



# UNDERSTANDING EVALUATION: PRINCIPLES, PRACTICES, AND INTEGRATION

PRESENTATION  
@  
UNIVERSITY OF SOUTH FLORIDA

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WESTERN MICHIGAN UNIVERSITY

SEPTEMBER 26, 2024



# AGENDA

Introduction

Background

Content

Summary



**RAINFOREST  
ACTION NETWORK**

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# Rainforest Action Network

**Fighting for People and Planet**

Image: RAN.org



Issues

Campaigns

News

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About



TAKE ACTION

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# THE UNDERSTORY

MONDAY, MAY 03, 2010

THE BLOG OF RAINFOREST ACTION NETWORK

## Ghana's Forest Reserves under Threat

By Rainforest Action Network

Written by John F. Akwetey (RAN Ghana)

In line with the government's election campaign promise of a better Ghana Agenda, licences are given to multinational companies to mine in our forest reserves without proper consideration of its consequences after submitting a signed "Statement of Policies on Natural Resource and Environment," to the European Commission.



Search Th



Images: RAN.org & RAN Ghana



# Evaluation

- Is the process of determining the **merit**, **worth**, or **significance** of something or the product of that process
- A means for making informed, credible, defensible, and non-arbitrary decisions
- Ultimately to improve the human condition

**Merit:** Absolute or relative quality of the evaluand in regard to a particular criterion

**Worth:** the evaluand's value in a particular context

**Significance:** Importance of the evaluand

# Difference Between Research & Evaluation



Image: Google

**Table 1**  
**Similarities and Differences in Evaluation and Research**

	<b>Evaluation</b>	<b>Research</b>
<b>Area of application</b>	Application of the examination as wide as possible	Application of the examination as wide as possible
	Narrow application of findings focused in the project	Application of findings as wide as possible
	Aim of providing concrete feedback	Aim of increasing the body of scientific knowledge
<b>Theory</b>	Field-dependent: theory used to enlarge the understanding of findings	Theory-dependent: derived from or aspiring to theory
<b>Methodology</b>	Evaluation setting and data collection methods derived from the field	Research setting and data collection methods derived from theory
	The evaluator is reactive	The researcher is active
<b>Generalization</b>	Attempt to understand what is happening in a specific project	Attempt to formulate a general law; external validity is important
<b>Relevance</b>	Useful for the project	Increase of scientific knowledge
<b>Causality</b>	Stresses internal validity; that which is an artefact in research is seen as an internal variable in order to reach causality	Internal validity is important; stress is on a small number of causal variables in isolation from other variables

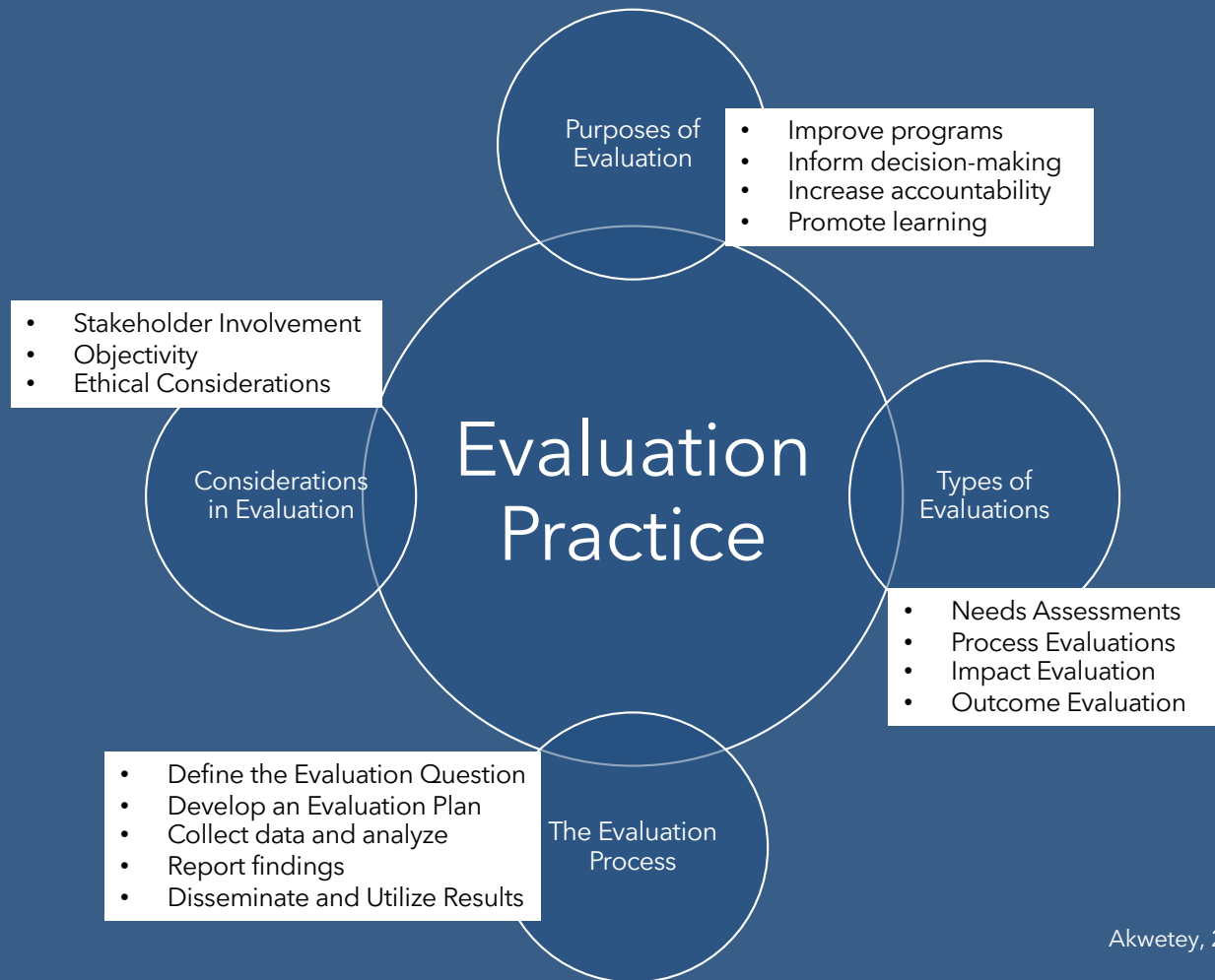


## The Research-Evaluation Continuum

	Research	Evaluation
<b>Primary Purpose:</b>	<ul style="list-style-type: none"> <li>- contribute to knowledge</li> <li>- improve understanding</li> </ul>	<ul style="list-style-type: none"> <li>- program improvement</li> <li>- decision-making</li> </ul>
<b>Primary audience:</b>	<ul style="list-style-type: none"> <li>- scholars</li> <li>- researchers</li> <li>- academicians</li> </ul>	<ul style="list-style-type: none"> <li>- program funders</li> <li>- administrators</li> <li>- decision makers</li> </ul>
<b>Types of Questions:</b>	<ul style="list-style-type: none"> <li>- hypotheses</li> <li>- theory driven</li> <li>- preordinate</li> </ul>	<ul style="list-style-type: none"> <li>- practical</li> <li>- applied</li> <li>- open-ended, flexible</li> </ul>
<b>Sources of Data:</b>	<ul style="list-style-type: none"> <li>- surveys</li> <li>- tests</li> <li>- experiments</li> <li>- pre-ordinate</li> </ul>	<ul style="list-style-type: none"> <li>- interviews</li> <li>- field observations</li> <li>- documents</li> <li>- mixed sources</li> <li>- open-ended, flexible</li> </ul>
<b>Criteria:</b>	<ul style="list-style-type: none"> <li>- rigor</li> <li>- validity</li> <li>- reliability</li> <li>- generalizability</li> </ul>	<ul style="list-style-type: none"> <li>- utility</li> <li>- feasibility</li> <li>- propriety</li> <li>- accuracy</li> </ul>



# How Is Evaluation Use In Practice



Akwetey, 2023

# Examples of Evaluation In Practice

- **Educational Evaluation**

Assessing the effectiveness of a new teaching method or curriculum

- **Social Program Evaluation**

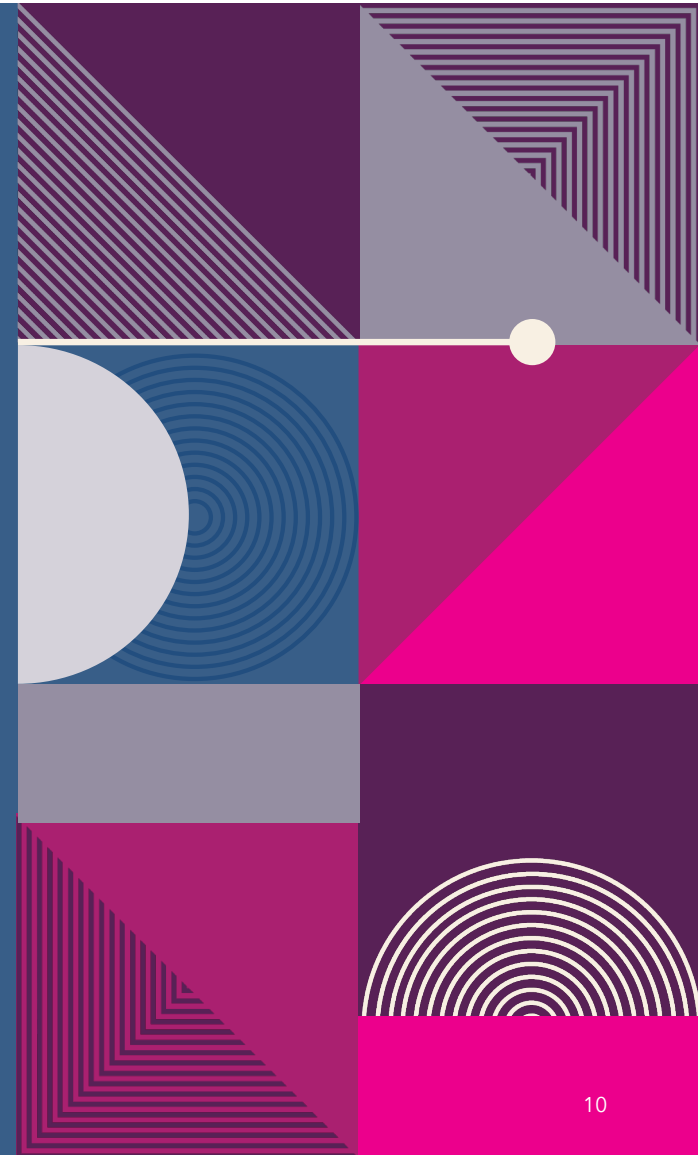
Evaluating the impact of a job training program on employment rates.

- **Healthcare Evaluation**

Measuring the effectiveness of a new drug or treatment for a particular disease.

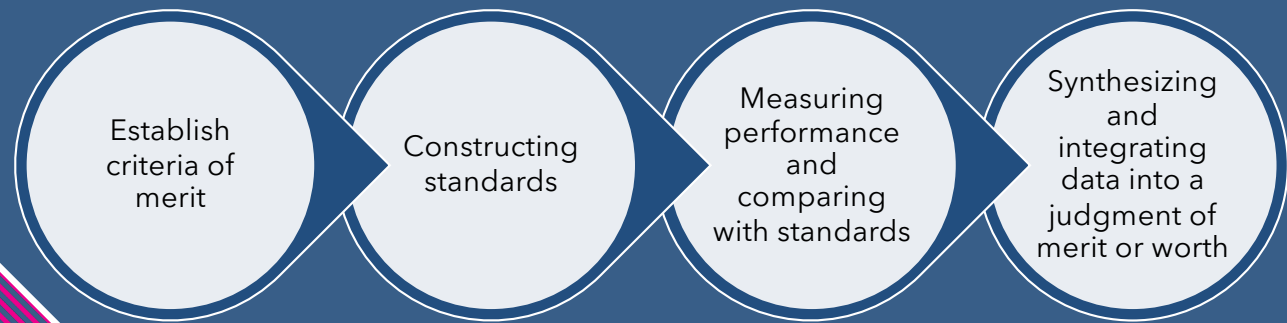
- **Business Evaluation**

Assessing the return on investment (ROI) of a marketing campaign.



# Pattern of Reasoning

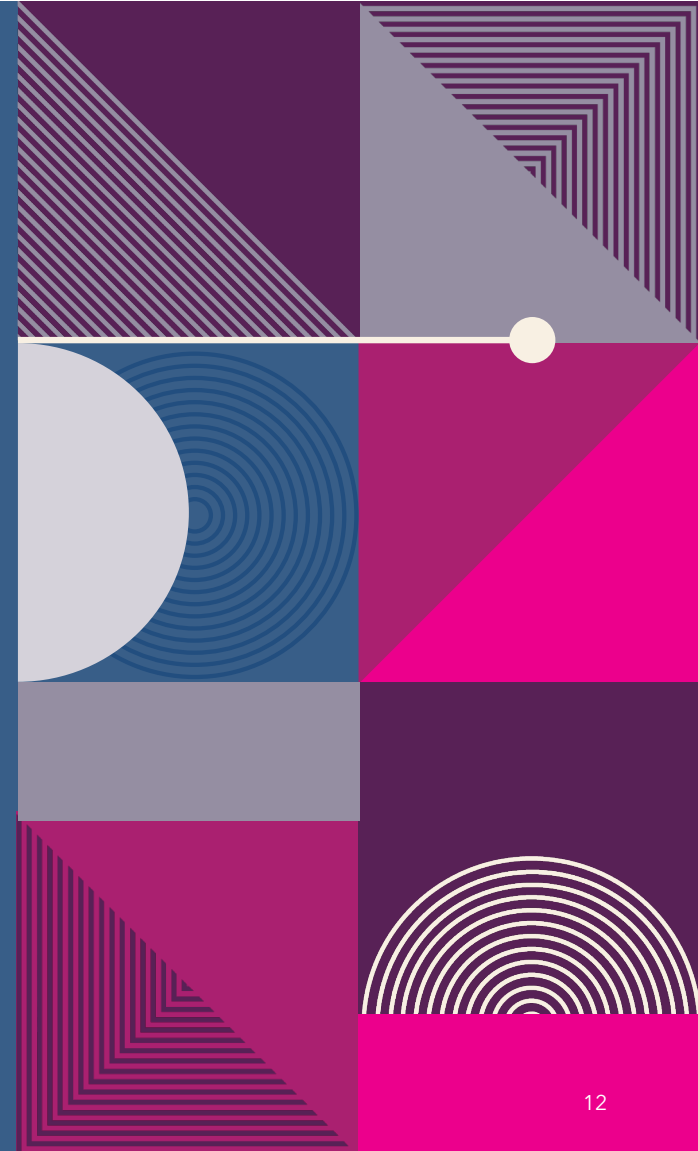
(General logic of evaluation)



Scriven, 1980, 1990, 1993; Fournier, 1995

# What Constitutes "Good" Evaluation

- **Utility**  
Serve the information needs of intended users
- **Feasibility**  
Be realistic, prudent, and cost-effective
- **Propriety**  
Conduct legally and ethically, with respect for all involved
- **Accuracy**  
Provide technically adequate information
- **Accountability**  
Be of high quality



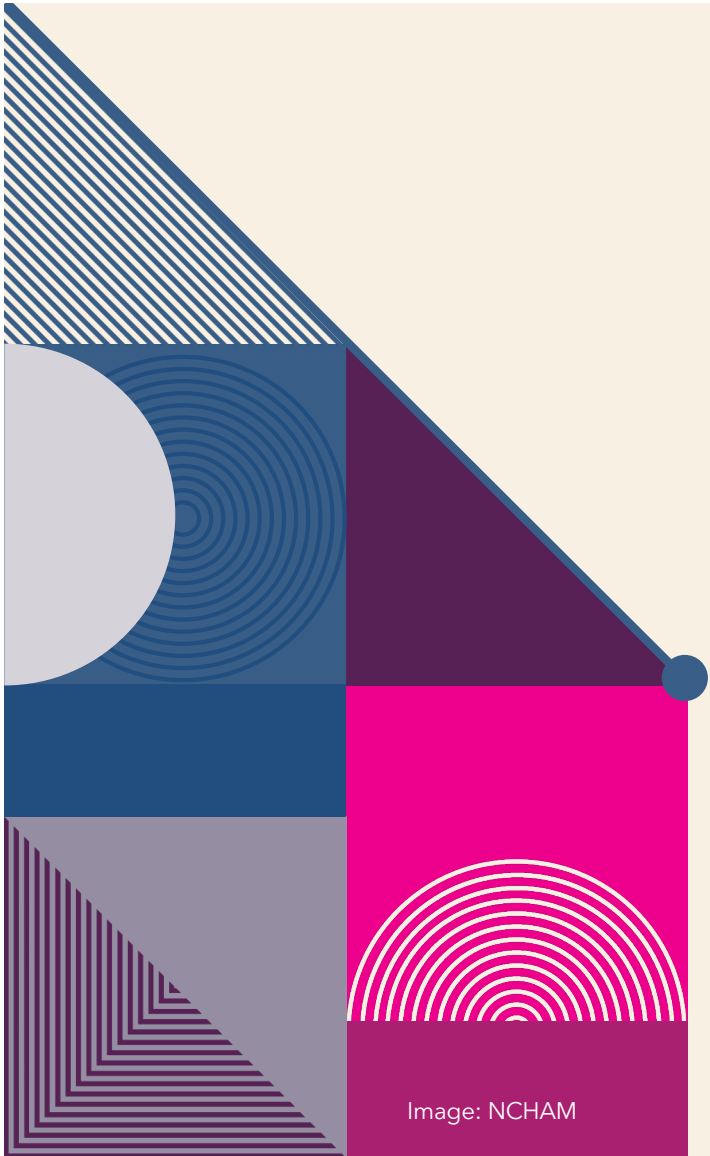
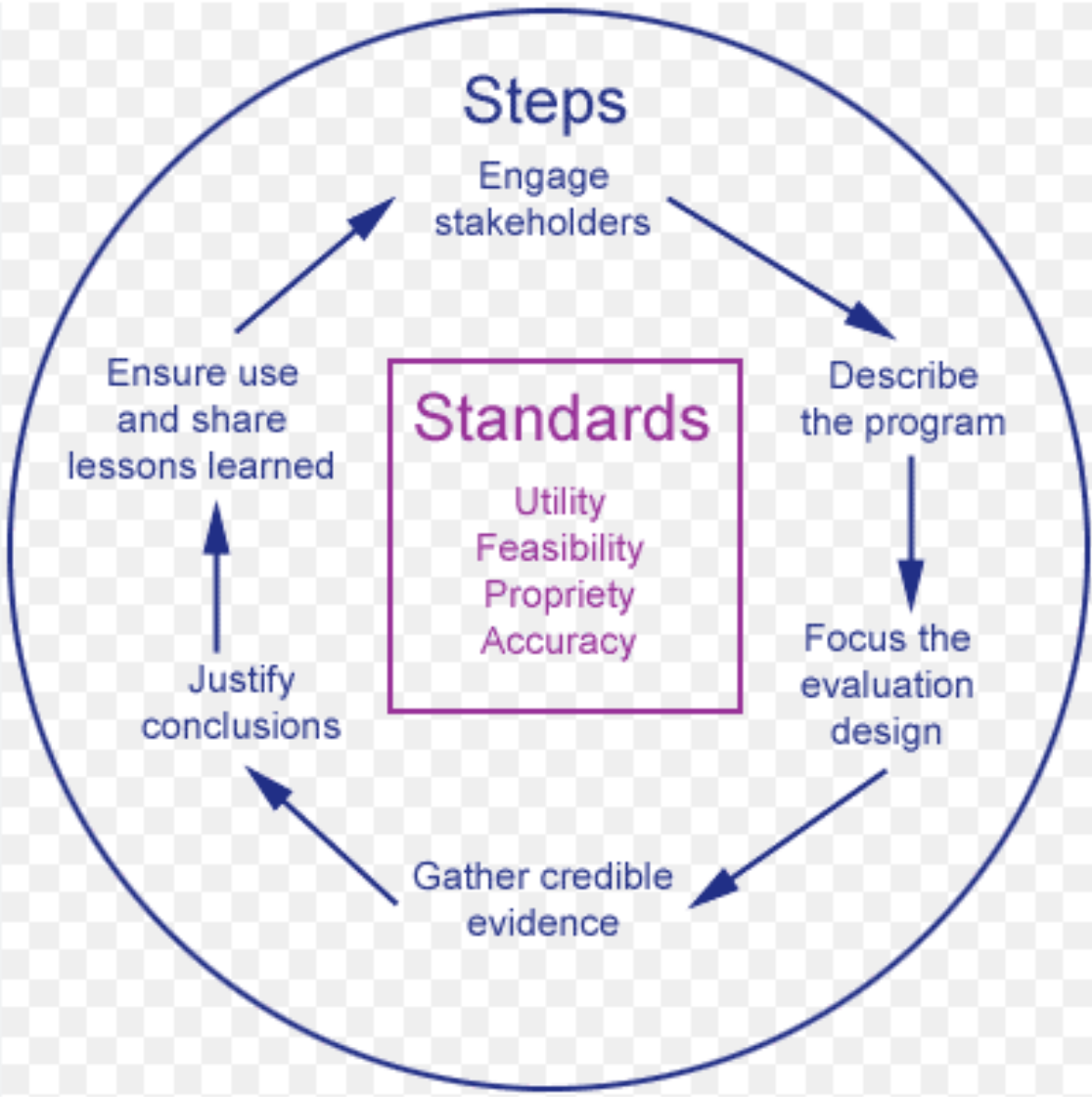


Image: NCHAM





# Common Approach to Impact Measurement

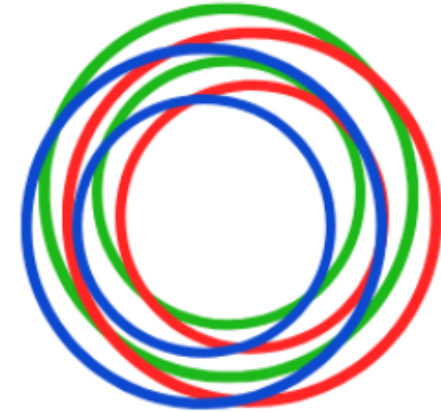


Image: Common Approach



# Impact Measurement

## Impact

- Intended and unintended (positive or otherwise)
- Changes (outputs, outcomes)
- Across the organization (within and/or across its programs) and
- With its stakeholders (including users, clients, partners, etc.)
- Over a period of time (short term, long term)
- As a result of the organization's activities.

## Impact measurement

- Qualitative or quantitative assessment of impact based on measured observations
- Using survey data or other instruments
- With a control group or theory-informed estimation.



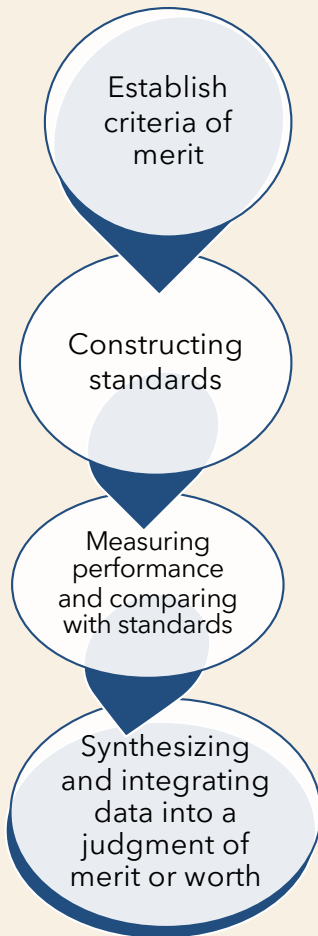
# Impact Measurement Practice

## Five Essential Practices

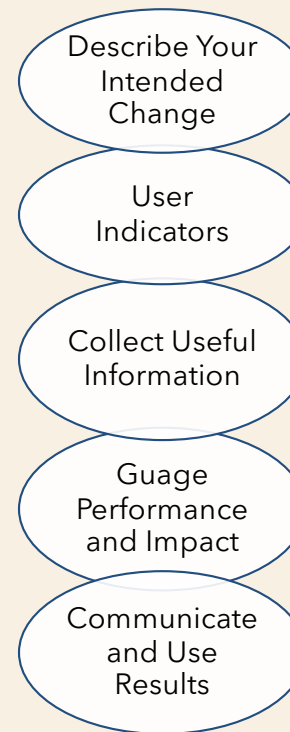
- 1. Describe Your Intended Change:** Clearly outline goals and expected outcomes.
- 2. Use Indicators:** Select relevant indicators to measure progress.
- 3. Collect Useful Information:** Gather data efficiently and ethically.
- 4. Gauge Performance and Impact:** Analyze and interpret data.
- 5. Communicate and Use Results:** Share findings with stakeholders and inform future actions.

# Integration of Impact Measurement into Evaluation Practice

Pattern of reasoning



Five essential practices



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# Impact Evaluation



## KCIC SWIFT PROGRAM

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- ✓ **Business Advisory**
- ✓ **Market Access Compliance**
- ✓ **Technical Assistance**
- ✓ **Legal Compliance**
- ✓ **Market Research**
- ✓ **Product Development**
- ✓ **Sustainability Integration**
- ✓ **Policy Support**
- ✓ **Technology Solutions ...and much more!**



 *We Welcome Applications from All Eligible Candidates!*

Funded by  IKEA Foundation

Images: KCIC



## Transforming Waste Management in Kenya

Towards a Circular, Green, and Inclusive Economy





## Case Study

### Program

- KCIC Swift program

### Evaluation Plan

- Baseline surveys, mid-term reviews, and final evaluations

### Impact Measurement

- Assess improvements in waste management conditions

### Results

- Finding used to refine program strategies and increase effectiveness



### Transforming Waste Management in Kenya

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Image: KCIC

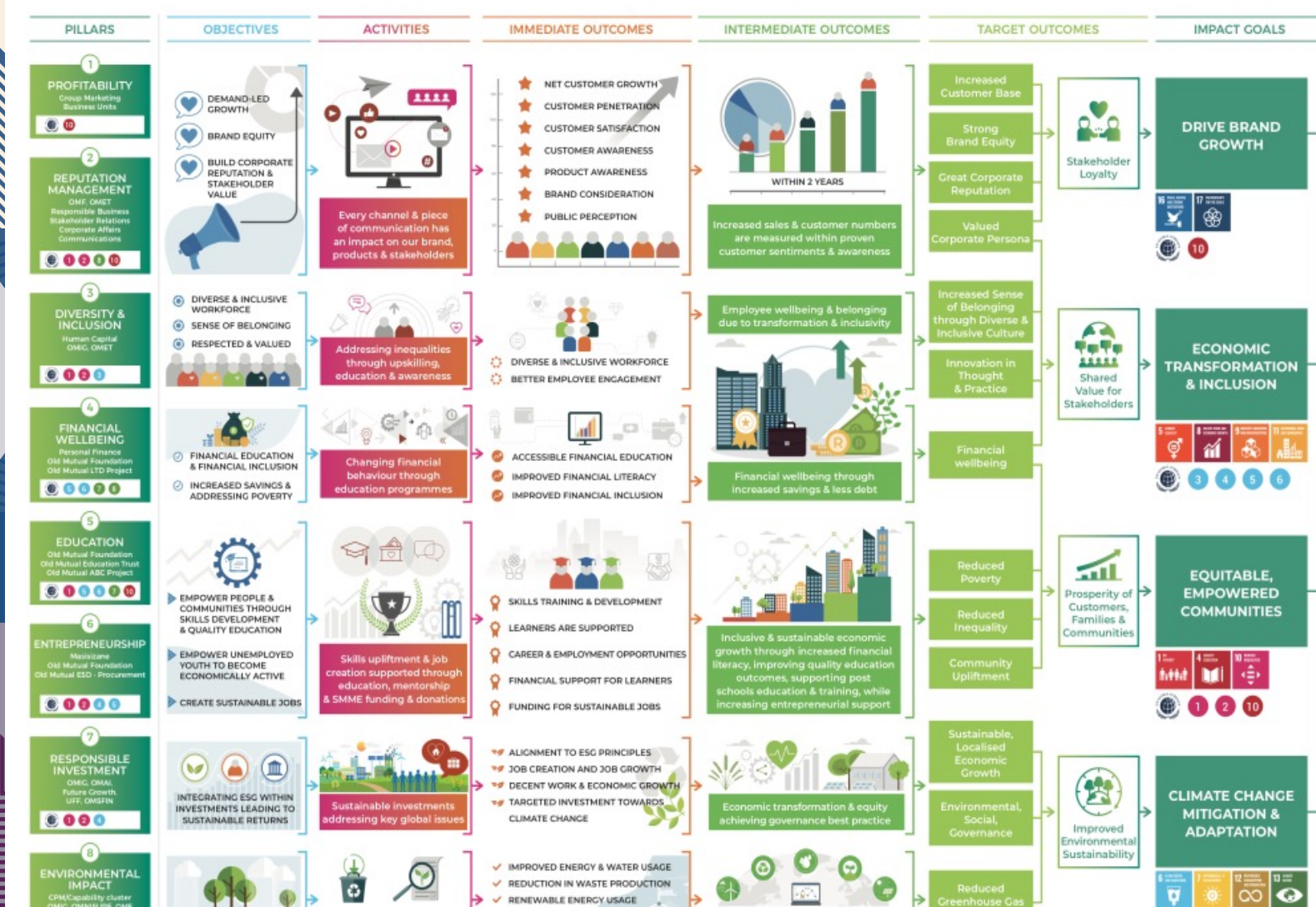
# MERL Framework



Images:  
OM Foundation



# OM THEORY OF CHANGE

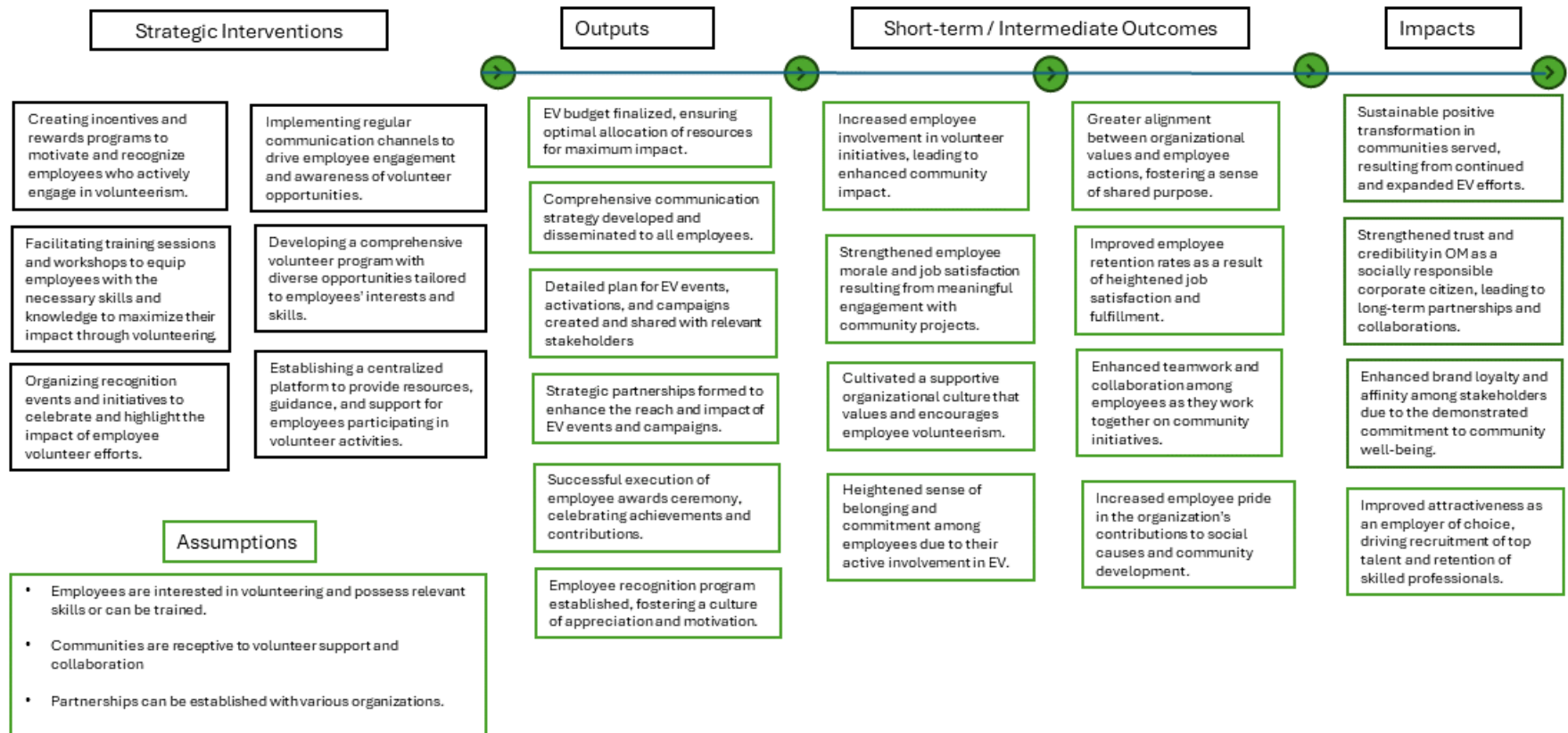


BRAND LOVE

Image: OM Foundation  
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# Proposed EV Theory of Change



# Challenges

## Evaluation

- Lack of proper planning and design
- Methodological issues
- Utilization
- Ethical

## Impact measurement

- Lack of standardization metrics
- Long-term impact
- Attribution, and
- Cost





# Future Directions

## Evaluation

- Increased use of technology and data analytics
- Greater emphasis on participatory, developmental, and collaborative evaluation

## Impact measurement

- Standardization
- Flexibility & uniformity



# SUMMARY

- **Definition**
- **Evaluation use in practice**
- **Standards of good evaluation**
- **Integration of impact measurement into evaluation**
- **Case study**
- **Challenges and future trends**



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**THANK YOU**

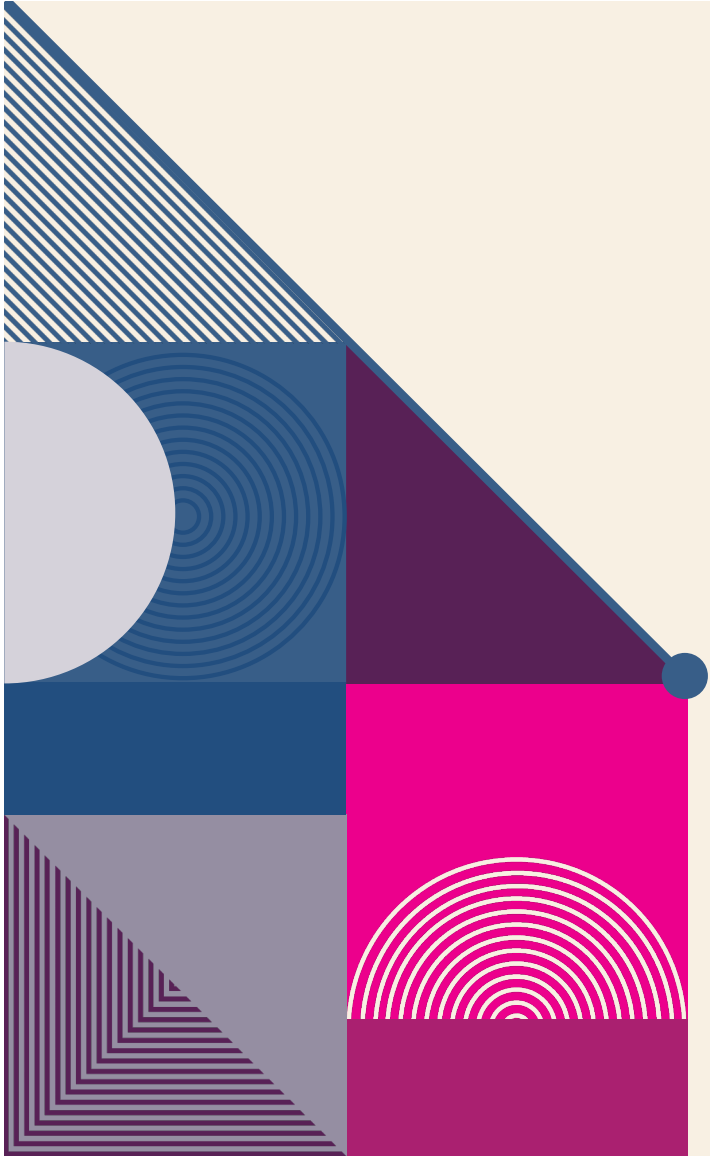


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