

**Evaluations for Sustainable
Development:
*Experiences and Learning***

The Editors

Aniruddha Brahmachari, is a social sector professional with 20 years experience in Programme Management, Monitoring and Evaluation. Mr. Brahmachari, presently leads the Monitoring, Evaluation and Learning (MEL) division of OXFAM India and is a member of the coordination committee of MEL, OXFAM International. He has worked with LANDESA, IDE, UNDP India, and CARE India. He also headed Social Research division in AC Nielsen ORG-MARG Nepal and spearheaded a wide range of research projects for AC Nielsen ORG MARG India. He obtained M. Phil in Planning and Development from Indian Institute of Technology, Bombay and Masters in Planning and Development from University of Poona and Master of Business Management.

Dr. Rashmi Agrawal is working as Director in NILERD (formerly IAMR). She is a trained professional in Monitoring and Evaluation from IPDET, Carleton University in Canada and a member of IDEAS Board and a founder member of Community of Evaluator South Asia. She is involved in conducting evaluations at various levels.

Samik Ghosh, has 10 years of experience working in social development sector and presently associated with OXFAM India for coordinating Monitoring Evaluation Learning work for its country programme and is engaged as team member of OXFAM International responsible data programme policy. He is qualified and awarded with a degree Master of Arts in Social Work (specialization in Community Health Management and Psychiatric Social Work) from Banaras Hindu University in India. He has worked on issues of Maternal and Child Health Nutrition, Participatory planning, Social Research, Monitoring and Evaluation, Learning for development processes in India and other countries in South Asia. He has previously worked with Government of India supported National Rural Health Mission programme, Academy for Educational Development Inc. for USAID/A2Z India Project and FXB India Suraksha.

Nabesh Bohidar, works with CARE India in Delhi. He has over 17 years of experience in Research and Management. He has authored a number of publications; on women's empowerment, rights of vulnerable populations, Cross-border Migration, Governance, Sports and on HIV and AIDS. He obtained M.Phil from Jawaharlal Nehru University, New Delhi, India.

Evaluations for Sustainable Development: *Experiences and Learning*

— *Editors* —

Aniruddha Brahmachari

Dr. Rashmi Agrawal

Samik Ghosh

Nabesh Bohidar

2015

Daya Publishing House®

A Division of

Astral International Pvt. Ltd.

New Delhi – 110 002

© 2015, All rights reserved with OXFAM India
ISBN 978-93-5124-611-4 (Hardbound)
ISBN 978-93-5130-656-6 (International Edition)

The information, interpretations and views expressed in the articles are those of the authors and not of the publishers. NILERD (formerly IAMR) or Niti Aayog and supporting organizations of the "India Evaluation Week 2015" do not confirm the authenticity of the data/information and may not subscribe to the views expressed in these articles.

Despite every effort, there may still be chances for some errors and omissions to have crept in inadvertently. No part of this publication may be reproduced in any form or by any means, electronically, mechanically, by photocopying, recording or otherwise, without the prior permission of the copyright owners.

OXFAM India

4th and 5th Floor, Shriram Bharatiya Kala Kendra
1, Copernicus Marg,
New Delhi-110 001 (India)
Phone: +91-11-46538000, Ext. 168, Fax: +91-11-46538099
E-mail: aniruddha@oxfamindia.org
Website: www.oxfamindia.org

Published by : **Daya Publishing House[®]**
A Division of
Astral International Pvt. Ltd.
4760-61/23,. Ansari Road, Darya Ganj,
New Delhi - 110 002
Phone: 011-4354 9197, 2327 8134
E-mail: info@astralint.com
Website: www.astralint.com

Laser Typesetting : **Classic Computer Services**
Delhi - 110 035

Printed at : **Replica Press**

PRINTED IN INDIA

Acknowledgement

As editors of “**Evaluations for Sustainable Development: Experiences and Learning**” on behalf of NITI Aayog, Government of India we wish to acknowledge each of authors included in this book. We express our gratitude to the editorial committee who undertook initiative to support enormous process. We were very fortunate to have received inputs from dispersed expertise across various sections of book.

Editorial committee sincerely acknowledges support and encouragement of NITI Aayog and NILERD, New Delhi, India.

We were extended excellent cooperation around timeframe by Mr. Anil Mittal of Astral International Pvt. Ltd.

In all edited books there is a challenge to hold the central theme. Our authors did a tremendous effort to turn their papers to incorporate addressing the central theme of this book. In fact, some of them received these suggestions as almost an afterthought: our sincere thanks to them.

As editors we are grateful to our families and our mentors.

Aniruddha Brahmachari

Dr. Rashmi Agrawal

Samik Ghosh

Nabesh Bohidar



नीति आयोग

**National Institute for Transforming India
Government of India**



**Madan Mohan
Adviser, PEO**

Message

I am happy that the Programme Evaluation Organization (PEO) of NITI Aayog and National Institute of Labour Economics Research and Development have jointly taken the initiative to organize Evaluation Week from 19th to 23rd January 2015 to mark the start of the International Evaluation Year (2015). Evaluation is an important tool for testing the efficacy and effectiveness of policies and programmes in their contribution to development goals and improving their performance, thereby contributing to good governance. India has a long history of evaluations of development programmes, commencing way back in 1952 with setting up of PEO under Planning Commission. So far about 300 studies have been conducted by PEO which have provided valuable inputs for policy formulation and mid-course corrections.

I congratulate NILERD for this excellent and timely initiative. I understand that a number of evaluators from national and international agencies have provided technical and logistic support in the organization of this event. I appreciate their contribution.

Madan Mohan

नीति भवन, संसद मार्ग, नई दिल्ली – 110 001, NITI Bhawan,
Sansad Marg, New Delhi - 110 001



राष्ट्रीय श्रम अर्थशास्त्र अनुसंधान
एवं विकास संस्थान

National Institute of Labour Economics Research and Development
(Formerly Institute of Applied Manpower Research)



Dr. Yogesh Suri
Director General



Message

I am glad to note that in recognition of importance of evaluation and advocating the same towards evidence based policy making, the year 2015 has been declared as the International Year of Evaluation (EvalYear) at the Third International Conference on National Evaluation Capacities held in Brazil in October, 2013. In this context NITI Aayog and its autonomous institution viz. National Institute of Labour Economics Research and Development (NILERD) (formerly Institute of Applied Manpower Research), alongwith co-partners are organizing the EvalWeek during January 19-23, 2015. A number of events are proposed to be held during the week commencing with a seminar on Evaluations for Good Governance at India Habitat Centre, New Delhi on January 19, 2015. This is expected to be followed by many similar events across the globe during 2015.

Government of India has replaced Planning Commission with a new Institution viz. NITI Aayog i.e. the National Institution for Transforming India. NITI Aayog is expected to be the think tank of the Government of India providing strategic and technical inputs across the spectrum with dissemination of best practices, infusion of new policy ideas and issue based support. Amongst the major objectives of setting up NITI Aayog is to actively monitor and evaluate the implementation of programmes

and initiatives including identification of needed resources so as to strengthen the probability of success and scope of delivery.

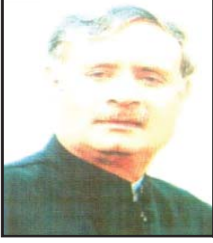
I would like to thank various partners of NITI Aayog and NILERD in organizing this event and bringing out this compendium of articles covering good practices in Evaluation. I am sure that deliberations of these events and articles of the compendium would provide useful strategic inputs in formulation and restructuring of various schemes and programmes at state, regional, national and international levels.

I wish the events all success.



Dr. Yogesh Suri

राव इन्द्रजीत सिंह
RAO INDERJIT SINGH



No. PC/MoS(P)/[FC]/01/VIP/2015



सत्यमेव जयते

राज्य मंत्री (स्वतंत्र प्रभार)
योजना मंत्रालय और
रक्षा राज्य मंत्री
भारत सरकार, नई दिल्ली-110001
Minister of State (Independent Charge) for
Ministry of Planning and
Minister of State for Defence
Government of India, New Delhi-110001

Message

The year 2014 has been a landmark year for India. Pursuant to General Elections, a number of new initiatives have been launched by the Government of India such as the Make in India campaign, Prime Minister's Jan Dhan Yojana, Swachh Bharat Abhiyan and Digital India. Good Governance is the central theme of all these initiatives and evaluation remains a pertinent part of good governance.

I am happy to note that the year 2015 has been declared as the International Year of Evaluation and NITI Aayog alongwith National Institute of Labour Economics Research and Development and other co-partners are organizing Evaluation Week (EvaIWeek) in Delhi during January 19-23, 2015. I appreciate the compendium of articles being released on this occasion and hope it would provide useful inputs to policy makers, researchers, academicians and other stakeholders.

I congratulate the organisers and wish the event all success


(Inderjit Singh)

Contents

Acknowledgement *v*

Messages *vii*

Section I: EVALUATION POLICY AND ETHICS

1. **Policy Support to Evaluations for Good Governance and Sustainable Development** 3
Rashmi Agrawal and B.V.L.N. Rao
2. **What Prevents Creating Evaluation Environment?** 13
I.C. Awasthi and G.P. Joshi
3. **Ethical Challenges for Evaluation in India** 21
Alok Srivastava
4. **Programme Evaluation and Evaluation Policy of Karnataka 1969 to 2014** 29
Brijesh Kumar Dikshit
5. **An Evaluation of the System of Evaluation for Developmental Programmes in India** 35
Manoj Kumar Mishra
6. **A Policy Paper: Reformation and Rationalization of CHCs in Haryana** 43
Ashish Gupta, Vivek Sharma and Pratyush Bishi
7. **Evaluation in India: Retrospect and Prospects** 51
K.N. Pathak

-
8. **Programme Evaluation in India and the World: Need for a National Evaluation Policy** 61
B.K. Pandey and Abhishek Mukherjee

**Section II:
PARTICIPATORY APPROACHES TO EVALUATION**

9. **Study of Administrative Structure of Hospital Management in 200 Bedded District Hospitals of Haryana** 73
Ashish Gupta
10. **Recognition of Women Farmers at State Level through Institutional Strengthening and Advocacy: Learning from Evaluation Study in Uttar Pradesh** 83
Nemthianngai Guite, Samik Ghosh and Aniruddha Brahmachari

**Section III:
GENDER AND EVALUATION**

11. **An Evaluative Analysis of Unemployment in India** 97
Farha Anis
12. **Review and Learning from an Endline Evaluation Commissioned by OXFAM India for the Programme “Promoting Violence-Free Lives for Women from Poor and Marginalized Communities in India”** 105
Aniruddha Brahmachari, Samik Ghosh and Julie Thekkudan
13. **Evaluating Effectiveness of Elected Women Representatives of PRI in Monitoring Quality of Health Service Provision through Accountability Checklists** 121
Aparajita Gogoi, Madhu Joshi and Manju Katoch
14. **Experience of Evaluating Gender Integration in Livelihoods Improvement for Economic Security (LIFE) Project, Nilgiris District, Tamil Nadu** 129
D. Yeswanth and Sashi Kumar

**Section IV:
EVALUATIONS IN FRAGILE CONDITIONS
(HUMANITARIAN CONDITIONS/HARD TO REACH)**

15. **Monitoring and Evaluating Humanitarian Aid: Are Aid Information Management Systems an Adequate Tool?** 141
Neha Kumra
16. **People: The Real Source of Information and Insight: Evaluation Methodology and Challenges in Fragile Conditions** 147
Khadija Javed Khan

-
- | | |
|---|------------|
| 17. Real Time Evaluations: One NGO's Experience of Learning and Improvement of Humanitarian Responses | 157 |
| <i>Vivien Margaret Walden</i> | |
| 18. Research Methods for Understanding and Measuring Impact among 'Hard-To-Reach' Undocumented International Migrants in India | 163 |
| <i>Nabesh Bohidar and Navneet Kaur</i> | |
| 19. Relative Impact of Disaster on Women: An Assessment of 2013 Disaster in Uttarakhand (India) | 173 |
| <i>R.S. Goyal</i> | |

**Section V:
INNOVATION IN EVALUATION**

- | | |
|--|------------|
| 20. Learning and Experience of Using Social Network Analysis in the Context of Indian Civil Society Organization Networks | 187 |
| <i>Samik Ghosh, Aniruddha Brahmachari and Atanu Ghosh</i> | |
| 21. Innovation in Evaluation to Inform Policy Convergence: Complex Systems Approach to Assess Entrepreneurship-driven Intervention in eKutir's VeggieKart | 197 |
| <i>Spencer Moore, Srivardhini K. Jha, Suvankar Mishra, Daniel Ross, Summer Allen and Laurette Dubé,</i> | |
| 22. Innovation in Evaluating Humanitarian Response: Post-tsunami Lessons from Sri Lanka | 209 |
| <i>Cynthia Caron</i> | |
| 23. The 'GREEVIS' Framework for Evaluation of CSR Projects in India | 219 |
| <i>Devanshu Chakravarti, Shailesh Nagar and Sirisha Indukuri</i> | |
| 24. Use of Econometric Techniques in Programme Evaluation | 227 |
| <i>P.K. Anand</i> | |

Section I

**EVALUATION POLICY
AND ETHICS**

Chapter 1

Policy Support to Evaluations for Good Governance and Sustainable Development

Rashmi Agrawal¹ and B.V.L.N. Rao²

¹NILERD (formerly IAMR), Delhi

E-mail: rashmi_agrawal56@rediffmail.com

²ISS Retired, Free Lance Evaluation Professional

ABSTRACT

Good governance implies effective delivery of economic and social services to the community for inclusive and sustainable development. Evaluation is an important tool in this process. For evaluations to be effective and usable they should be backed by National Evaluation Policy. The paper outlines the national and international efforts in framing and advocating evaluation policies. It observes that in spite of a long history of evaluation there is no explicit evaluation policy in India and emphasises need for a flexible well articulated evaluation policy with details of its components. It suggests three main segments that should get attention in the policy which include the conceptual clarity of the evaluation process with details of terms used in evaluation, standards, procedures, dissemination and feed back loops for evaluations conducted and an action plan that specifies the roles and responsibilities. Institutional arrangements should also be a part of policy document.

Keywords: Good governance, Sustainable development and evaluations, National evaluation policy and its segments.

Good Governance

Good governance stems from various structures put in place to implement decisions to give effective national developmental priorities and policies. Good governance does not depend on the size of these structures but on effective functioning of those structures through mutual coordination, cooperation and relevant communication within and outside the government. Governance involves formal and informal actors, government functionaries among the former and the civil society organizations among the later. Minimum government and maximum governance is