Ewaluacja

IV Konferencja Ewaluacyjna

Ewaluacja - kluczowy instrument poprawy jakości działań administracji publicznej

Warszawa, 17.10.2008

Dr Jose M. Diaz-Puente

Politechnika Madrycka

Ewaluacja i wspieranie potencjału instytucji publicznych w obliczu wyzwań stojących przez obszarami wiejskimi

NARODOWA STRATEGIA SPÓJNOŚCI

MINISTERSTWO ROZWOJU REGIONALNEGO

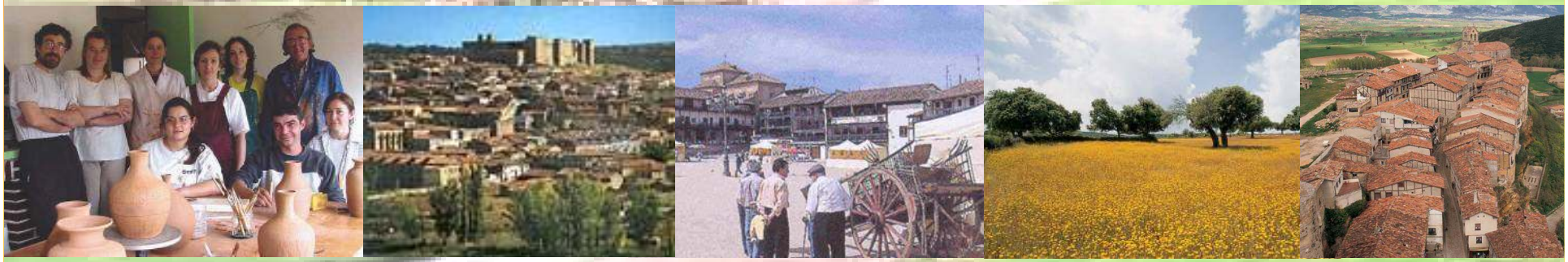
PARP

UNIA EUROPEJSKA
EUROPEJSKI FUNDUSZ ROZWOJU REGIONALNEGO

Evaluation and institutional empowerment to face the challenges of rural areas

Some lessons from rural Spain

José M. Díaz Puente



Ewaluacja

IV EVALUATION CONFERENCE
Evaluation – crucial instrument for improving public administration performance
Warsaw 17.10.2008

Universidad Politécnica de Madrid

POLITÉCNICA

Presentation

1. Introduction

2. Empowerment Evaluation and capacity building

3. The LEADER Program in the rural areas of Madrid

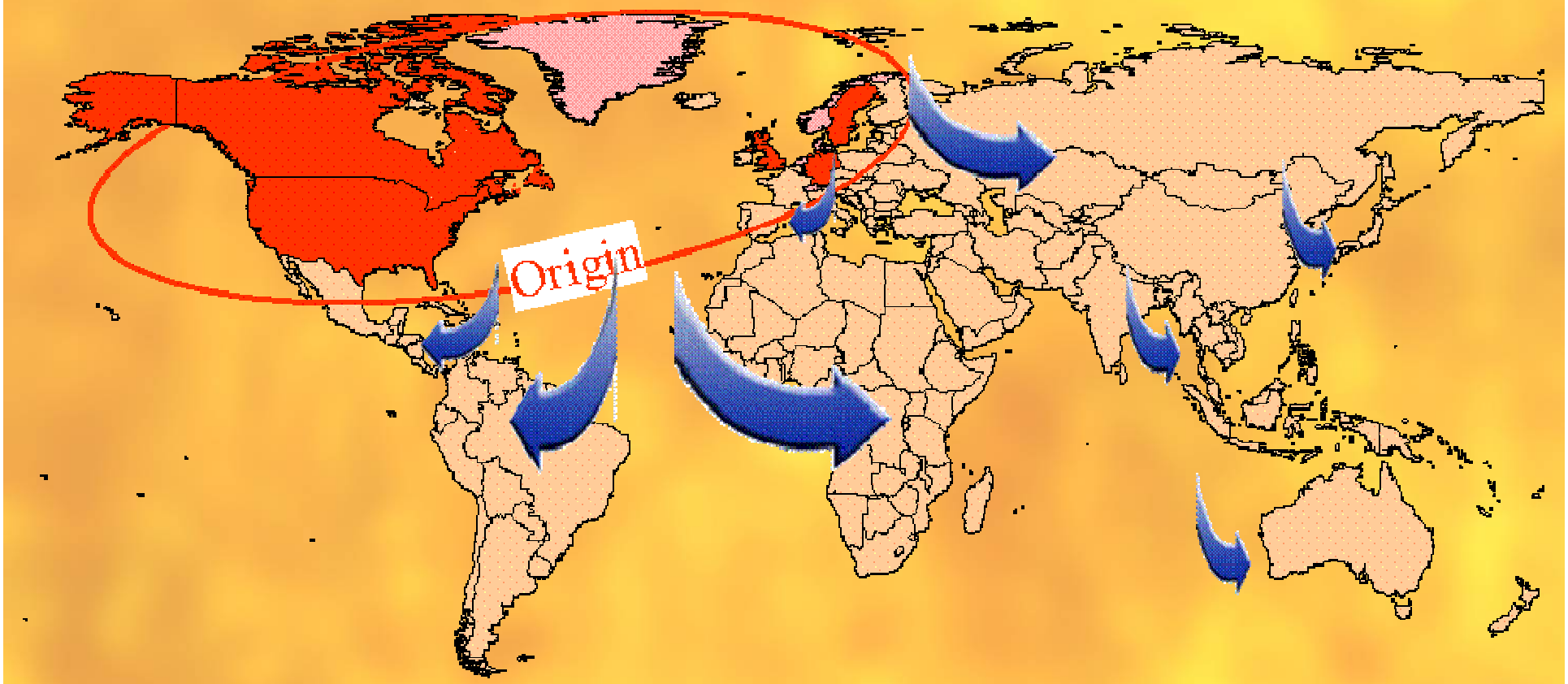
4. Empowerment Evaluation in the rural areas of Madrid

5. Conclusions

1. Introduction

1. Introduction

Expansion of evaluation culture



First wave of expansion in the 70s
Second wave of expansion in the 80s
Great expansion of evaluation culture at the end of the 20th century
Other countries

1. Introduction

Original framework

Improvement of the programs

Pressure

Prove the efficacy of the programs

Rigorous methodologies and statitical analysis to measure impacts

Original framework relegated

1. Introduction

Methodological framework

CBA **LFA**

Limitations

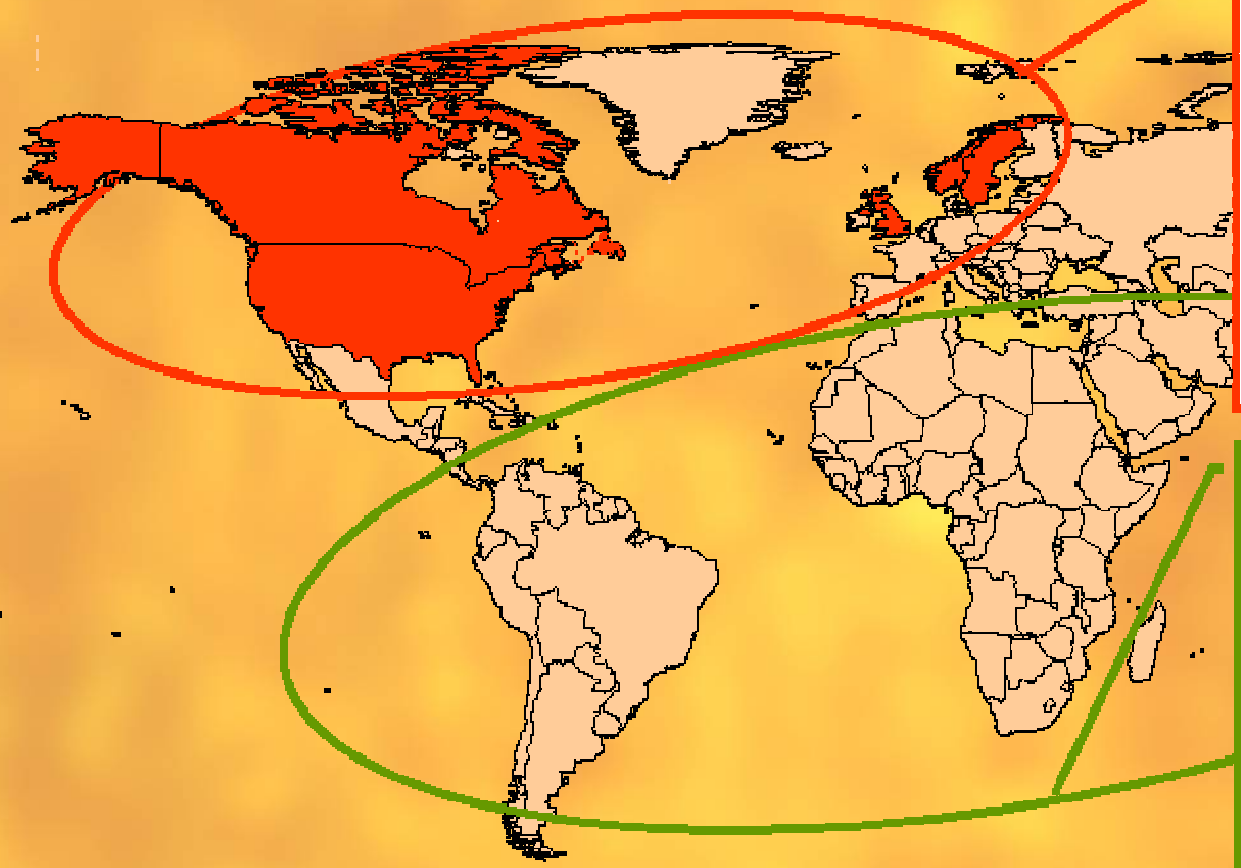
Process use

(Patton, 1997)

Participatory evaluation

1. Introduction

Participatory evaluation



Practical participatory evaluation

Participation of stakeholders with invested interests

Practical approach

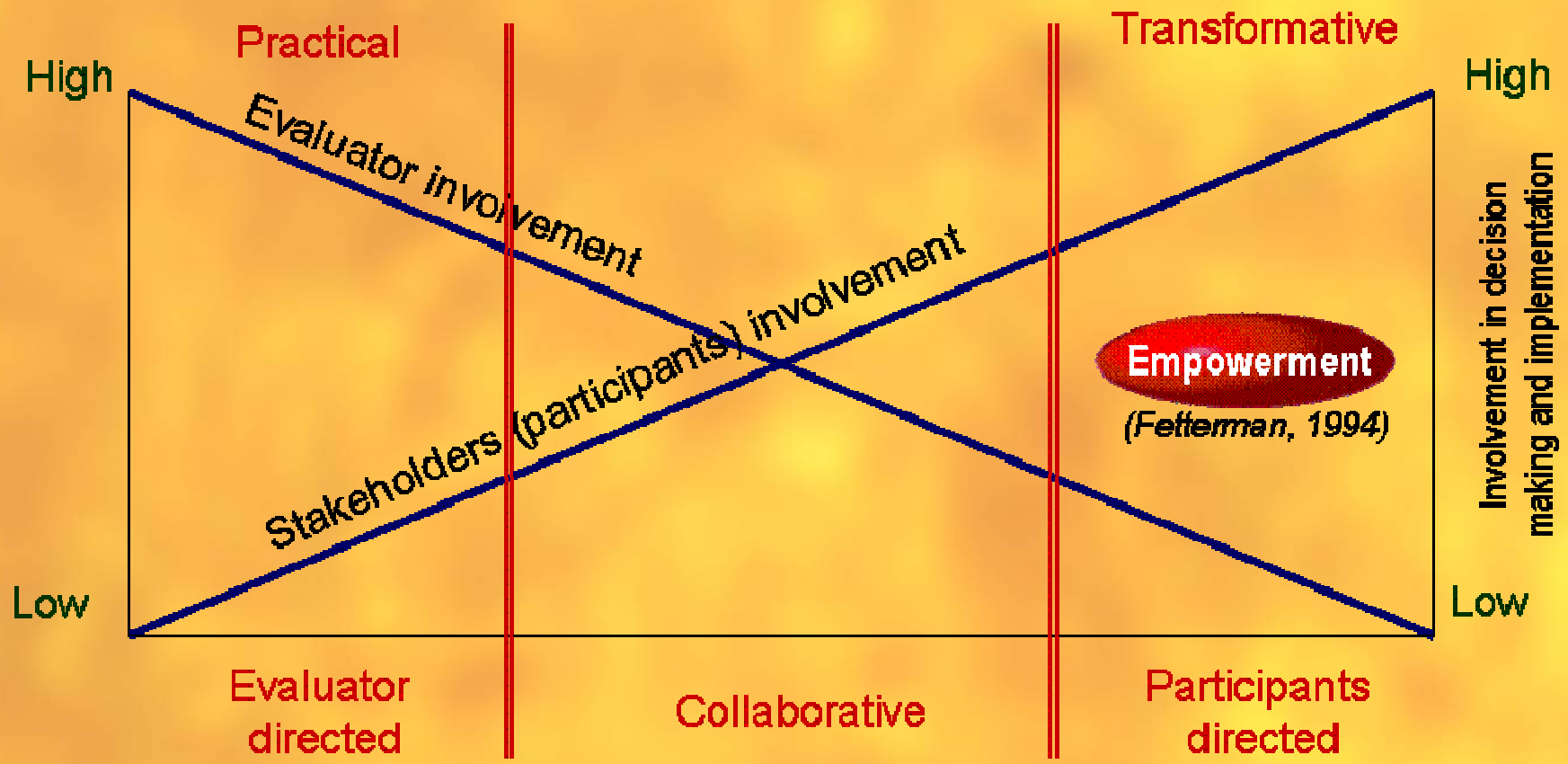
Transformative participatory evaluation

Participation of all stakeholders

Transformative approach

1. Introduction

What roles can evaluators play?



1. Introduction

- Participatory approaches share many goals and key concepts (i.e., the importance of participation, collaboration and data usefulness).
- One of the ways to distinguish them is by what they consider as the bottom line for the evaluation:
  - Stakeholder-based evaluation: the implication of the stakeholders.
  - Utilization-focused evaluation: the pragmatic use of evaluation findings and process.
  - Empowerment evaluation: facilitating stakeholders' learning and change

2. Empowerment Evaluation and capacity building

Universidad Politécnica de Madrid
POLITÉCNICA

2. Empowerment Evaluation and capacity building

- The bottom line of EE is:
  - to facilitate learning and change
  - to leave the capacity to evaluate behind (to provide some of the evaluator's skills to the stakeholders)
  - to help stakeholders get to where they want to go.
- Most appropriate where the goals of the program include helping participants become more self-sufficient and personally effective (development goals).
- Everyone can and needs to do basic evaluation for their self-improvement and the improvement of the program in their communities.

2. Empowerment Evaluation and capacity building

- **Definition**: *EE is the use of evaluation concepts, techniques and findings to foster improvement and self-determination (Fetterman, 1994).*

- **EE focuses:**
  - **on the empowerment of the population through the evaluation process.**
  - **on capacity building and specially on developing evaluation capacities within the participants (at the lower possible level).**

2. Empowerment Evaluation and capacity building

- EE gives the stakeholders the primary role in the evaluation activities????

- Funding organizations (i.e. European Commission…) require an external evaluation in its programs with the leading role of an external evaluator. The empowerment had to be focused on facilitating a leading role and full responsibility of the stakeholders with regard to the internal evaluation system and all monitoring tools, and a collaborative role and some responsibility with regard to the summative evaluations.

- The external evaluators' role and productivity is enhanced by the presence of internal evaluation capacities among the stakeholders (internal evaluation process).

2. Empowerment Evaluation and capacity building

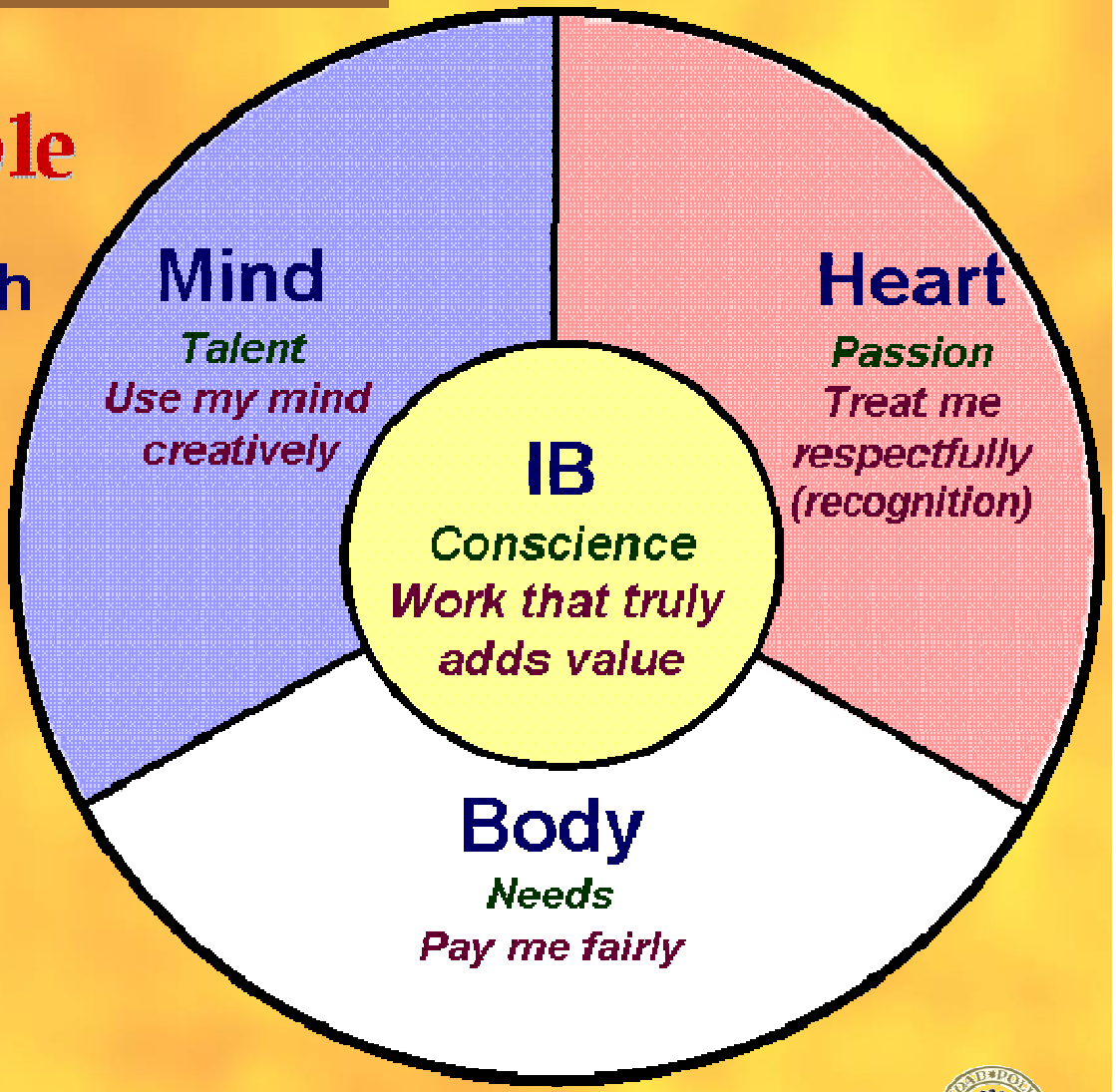
- You can address summative evaluations combining the EE with traditional evaluation methods such as interviews, focus groups, geographical information systems, multicriteria analysis, cost-effectiveness analysis...
- EE and traditional evaluation are not mutually exclusive and can be mutually reinforcing.
- Mixing methods has become a common approach to program evaluation.

2. Empowerment Evaluation and capacity building

Empowering people

A whole person approach

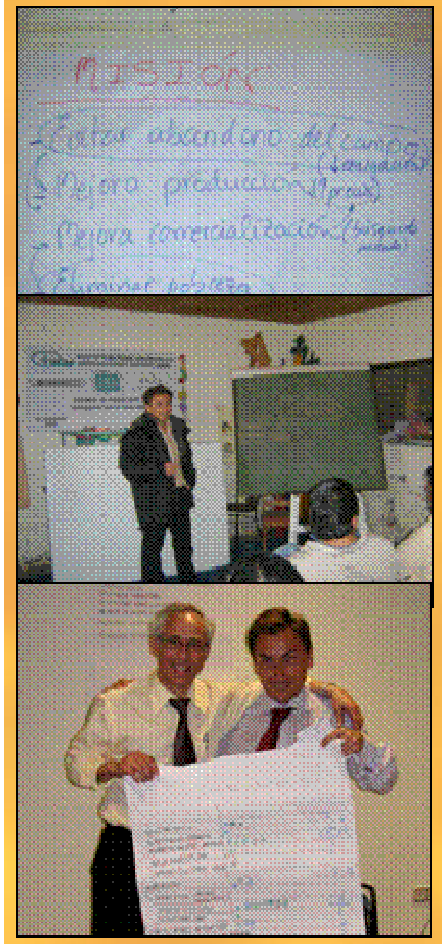
Tap into the needs and motivations of all four parts of nature to begin the empowerment process



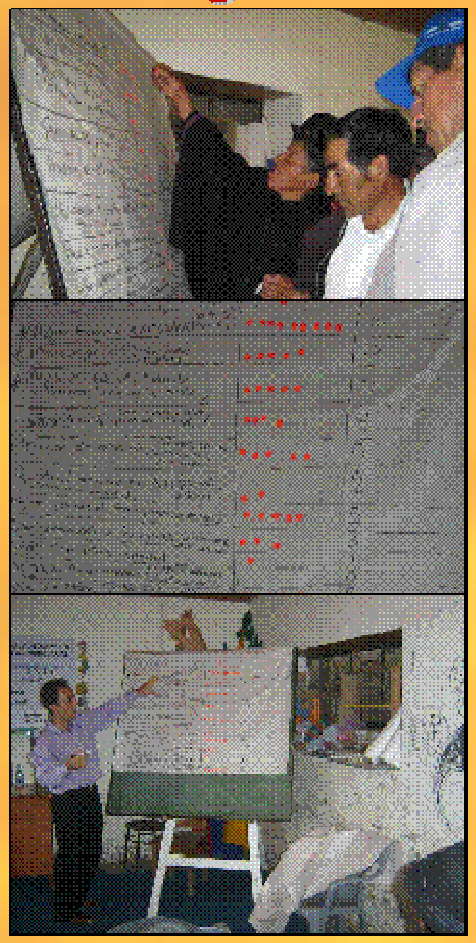
Institutional empowerment

2. Empowerment Evaluation and capacity building

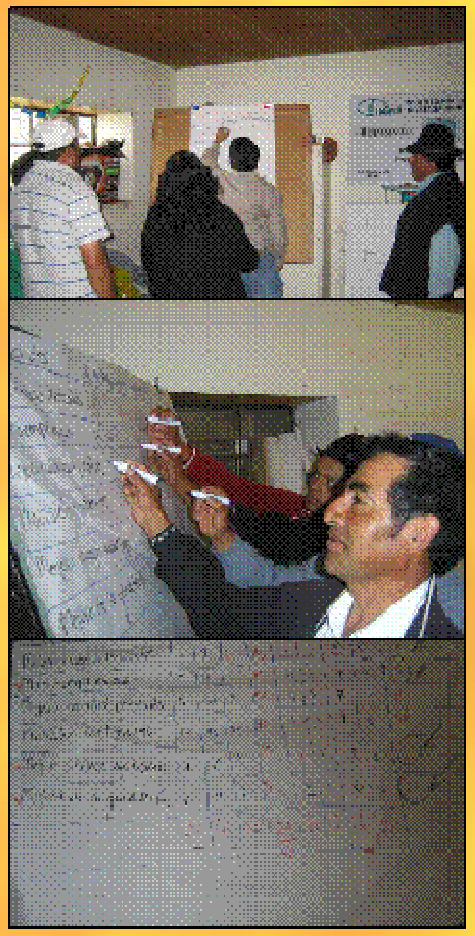
Mission



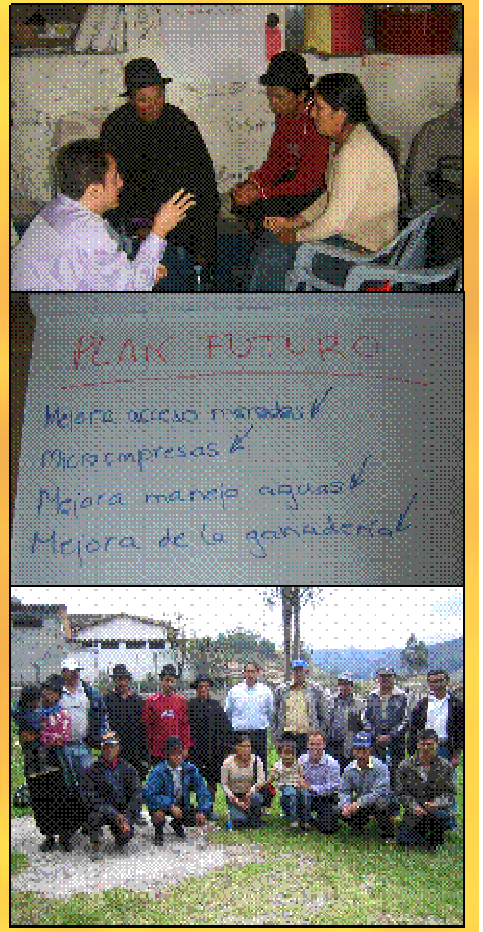
Taking stock I



Taking stock II



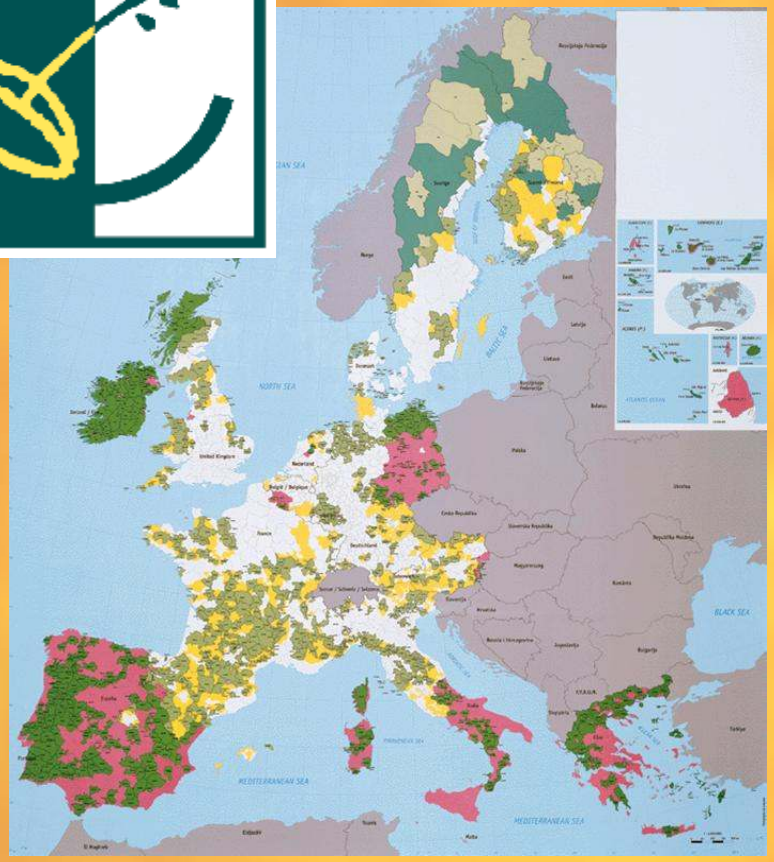
Plan for the future



3. The LEADER Program in the rural areas of Madrid

3. The LEADER Program in the rural areas of Madrid

3. The LEADER Program in the rural areas of Madrid



Three phases

LEADER I (1991-1995)

LEADER II (1996-2001)

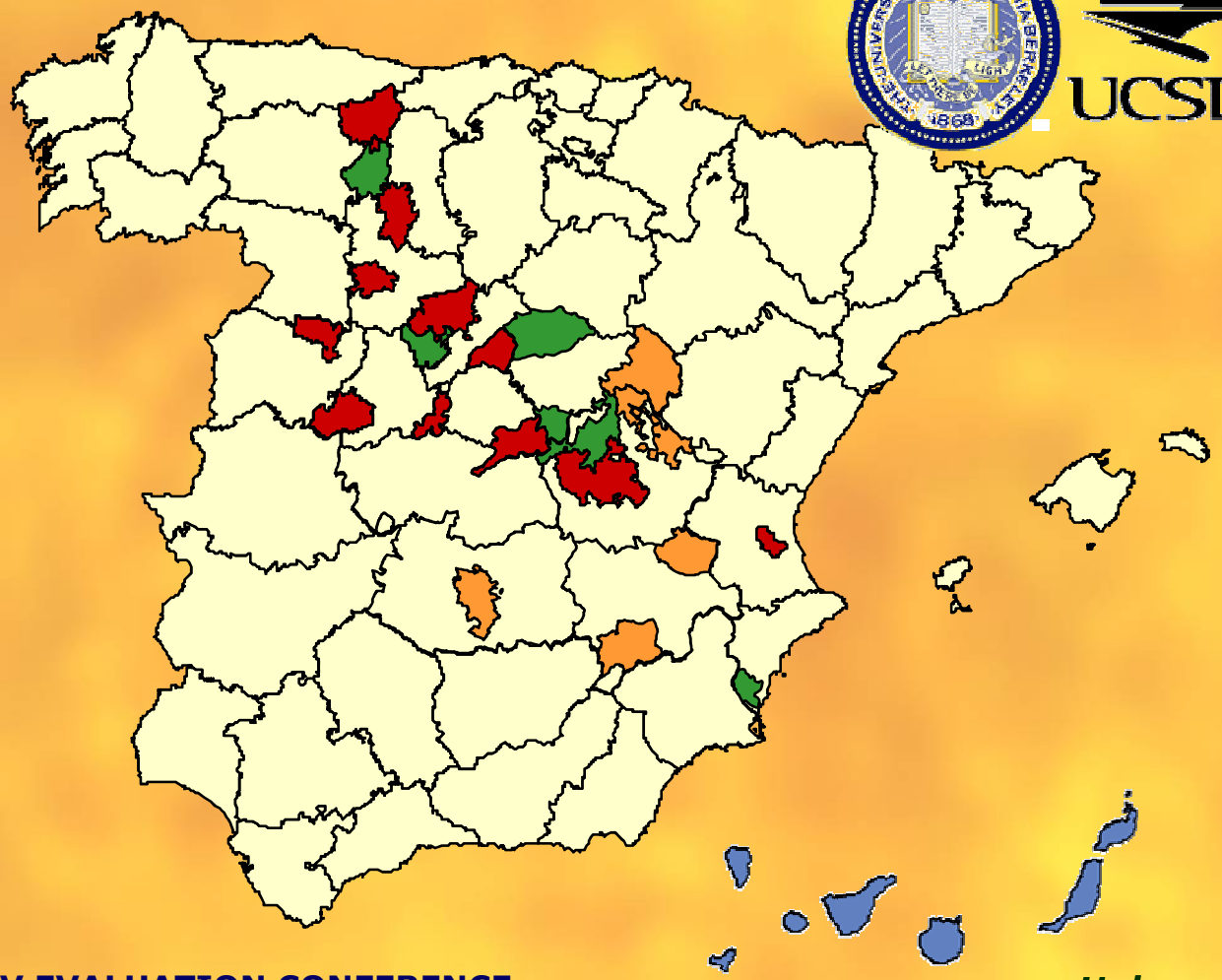
LEADER+ (2001-2006)

3. The LEADER Program in the rural areas of Madrid

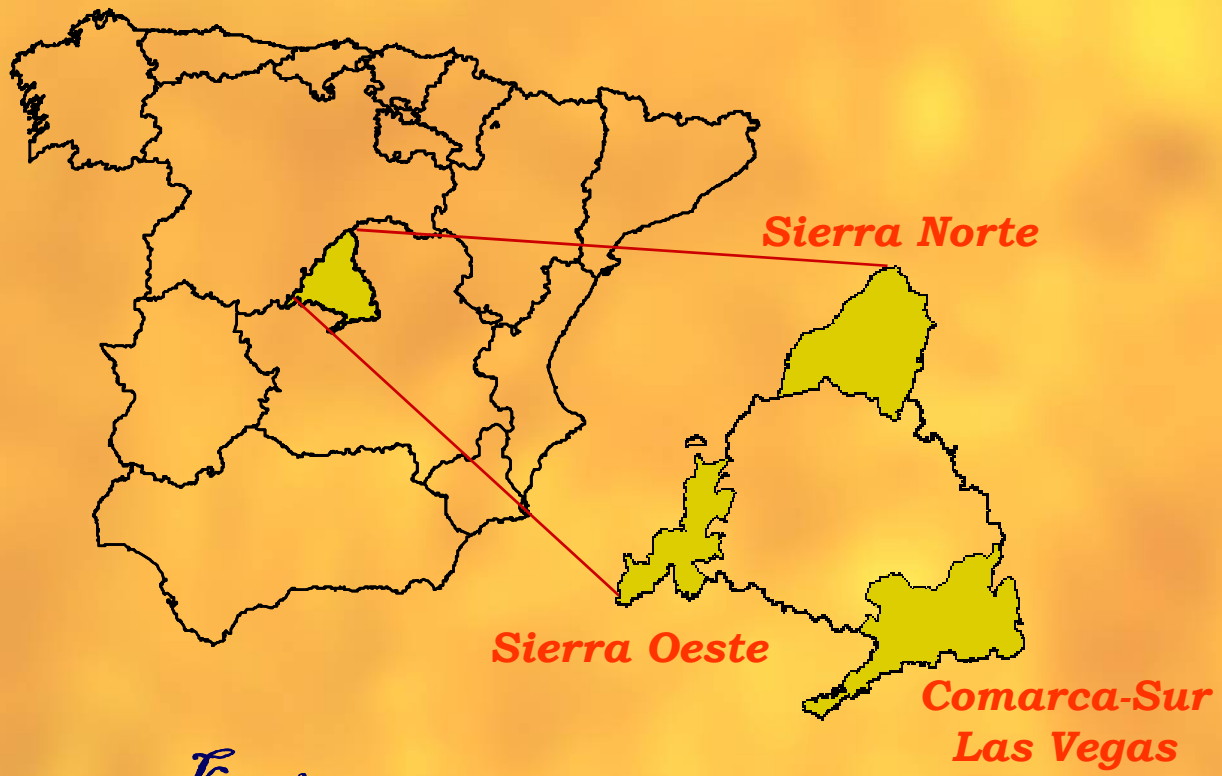
The LEADER Approach

- Innovative character of actions
- Local management and financing
- PARTNERSHIPS (Board and Staff)
- Area-based approach
- Multi- sectoral approach

3. The LEADER Program in the rural areas of Madrid



3. The LEADER Program in the rural areas of Madrid



1500 Km²

€ 3 million

3. The LEADER Program in the rural areas of Madrid

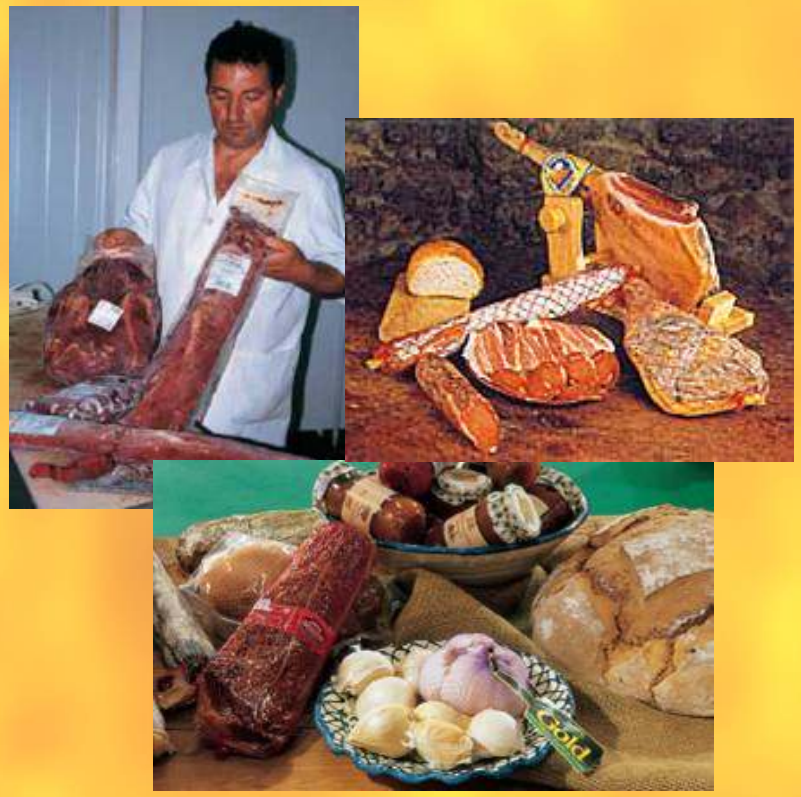
Conservation of rural enviroment…

…local heritage…

3. The LEADER Program in the rural areas of Madrid

… local culture and traditions

Marketing of local products



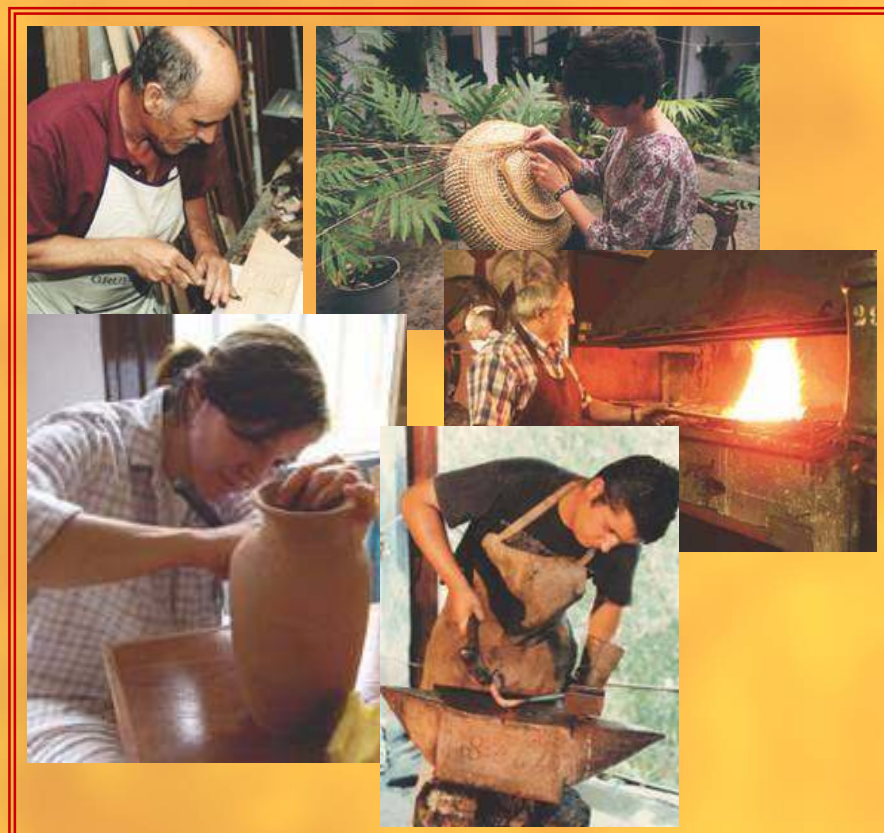
3. The LEADER Program in the rural areas of Madrid

Support of small bussinesses related to agriculture and cattle breeding…

…agroindustry…

3. The LEADER Program in the rural areas of Madrid

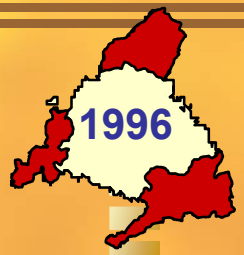
…arts and crafts,…

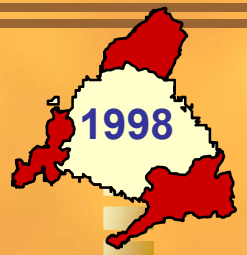


…rural turism

4. Empowerment Evaluation in the rural areas of Madrid

4. Empowerment Evaluation in the rural areas of Madrid





E. Exante LEADER II → E.Midterm LEADER II → E. Expost LEADER II → E. Exante/Midterm LEADER+

E. Exante LEADER II	E.Midterm LEADER II	E. Expost LEADER II	E. Exante/Midterm LEADER+
•Empowering the Partnerships •Process of participation •Design of an internal evaluation process	Reconstruction of the internal evaluation process From external focus to internal	Change of attitude More local control	Institutionalization of the evaluation

4. Empowerment Evaluation in the rural areas of Madrid

Influences of evaluation

Individual level (in the evaluand and the evaluators)

- **Change of attitude towards evaluation**
- **Individual learning and capacity building**

Interpersonal level

- **Interactions between individuals though dialogue** (leading role of the LEADER technical teams and local charismatic leaders)

4. Empowerment Evaluation in the rural areas of Madrid

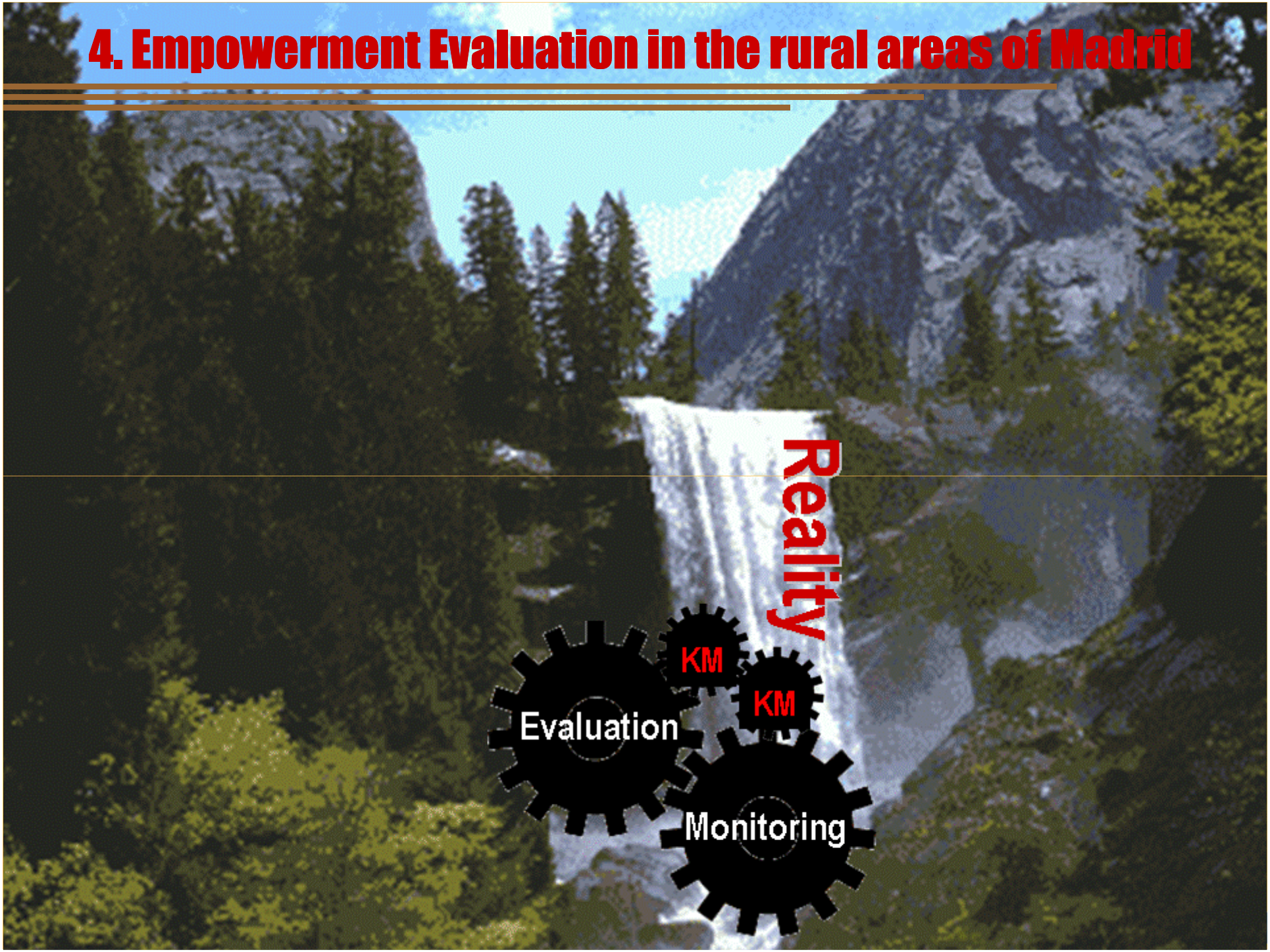
Influences of evaluation

Collective level

- Encouragement of organizational learning
- Development of the internal evaluation process
- Changes in decision-making
- Ownership

4. Empowerment Evaluation in the rural areas of Madrid

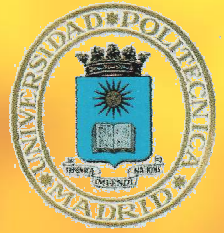
4. Empowerment Evaluation in the rural areas of Madrid



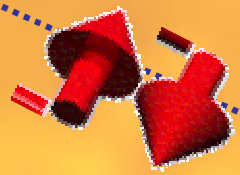
4. Empowerment Evaluation in the rural areas of Madrid

The protagonist

Evaluation



University



Programa

Monitoring

Control

Local Action Groups (LAGs)

Rural Development Service

Dirección General de Agricultura
CONSEJERÍA DE ECONOMÍA
E INNOVACIÓN TECNOLÓGICA
Comunidad de Madrid

5. Conclusions

5. Conclusions

- The process of conducting an EE **requires a fine balance** (set of checks and balances):
  - ✓ In evaluator involvement
  - ✓ In evaluator advocacy
- **Different processes of empowerment were evidenced**
  - ✓ An empowerment of the evaluands (personal and institutional)
  - ✓ An empowerment of the evaluators
  - ✓ An empowerment of the evaluation process itself.

5. Conclusions

- The EE is valid approach for the **efficient spread and assimilation of an evaluation culture** in the european rural areas.
- The development of an evaluation culture is a **gradual process** and is, in part, dependent on the stakeholders' commitment to good practice.
- The EE is a powerful tool to **institutionalize evaluation** in the european rural areas.
- The EE is an instrument able to **foster a culture of continuous improvement** and social betterment to face the challenges of rural areas.

José M. Díaz Puente
Universidad Politécnica de Madrid
E-mail: jm.diazpuente@upm.es