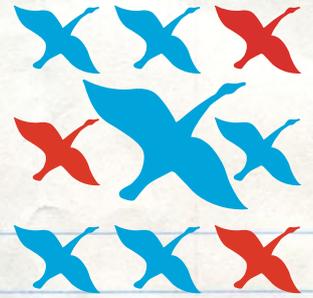


WILDE GANZEN



ONTWIKKELINGSSAMENWERKING

PI-DOC 7: EVALUATION OF A PROJECT



PI-Doc 7: Evaluation of a Project

Many factors determine the success of a project. Of course, the (co)financing and support from the Dutch Private Initiative are essential. As well as the realization of the project by the Project Owner. Important as well are a good reporting and evaluation of the project. This document gives some guidelines for the organization and implementation of an evaluation.

The importance of an evaluation of the project

Eventually each project comes to an end. To conclude it, a good evaluation and reporting are important. An evaluation can give a good picture of the development of the project. Also, it can serve as learning tool for all involved. For the owning organization, the successes of (other) projects and the work of project managers sharing project experiences is essential. It contributes to the success of other projects.

Good evaluations are also useful to give account to all stakeholders. To be accountable is important, because the money which has been invested in the project came from donors. Private Initiatives have raised this money from individuals, businesses and other institutions. A transparent communication on investments and results of the project contribute to the trust of donors and help guarantee their continued support.

Set up of an evaluation

In an evaluation you can look at the implementation process of a project, or you can focus on the project results. In all cases you will assess the extent to which the project was *relevant*, *efficient*, *effective* and *sustainable*. If possible, you can also assess its impact, but this is only possible some years after the project has come to an end.

Evaluation criteria	Meaning
Relevance	This is the extent to which the project aim responds to the real need and priorities of the target group.
Efficiency	The use of the means (physical and human, money and time) in relation to the activities and the project results.
Effectiveness	The fundamental logic of the project: the relationship between implemented activities, project results and project goal(s).
Sustainability	The continuation of the successful outcomes of the project, even after external support has come to an end.
Impact	The effects of the project which go farther than its immediate goal(s).

- ✓ Every evaluation starts with a clear plan, and consists of the following steps:
- ✓ Decision to evaluate
- ✓ Preparing the Terms of Reference (ToR)
- ✓ Selection and contracting of the evaluation team
- ✓ Planning and preparatory work
- ✓ Implementing the evaluation
- ✓ Preparing the evaluation report
- ✓ Winding up

Distribution of tasks

Normally the evaluation is done at the end of the project. However, you can also choose to do an evaluation half way the project. Often, an evaluation is started by the Project Owner. As owner of the project (s)he is interested in the course the project has taken and wants to learn from experiences. Also, the Project Owner wants to be accountable to the donors.

But also the Dutch Private Initiative or a donor can initiate the evaluation of a project. They are also involved in the project and they might want an evaluation for themselves or their stakeholders.

Terms of Reference

Your organization should discuss the aims and the contents of the evaluation with your Dutch partner and write down a description of tasks in a document called *Terms of Reference (ToR)*.

This ensures that the evaluators are clear about their tasks. It is also wise to develop the ToR in discussion with the target groups, partner organizations, and other stakeholders.

Contents of a ToR

- Background of the project.
- Aim of the evaluation – what will the initiators do with the results?
- Evaluation topics – what should the evaluators look into?
- Approach and methodology – how should the evaluation take place?
- Planning – when should the evaluation take place?
- Budget – how much money is available for the evaluation?

For a good evaluation it is best to hire somebody from outside. This guarantees objectivity and can generate new insights. As the initiator of the evaluation, you help prepare the plan and assist with practicalities, like meetings with the target group, project visits, accommodation, documents, etc.

A full evaluation involves all stakeholders. Especially those who participated in the planning of the project, and are benefiting from it.

Suggestions

There is no need to hire an expensive consultant, you can also ask somebody from a partner organization.

Make sure that the evaluation is seen as an opportunity and not as an inspection!

Be curious!

A comprehensive and concrete picture of the development and the results of a project can be obtained by gathering much information and putting many questions to the stakeholders. Use questionnaires, hold meetings, interviews, observe what is happening (take pictures) and study documents.

Example of an evaluation report format

Chapter	Contents
1. Introduction	Why is the evaluation organized? How did the evaluation go? What will be described in the report?
2. Approach and methodology	Give a description on how the evaluation was executed. Which research methods were used (questionnaires, observation, interviews, etc.)?
3. Findings	Facts and figures, both qualitative and quantitative.
4. Conclusions & Recommendations	Based on chapter 3, the evaluators will now bring in their own knowledge and experience. First they will draw conclusions and next they will give recommendations to the owner of the evaluation. These could be on learning from what has happened, and/or concerning accountability.



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