01)
3	Motivation for work	8.53	6.15	2.38	9.46 (65, <0.01)
4	<b>Awareness of available resources in my community</b>	<b>8.88</b>	<b>6.35</b>	<b>2.52</b>	<b>9.50 (65, &lt;0.01)</b>
5	Confidence in my life	8.65	6.32	2.33	8.35 (65, <0.01)
6	Knowledge on business	8.36	6.17	2.20	8.39 (65, <0.01)

7	<i>Happiness in my life</i>	8.86	6.88	1.99	7.04 (65, <0.01)
8	Self-recognition of my potential skill	8.61	6.29	2.32	10.28 (65, <0.01)
9	Interaction with my community	8.53	6.32	2.21	8.83 (65, <0.01)
10	Confidence of doing own business	8.88	6.52	2.36	9.20 (65, <0.01)
11	Conservation of local wisdom	8.88	6.85	2.03	7.63 (65, <0.01)
12	The happiness of belongings to my community	9.05	7.05	2.00	7.80 (65, <0.01)
13	Pride of my community	9.03	6.89	2.14	7.75 (65, <0.01)
14	Sense of contribution to the community	8.89	6.77	2.12	9.02 (65, <0.01)
15	My popularity/fame	8.52	6.39	2.12	8.01 (65, <0.01)
16	Quality of my products/services	8.85	6.64	2.21	9.57 (65, <0.01)
17	<i>Financial conditions in my life</i>	7.88	6.12	1.76	8.22 (65, <0.01)
18	Expansion of my network	8.24	5.89	2.35	9.56 (65, <0.01)
<b>19</b>	<b>Communication with visitors</b>	<b>8.24</b>	<b>5.70</b>	<b>2.55</b>	<b>8.86</b> <b>(65, &lt;0.01)</b>
20	Acceptance/Recognition by others	8.53	6.09	2.44	8.97 (65, <0.01)

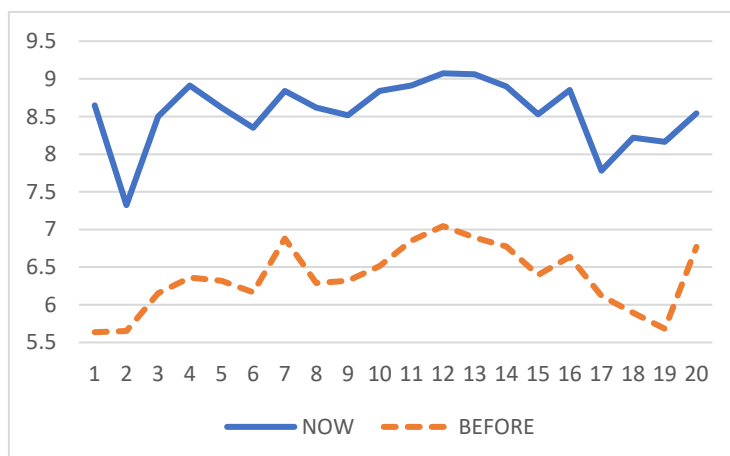
Notes:

(1) Paired sample t-test by SPSS ver.23.

(2) **Bold**: 3 largest change / *Italic*: 3 smallest change

(Source: Created by author)

Fig. 5 Summary: Now-before comparison



(Source: Created by author)

With the Likert scaling data, the structure of respondents' life value was analyzed by using factor analysis (considering the factors whose loadings  $>.400$ ).

Table 6 Varimax-rotated factor matrix of Likert scaling questions [Sorted by size]

# of Value Statement	Factor						
	1	2	3	4	5	6	7
q8_13	.717	.275	-.037	-.167	.047	-.052	.040
q8_11	.701	-.009	-.075	-.154	.059	.078	.115
q8_2	-.688	.264	-.058	.188	.062	.106	.259
q8_12	.565	.125	.255	.045	-.037	-.030	.102
q8_18	.041	.710	.341	-.085	.097	.243	-.163
q8_15	.121	.690	.002	.019	.108	.026	.113
q8_20	.053	.682	.076	-.046	-.344	.014	-.051
q8_8	.271	-.358	.210	.102	.181	.237	.202
q8_16	.048	.128	.825	-.254	-.036	.143	-.022
q8_19	.507	.195	.598	-.065	-.059	.120	-.076
q8_3	-.169	-.116	-.166	.770	.044	.113	-.211
q8_1	-.310	.013	-.103	.740	.143	-.420	.165
q8_14	.440	.054	.181	.261	-.604	.090	-.173
q8_4	.009	-.055	.015	.216	.561	.212	-.075
q8_17	.020	.169	.356	.143	-.523	.099	.381
q8_9	.225	.136	.086	.114	.498	.152	.270
q8_6	-.121	.068	.222	-.022	.143	.771	.000
q8_10	.144	.250	-.432	-.133	.137	.470	.208
q8_7	.134	-.108	-.052	-.215	.006	-.078	.631
q8_5	-.400	.050	-.112	.174	.082	.294	.556

Notes:

- (1) Rotation converged in 21 iterations.
- (2) Extraction Method: Unweighted Least Squares.
- (3) Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.
- (4) Value statement # is as below:

No.	Statement
1	Pride of my work
2	Financial conditions in my business
3	Motivation for work
4	Awareness of available resources in my community
5	Confidence in my life
6	Knowledge on business
7	Happiness in my life
8	Self-recognition of my potential skill

9	Interaction with my community
10	Confidence of doing own business
11	Conservation of local wisdom
12	The happiness of belongings to my community
13	Pride of my community
14	Sense of contribution to the community
15	My popularity/fame
16	Quality of my products/services
17	Financial conditions in my life
18	Expansion of my network
19	Communication with visitors
20	Acceptance/Recognition by others

(Source: Created by author)

The first factor (green category) includes items 2, 11, 12, and 13, which mean community pride, local wisdom, business financial conditions, and community happiness, respectively. Business financial conditions indicate a negative contribution to this factor; therefore, the first factor can be named as “**Community Happiness**,” including respect to local wisdom and reflecting the fact that people think financial conditions are not very significant for “Community Happiness.”

The second factor (pink category) includes items 15, 18, and 20, which mean self-popularity, network expansion, and others’ acceptance/recognition, respectively. Therefore, this factor can be named “**Others’ Recognition**.”

The third factor (light-blue category) includes items 16 and 19, which mean products quality and communication with visitors. Therefore, this factor can be named “**Sales Conditions**.”

The fourth factor (yellow category) includes items 1 and 3, which mean pride and motivation for work. Therefore, this factor can be named “**My Work**.”

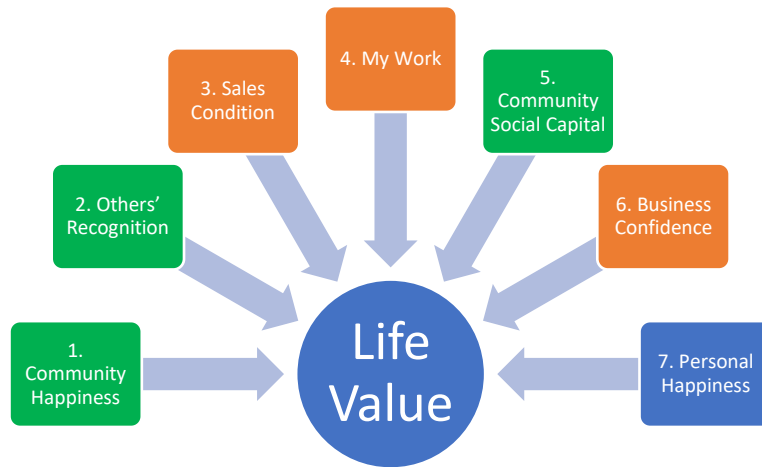
The fifth factor (gray category) includes items 4, 9, 14, and 17, which mean awareness of community resources, community interaction, community contribution, and financial condition. Community contribution and financial condition indicate negative contributions to the factor. Community contribution might be understood as a financial-type contribution. Therefore, the fifth factor can be named “**Community Social Capital**.”

The sixth factor (red category) includes items 6 and 10, which mean business knowledge and confidence. Therefore, this factor can be named “**Business Confidence**.”

The seventh factor (blue category) includes items 5 and 7, which mean self-recognition of potential skill and happiness. Therefore, this factor can be named “**Personal Happiness**.”

To summarize the findings from this analysis, generally saying, the respondents’ life value is composed of seven factors as below.

Fig. 6 Structure of respondents' life value



(Source: Created by author)

Interestingly, financial factors (items of 2 and 17) both showed negative contributions in this analysis. The first, second, and fifth factors represent respondents' consciousness of the community, while the third, fourth, and sixth factors represent respondents' concern for their business. Personal happiness showed up at the end as the least significant factor.

Considering this result together with the findings from the former question, Q7, community social capital, and its happiness seems to take a significant part of people's life in Chonburi. When evaluating the substantive impact of the D-HOPE project, the issue of community social capital should not be ignored, particularly in the context of this province.

#### *4.3 Lamphun*

The same procedure of the data collection and analyses is applied to the case of Lamphun. Data collection was conducted on March 11, 2019, in Lamphun, during the workshop 4 [n=12]. SPSS ver. 23 was used for analyses. The general demographic information of the respondents is as follows.



Fig. 7 AGE: Mean = 53.41(yrs old) [SD = 12.99]

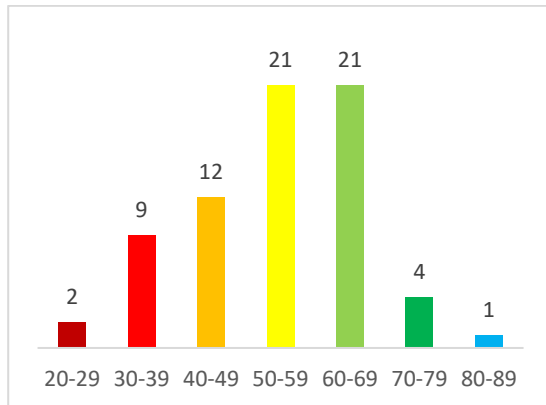
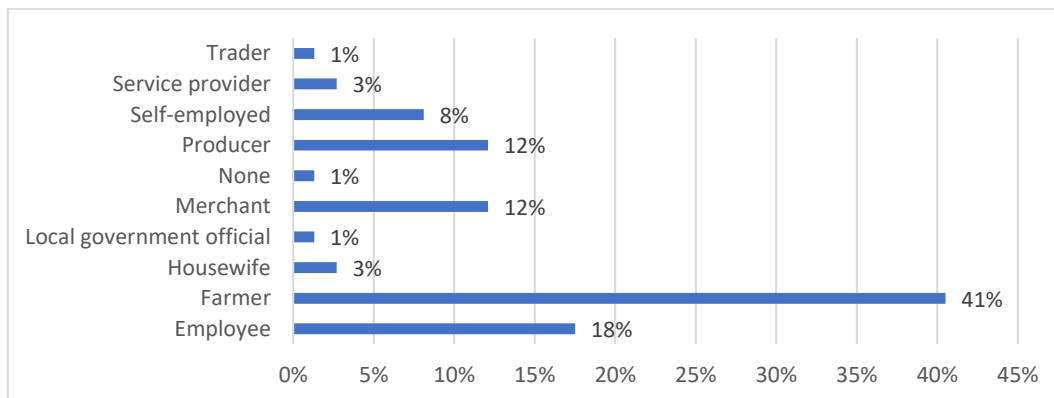


Table 7 GENDER

Gender	Frequency (%)
Female	39 (56%)
Male	15 (21%)
Unspecific	16 (23%)

Fig. 8 OCCUPATION (Primary occupation)



Regarding the questions related to the value statement list, as seen below, statistically significant changes are observed in all 20 items of question 7 (paired-sample t-test by SPSS ver.23). The results indicate that respondents' attitudes on 20 items positively changed after the D-HOPE project started. In particular, items 1, 9, and 16 showed a relatively large increase: **respondents' pride in their work**, **interaction with the community**, and **quality of products/services**. On the other hand, the magnitude of change on item 17 is relatively small: a *financial condition in my life*. From these results, it can be said that respondents' individual life is not drastically changed in terms of their financial condition, but that their work conditions have become better.

Table 8 t-test for now-before comparison

No.	Statement	Now-score mean	Before-score mean	Difference Of N&B	t* (df, p)
<b>1</b>	<b>Pride of my work</b>	<b>8.83</b>	<b>6.26</b>	<b>2.57</b>	<b>10.64 (68, &lt;.01)</b>
2	Financial conditions in my business	7.76	5.51	2.24	9.11 (69, <.01)
3	Motivation for work	8.55	6.43	2.12	8.38 (68, <.01)
4	Awareness of available resources in my community	8.49	6.29	2.19	9.03 (67, <.01)
5	Confidence in my life	8.61	6.54	2.07	8.04 (69, <.01)
6	Knowledge on business	7.96	5.73	2.23	7.92 (68, <.01)
7	Happiness in my life	8.99	7.17	1.81	7.41 (68, <.01)
8	Self-recognition of my potential skill	8.65	6.28	2.37	9.74 (68, <.01)
<b>9</b>	<b>Interaction with my community</b>	<b>8.66</b>	<b>6.13</b>	<b>2.53</b>	<b>11.87 (67, &lt;.01)</b>
10	Confidence of doing own business	8.61	6.30	2.30	9.13 (68, <.01)
11	Conservation of local wisdom	8.84	6.62	2.22	9.46 (68, <.01)
12	The happiness of belongings to my community	9.12	6.68	2.43	10.17 (68, <.01)
13	Pride of my community	9.12	7.04	2.07	8.03 (68, <.01)
14	Sense of contribution to the community	8.75	6.61	2.14	8.51 (67, <.01)
15	My popularity/fame	8.34	6.29	2.05	8.66 (68, <.01)
<b>16</b>	<b>Quality of my products/services</b>	<b>8.88</b>	<b>6.36</b>	<b>2.52</b>	<b>10.16 (68, &lt;.01)</b>
17	<i>Financial conditions in my life</i>	<i>7.68</i>	<i>5.78</i>	<i>1.90</i>	<i>8.30 (67, &lt;.01)</i>
18	Expansion of my network	7.97	5.68	2.29	9.32 (67, <.01)
19	Communication with visitors	8.29	5.99	2.30	9.26 (68, <.01)
20	Acceptance/Recognition by others	8.43	6.13	2.30	9.07 (69, <.01)

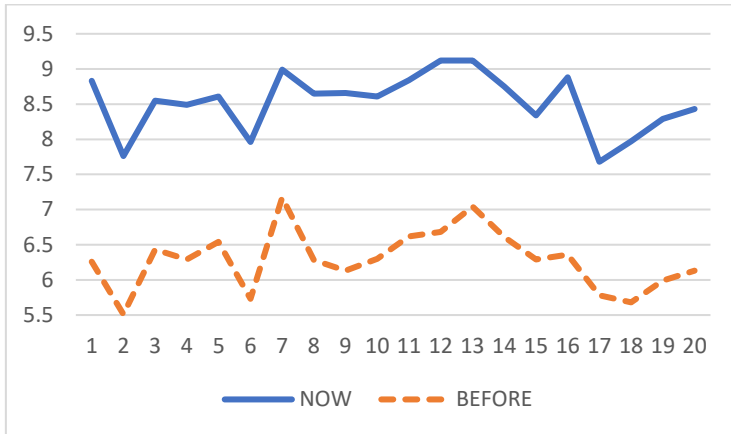
Notes:

(1) Paired sample t-test by SPSS ver.23.

(2) **Bold**: 3 largest change / *Italic*: 3 smallest change

(Source: Created by author)

Fig. 9 Summary: Now-before comparison



(Source: Created by author)

With the Likert scaling data, the structure of respondents' life value was analyzed by using factor analysis (considering the factors whose loadings >.400).

Table 9 Varimax-rotated factor matrix of Likert scaling questions [Sorted by size]

# of Value Statement	Factor						
	1	2	3	4	5	6	7
q8_17	.834	.026	-.101	.026	-.150	-.039	.034
q8_15	.745	-.220	-.124	.049	-.032	-.097	-.168
q8_4	-.653	.006	.149	-.013	-.144	-.293	.250
q8_14	-.268	.890	-.078	-.074	-.239	-.036	.152
q8_5	-.036	-.570	.025	.015	-.016	.014	.059
q8_12	.168	.514	.268	-.304	.060	-.259	-.265
q8_2	.233	-.513	.052	.315	.142	-.111	.344
q8_8	.033	-.046	.817	.073	.157	-.190	-.194
q8_9	-.216	-.204	.630	.009	-.224	.219	.119
q8_16	.190	-.005	-.547	.014	.158	-.011	-.357
q8_20	.192	-.176	-.481	-.334	-.107	-.084	-.094
q8_10	-.031	-.050	.040	.930	.024	.105	-.031
q8_19	-.265	.212	-.083	-.466	-.276	.008	-.185
q8_11	-.052	.290	-.145	-.410	-.133	.071	-.298
q8_1	-.107	.028	-.144	.167	.776	.070	.511
q8_7	-.058	-.136	.012	.071	.660	-.180	-.054
q8_6	.069	-.199	.105	.300	-.082	.712	-.027
q8_18	-.101	.263	-.160	-.328	-.230	.646	.016

q8_13	-.293	.329	-.231	-.069	-.301	-.392	-.210
q8_3	-.255	-.086	.065	.069	.104	.027	.460

Notes:

- (1) Rotation converged in 21 iterations.
- (2) Extraction Method: Unweighted Least Squares.
- (3) Rotation Method: Varimax with Kaiser Normalization. Promax rotation produced a similar result.
- (4) Value statement # is as below:

No.	Statement
1	Pride of my work
2	Financial conditions in my business
3	Motivation for work
4	Awareness of available resources in my community
5	Confidence in my life
6	Knowledge on business
7	Happiness in my life
8	Self-recognition of my potential skill
9	Interaction with my community
10	Confidence of doing own business
11	Conservation of local wisdom
12	The happiness of belongings to my community
13	Pride of my community
14	Sense of contribution to the community
15	My popularity/fame
16	Quality of my products/services
17	Financial conditions in my life
18	Expansion of my network
19	Communication with visitors
20	Acceptance/Recognition by others

(Source: Created by author)

The first factor (green category) includes items 4, 15, and 17, which mean awareness of community resources, self-popularity, and financial condition in my life, respectively. Awareness of community resources indicates a negative contribution to this factor. Therefore, the first factor can be named “**Individual Business Mind**.”

The second factor (pink category) includes items of 2, 5, 12, and 14, which mean business financial conditions, life confidence, the happiness of belonging to a community, and community contribution. Business financial conditions and life confidence indicate a negative contribution to this factor. Therefore, this factor represents “**Community Contribution**” in contrast to the first factor.

The third factor (light-blue category) includes items of 8, 9, 16, and 20, which mean self-recognition of potential skill, community interaction, products quality, and others’ acceptance/recognition, respectively. The product's quality and others’ recognition indicate a negative contribution to this factor. Therefore, this factor represents “**Potential-recognition in Interaction**” in the process of production, paying less attention to the quality of the product in the end.

The fourth factor (yellow category) includes items 10, 11, and 19, which mean business

confidence, local wisdom, communication with visitors. Only business confidence indicates a strong, positive contribution to this factor, while local wisdom and visitors' communication show a negative contribution. Therefore, this factor can be named "**Individual Business Confidence.**"

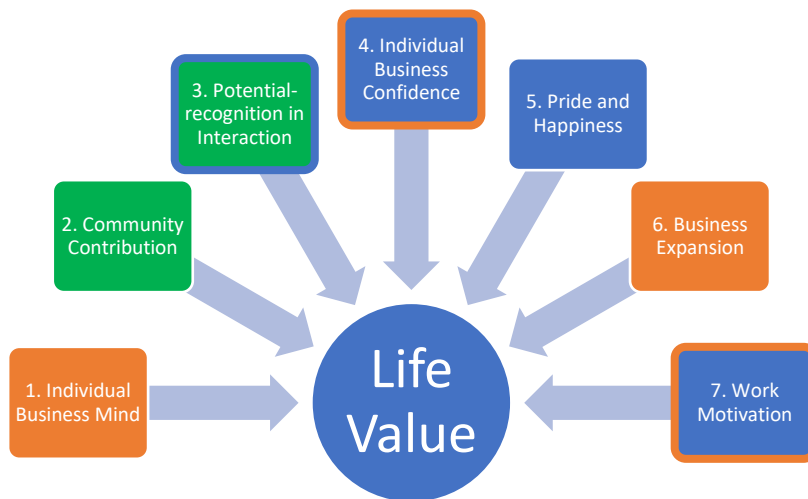
The fifth factor (gray category) includes items 1 and 7, which mean pride of work and life happiness. Therefore, this factor can be named "**Pride and Happiness.**"

The sixth factor (red category) includes items 6 and 18, which mean business knowledge and network expansion. Therefore, this factor can be named "**Business Expansion.**"

The seventh factor (blue category) includes only one item of 3, "**Work Motivation.**"

To summarize the findings from this analysis, generally saying, the respondents' life value is composed of seven factors as below.

Fig. 10 Structure of respondents' life value



(Source: Created by author)

The first and sixth factors represent business concern, but the second and third factors indicate respondents' sense of value for community relationships. The rest of the factors are related to individual mental conditions, of which the fourth and seventh factors include business matters.

Compared to this result with that of Chonburi, a difference in the structure is clear. According to the hearing, Chonburi is generally understood as a more business-focused city than Lamphun. However, the result of this analysis indicates that people in Lamphun concern more about individual business than those in Chonburi and that Chonburi people rather mind community social capital in their life value.

#### *4.4 Implication and suggestion*

Although Thai government focuses on an income aspect as KPI, and although the indicator of the overall goal of this project is defined as household income, the results of VSS proposed a different perspective.

According to the factor analyses of Chonburi and Lamphun data, both analyses produced seven factors. It was found that those seven factors are categorized into three areas: *self*, *community*, and *business*.

Regardless of the government's KPI of income, "*community happiness*" comes up as the first factor of life value in Chonburi. In Lamphun, on the other hand, "*individual business*" came up to the first place and followed by "*community contribution*" as the second. KPI to evaluate this project need to be reconsidered from the perspective of beneficiaries' value on the *community*.

Chonburi and Lamphun showed a different tendency of their life value. Chonburi people pay more attention to community social capital, while Lamphun people are more interested in business and financial conditions. The reasons for such difference need to be studied more closely. The project needs to be implemented by considering the different expectations of each province.

In terms of accountability, this survey results indicate that respondents' confidence in Chonburi and Lamphun increased statistically significantly compared to that before this project started. The subjective financial conditions in general life and business become better, which indirectly supports the government's KPI.

### **5. Prospective and challenge**

Returning to the original question, "what is an appropriate method to evaluate the D-HOPE activities?" VSS can be an answer to this question to some extent. Firstly, VSS is in nature a method of empowerment evaluation, and at the same time, it has a quantitative nature as well, so it can support quantifying the qualitative evaluation information. Secondly, VSS respects the local values and its uniqueness, and at the same time, it can include centrally defined KPI as well, so VSS works for formative purpose and summative accountability.

To take the best advantage of VSS, there are some challenges as below.

- VSS takes time. It is expected to be involved from the first workshop of the D-HOPE activity until the end. Although the survey can employ a retrospective pre-test design, the value identification process should be carefully conducted at the beginning of the project.
- VSS depends on human resources. Because it is a participatory method, various stakeholders are supposed to join the process. Moreover, they are expected to gain

new skills. It is not always easy to find appropriate personnel at the beginning stage of the project.

- Because it takes time and human resources, it means that VSS requires financial infusion. However, in most cases, it may cost less than conducting RCT-type research.
- VSS conductors need to have certain skills, including social survey and statistics, and they need to become an instructor for the participants' capacity development.

Even beyond the scope of the D-HOPE, the evaluation needs have rapidly diversified. On one hand, a requirement for scientific robustness in evaluation increases, as seen in the expansion of RCT-type methods. On the other hand, evaluation needs for the social projects demand evaluators to get closer to the local uniqueness. An emerging evaluation method has to be equipped with qualitative, field-based perspectives and quantitative, scientific tools at the same time. Although VSS is still at the trial stage, it will be refined with the D-HOPE practice to respond to the emerging needs for evaluation.

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## Appendix 1 Sample questionnaire



# D-HOPE: Questionnaire Survey



This is a survey on the D-HOPE project. The purpose of this survey is to understand the existing condition and to find the points to be improved. Your responses and ideas are inevitably important for improvement. Please note:

- All the information provided here will be treated confidentially. The data is anonymously used only for the purpose above.
- If there are any questions that you are unwilling to answer, you can skip or stop answering this questionnaire.
- If you have any question about this survey, please contact to Pongsan: [dhopethailand1@gmail.com](mailto:dhopethailand1@gmail.com)

**Thank you very much in advance for your precious cooperation!**

**Chonburi Province**

**Date:** 9<sup>th</sup> March 2019

Age..... years old	Gender: <i>Circle one.</i>	Female / Male / Others
Occupation: <i>You can specify as many jobs as you have.</i>		
..... (primary)		
..... (sub)		
..... (sub)		

1. How much relevant between your occupation and the hands-on program? *Please circle one to indicate your opinion.*

Not at all	A little	Somehow	Very strong
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2. Are you involved in any of the following activities of CDD? *Please check boxes all applicable.*

- |   |   |
|---|---|
| <input type="checkbox"/> Occupational group     | <input type="checkbox"/> Savings Group                          |
| <input type="checkbox"/> Women Empowerment Fund | <input type="checkbox"/> Sufficiency Economy Philosophy Village |
| <input type="checkbox"/> Social Enterprise      | <input type="checkbox"/> OTOP                                   |
| <input type="checkbox"/> OTOP Village           | <input type="checkbox"/> OTOP Nawatwithi                        |
| <input type="checkbox"/> D-HOPE                 | <input type="checkbox"/> Other (Please specify.....)            |

3. How much are you involved in D-HOPE? *Please circle one to indicate your opinion.*

Very Much	Some	Poorly	Very Poorly
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4. Please read the sentences below and mark ✓ to indicate your opinion.

No.	Statement	Very Satisfied	Satisfied	Fair	Not Satisfied	Not Very Satisfied
1	How much are you satisfied with the D-HOPE Project?					

No.	Statement	Very Good	Good	Fair	Not Good	Not Good At All
2	How do you think of the group discussion method?					
3	How do you think of the program testing?					
4	How do you think of the hands-on program?					
5	How do you think of the D-HOPE catalogue?					

5. Please choose the most useful D-HOPE activity below.

- Group discussion method
- Program testing
- Hands-on Program
- Catalogue

Why? .....

6. Please choose one D-HOPE activity that needs an improvement the most?

- Group discussion method
- Program testing
- Hands-on Program
- Catalogue

Why? .....

7. From question 1 – 20, please rate the score (1 – 10) to evaluate the change before-after the D-HOPE Project. Please rate the “now-score” first, and then, remember the past condition to rate “before-score” in comparison (or reflection) of “now-score.”

No.	Statement	Now-score	Before-score
1	Pride of my work		
2	Financial conditions in my business		
3	Motivation for work		
4	Awareness of available resources in my community		
5	Confidence in my life		
6	Knowledge on business		
7	Happiness in my life		
8	Self-recognition of my potential skill		
9	Interaction with my community		
10	Confidence of doing own business		
11	Conservation of local wisdom		
12	Happiness of belongings to my community		
13	Pride of my community		
14	Sense of contribution to the community		
15	My popularity/fame		
16	Quality of my products/services		
17	Financial conditions in my life		
18	Expansion of my network		
19	Communication with visitors		
20	Acceptance/Recognition by others		

8. From question 1 – 20, please mark ✓ to indicate your opinion.

No.	Statement	Very Important	Important	Fair	Not Important	Not Important At All
1	Pride of my work					
2	Financial conditions in my business					
3	Motivation for work					
4	Awareness of available resources in my community					
5	Confidence in my life					
6	Knowledge on business					
7	Happiness in my life					
8	Self-recognition of my potential skill					
9	Interaction with my community					
10	Confidence of doing own business					
11	Conservation of local wisdom					
12	Happiness of belongings to my community					
13	Pride of my community					
14	Sense of contribution to the community					
15	My popularity/fame					
16	Quality of my products/services					
17	Financial conditions in my life					
18	Expansion of my network					
19	Communication with visitors					
20	Acceptance/Recognition by others					

9. Which activity did you participate in D-HOPE? *Circle all activities you participated.*
- 1. Training in Bangkok (in Best Western Plus Wanda Grand Hotel)
  - 2. Strategic Workshop I: Identification of Champions (in Chon Inter Hotel)
  - 3. Strategic Workshop II: Design of Hands-on Program (in Chon Inter Hotel)
  - 4. Strategic Workshop II: Program Testing (in the village)
  - 5. Strategic Workshop III: Promotion (in Chon Inter Hotel)
  - 6. Catalogue making activity. *Circle any level you were involved.*

Province / District / Village

- 7. Strategic Workshop IV: Evaluation (*If this workshop is your first time, circle this only*)
- 8. Meetings related to D-HOPE
- 9. Any other activities you have done

.....  
.....

10. How many programs do you provide in the catalogue? .....

**Thank you for your cooperation!**