
UNIT 18 DEVELOPMENT RESEARCH APPLICATIONS

Structure

- 18.0 Introduction
- 18.1 Learning Outcomes
- 18.2 Application of Development Research
- 18.3 Appraisal of Existing Situation
 - 18.3.1 Needs Assessment
 - 18.3.2 Stakeholder Analysis
 - 18.3.3 Social Assessment
 - 18.3.4 Beneficiary Assessment
 - 18.3.5 Social Audit
 - 18.3.6 Baseline Studies
 - 18.3.7 Community Consultation
 - 18.3.8 Participatory Consultation
 - 18.3.9 Sustainable Livelihood Analysis
 - 18.3.10 Analysis of Hunger
 - 18.3.11 Vulnerability Analysis
 - 18.3.12 Institutional Analysis
 - 18.3.13 Action Research
- 18.4 Formulation and Implementation of Development Research Project
 - 18.4.1 Meaning of a Project Proposal
 - 18.4.2 Types of Project Proposals
 - 18.4.3 The Process of Project Formulation
 - 18.4.4 Project Implementation
- 18.5 Monitoring and Evaluation of Development Research Project
 - 18.5.1 Monitoring
 - 18.5.2 Issues Surrounding Monitoring and Evaluation
 - 18.5.3 Project Sustainability
- 18.6 Let Us Sum Up
- 18.7 References and Further Readings
- 18.8 Check Your Progress: Possible Answers

18.0 INTRODUCTION

The most common application of research that many development professionals put to use in their work is to know about the planning and implementation of their programme. They may want to get to grips with issues that are perceived to be important by local people or to understand in-depth about why things are the way they are. Sometimes this will mean a broad look at a wide range of issues affecting a community, and sometimes research will be targeted at a particular issue.

Increasingly, development professionals engage communities directly in the research process of deciding priorities for their work, rather than regarding it as primarily a technical exercise. Research for development has kept spreading, from rural development projects to a wide set of other issues. The applications include analysis, planning, implementation, and evaluation in many areas of development.

The current application of participatory development approaches goes beyond projects to application of participation in connection with programme strategies and policies, national policy reforms like poverty reduction plans, and strategies for decentralization. Development research methods can be practised with a cross section of a wide variety of audience as they are flexible, interactive, semi-structured, visual and user-friendly. The strength of development research lies in its methodological pluralism. It is the combination of flexible and innovative use of these methods that enrich both the process and the outcome of the research process.

18.1 LEARNING OUTCOMES

After studying this unit, you should be able to:

- examine the areas of application of development research;
- define project proposal and discuss the process of project formulation;
- describe the contents of the project proposal;
- develop a system for monitoring and evaluating a development project; and
- distinguish between process monitoring and progress monitoring.

18.2 APPLICATION OF DEVELOPMENT RESEARCH

Among many development issues that students and development researchers address, there are five areas where this research can be particularly interesting, relevant, and rewarding. These include

- i) research on development policy
- ii) working with civil society or Non Governmental Organisations (NGOs)
- iii) interpreting the imagery of development
- iv) understanding the historical construction of development
- v) using the potential of information and communication technologies (ICTs) to contribute to development practices.

The three key components of development research application which are discussed in this unit are

- i) Appraisal of Existing Situation
- ii) Research Project Formulation and Implementation
- iii) Monitoring and Evaluation

18.3 APPRAISAL OF EXISTING SITUATION

The first step to development research application is appraisal of existing situation. We present below, a few popular ways or methods used for the appraisal of existing situation that development researchers generally consider handy.

- Needs Assessment
- Stakeholder Analysis
- Social Assessment
- Beneficiary Assessment
- Social Audit
- Baseline Studies
- Community Consultation
- Participatory Consultation
- Sustainable Livelihood Analysis
- Analysis of Hunger
- Vulnerability Analysis
- Institutional Analysis
- Action Research

18.3.1 Needs Assessment

It is not actually possible to read off from a broad assessment of people's situation what interventions are needed and possible. There are a number of reasons for this. One is about the nature of need. It may be useful to distinguish felt or expressed need (which people themselves put forward) from normative need (based on standard, which is socially and culturally accepted as necessary for a decent life).

It is important for needs assessment work to take account of these differences in choosing appropriate methods to use. The question to ask is – whose view of needs is important here? In an ideal world, perhaps, the potential beneficiary's view would be paramount, but in real life it may not be so central to the argument of a case. Participatory research methods will naturally produce an account of needs which depends largely on people's own perceptions. This will, therefore, be limited by people's experience, knowledge, and expectations. A conventional survey may not provide us with knowledge of how to go about addressing the identified needs. Questions will only be asked in the area of life that the researchers have identified as important, and may completely miss key issues as perceived by the community. Group processes, where people grapple together with analysing their problems and looking at potential solutions, are likely to generate more helpful responses.

All communities have strengths and resources as well as needs, opportunities and problems. It is important to take these into consideration in the needs assessment processes.

Different organisations have different traditions and expectations in terms of needs assessment requirements. Obviously some systematic assessment of need

is important to justify the direction of resources to one purpose rather than another. But, the fact is that we all know that there is plenty of ‘need’ out there – it can be as important to identify opportunities and to assess ideas about ways of meeting needs, as to identify needs themselves. Needs assessment must include work on the organisation’s own strategy, and those of surrounding agencies, as well as on collecting information about the potential beneficiaries of any programme.

18.3.2 Stakeholder Analysis

Stakeholder analysis is part of any programme planning. Stakeholders are people, groups, or institutions with interests in a programme. It is helpful to distinguish between primary stakeholders, who are those directly affected (either positively or negatively), and secondary stakeholders, who are intermediaries in the process / or those not directly affected. The uses of stakeholder analysis in development research are to;

- identify various groups that have an interest in a project or proposed project
- better understand client or beneficiary interest, needs, and capabilities
- understand the interests, needs, and capabilities of other groups and identify opportunities and threats to implementation
- assess which groups should be consulted or directly involved in programme planning and implementation.

The process that is followed is essentially one of analysing information about the various stakeholders to assess their likely responses to the project, and, thus, to plan a strategy to win people over or, at least, to reduce their resistance to an innovation. The information you need to base this on could be collected through all the usual methods – interviews, survey data wherever available, institutional appraisals, and observation. Carrying out an analysis like this could at least prove a useful way for a team to share its knowledge of the different groups involved. The analysis can lead into an inclusive planning process. The process followed can be summarised as follows:

- identify and list all stakeholders (divide primary stakeholders into relevant sub-groups; consider the poorest; consider gender issues)
- draw out the stakeholders’ interests (what benefits may they gain? What resources may they commit? Do they have other interests which may produce conflict?)
- assess stakeholders’ power and influence
- assess which stakeholders are important for the success of the project
- identify the assumptions which must be made about what role each stakeholder group will play for your project to succeed – and consider the risks if there is a negative response
- check your information carefully, if possible drawing on more than one source.

18.3.3 Social Assessment

Social Assessment provides a framework for beneficiaries to have equitable access to development opportunities. It helps in lending a helping hand to the vulnerable and the poor to voice their concerns during project formulation. Technically,

social assessment is done in terms of the following five entry points

- i) social diversity and gender analysis
- ii) institutional rules and behaviour
- iii) stakeholders
- iv) participation
- v) social risk and vulnerability

Of all these, the most important as emphasised by organisations like the World Bank is, institutional rules and behaviour, and participation. Institution's rules and behaviour analyses the role an institution plays in affecting change and ensuring community participation through techniques presented below.

Social assessment, as a process, starts by analysing the institution's rules and behaviour. It helps in appraising the institutional capacity of the project implementing agency. Social analysis focuses on institutional rules and behaviours, both formal and informal, which is likely to affect the project's development objectives. It analyses groups characteristics, relationships (intra group and inter group) with institutions and the community.

18.3.4 Beneficiary Assessment

Beneficiary assessment is defined as a qualitative research tool that is used for improving the impact of development operations by analysing the views of the intended beneficiaries regarding an ongoing reform/process. This process starts as a consultation with project beneficiaries and other stakeholders to help them in designing development activities, and to list down any potential constraints and in obtaining feedback on reactions to intervention during the implementation process.

Beneficiary assessment, like social assessment provides the target population with the opportunity to voice their opinions, needs and concerns regarding the development process. Thus, it is also a process of (i) listening to the issues and concerns of the poor and disadvantaged beneficiaries, and (ii) obtaining feedback on project interventions. Beneficiary assessment is a qualitative method of investigation that relies primarily on the following three data collection techniques

- In-depth Interviews
- Structured and Unstructured Focus Group Discussion
- Direct Observation and Participant Observation

Beneficiary Assessment is usually carried out with individual beneficiaries or with groups with a smaller sample size.

18.3.5 Social Audit

Social Audits are concerned with the social consequences of a particular action. Social audit process enables you to assess and demonstrate the social benefits of a given programme or project. This is also a kind of social reach and effectiveness analysis of a given programme / intervention. Initially, it was considered informal and so it had no structures. But, later on, some sort of commonality has been established across various audits. As part of good governance, and as elements

of transparency and accountability, social audit these days come with specific structures also which are generic and can be customised to suite the context. The social audit element of National Rural Employment Guarantee Scheme (NREGS) can be one of the best examples to put it across.

In 1981, an organisation known as TSO (Third System Organisation) developed the concept of social audit. TSO has also developed some toolkits for social audit across programmes. Social audit is based on three key elements: social targets, internal view, and external view as a process of auditing, though social audit in its various forms and adaptations are used in developing countries.

The social audit process is defined as the way in which a social audit is planned and carried out. It encompasses various steps related to preparation for managing the social audit, that is, setting the criteria and target, monitoring progress, and finally evaluating the flow of benefits. At the end of each of the elements, audit teams use internal verifiable indicators to monitor the project's activities and actions. Social audit teams use social target sheets as a series of planning tools to set targets, which ultimately helps in promoting good practice. These social targets together provide the planned and actual framework for measurement.

18.3.6 Baseline Studies

Baseline studies should take place before a programme starts. It is aimed at understanding the nature and extent of a problem so as to have a well informed planning. Baseline would also be very helpful to compare the changes that have taken place from the conditions with which things started at square one. A baseline study aims at providing a reference point against which changes can be measured so that the impact of the programme or of external factors can be measured.

The collection of data pertaining to an existing situation, a systematic look at what is at present being done to address the problem, and some minor field work to get basic information about how the issue is experienced in the community, should be undertaken. For large scale programmes, which are seen as demonstration projects, a more rigorous study will be needed. Points that need to be considered include: which key factors should be the planned intervention impact? What can be used as observable, quantifiable indicators? Evidence of effectiveness is important, therefore, baseline research is very important as well.

18.3.7 Community Consultation

These are deliberative processes, meaning that the people involved discuss and deliberate over an issue, and reach a decision. This is, obviously, different from individual-focused research methods such as questionnaires as it involves group discussion. But, it is also very different from a focus group, for example, where people are asked to draw on their specific experience and put forward their views, but are specifically briefed that they need not reach agreement with the other members in the group. This might look almost like a public hearing taking place in several places of a region.

18.3.8 Participatory Consultation

In 1999, the World Bank undertook a global research study called 'Consultations with the Poor'. The purpose of the study was to enable a wide range of poor

people in diverse countries and conditions to share their views in such a way that they can inform and contribute to the concept and content of the World Development Report, 2000-01. It was also expected to provide a micro level perspective of the poor people's own experience of poverty and responses to it, illuminating the nature of risk and vulnerability. The following were the four main themes for the analysis of the study:

- exploring wellbeing
- priorities of the poor
- institutional analysis
- gender relations.

This requires a checklist of issues and the methods of development research (or participatory research) employed in the study. The checklist along with a research plan should include: themes, data requirements, and methods. The researcher must constantly bear in mind if the method employed would produce the data he or she is looking for, under each theme.

18.3.9 Sustainable Livelihood Analysis

The Department for International Development UK has developed a framework known as the sustainable livelihood framework, which presents a comprehensive analysis of the main factors that affect people's livelihoods, and typical relationship between these. The framework can be meaningfully used to assess the contribution of the existing activities for livelihood sustainability and to plan new development activities for sustainable livelihood. The core issues presented in the framework are:

- livelihood assets, which include human capital, social capital, physical capital, natural capital and financial capital, having a strong influence on the livelihood of the people
- structures and processes which represent organisations, institutions, policies and legislation that shape livelihood
- livelihood strategies which denote the range and combination of activities and choices that people make in order to achieve their livelihood goals
- vulnerability context which speaks about shocks (drought, flood, storm, civil conflicts and epidemics), trends, seasonal shifts in prices, employment opportunities, food availability which affect peoples' livelihoods
- livelihood outcomes which are the achievement or outputs of livelihood strategies.

The framework is quite comprehensive and provides a vivid picture of appraising various issues. The framework does suggest various participatory research methods and other conventional methods that are to be judiciously used to appraise and analyse various issues connected with sustainable livelihood.

18.3.10 Analysis of Hunger

Hunger is the starkest form of human deprivation. It is the inability to secure food needed to support a healthy life. More pervasive in impact are malnutrition and undernourishment. Although acute hunger or famine receives more attention,

it should be remembered that the great majority of hunger deaths comes not from starvation but from nutrition related sickness and diseases.

Availability of food is a necessary condition to end hunger. But it is not a sufficient condition to ensure security of food for all. Nutrition security requires physical and economic access to a balanced diet and a conducive environment for its effective biological utilization. Freedom from hunger is the first step in the alteration of poverty and is a prerequisite for active participation of the people in the economic activity. Hunger depletes strength and reduces the immune competence of the people and makes them vulnerable to infectious diseases, aggravating further the problems of hunger. Non food factors play an important role in determining both access and effective biological utilization. This is why food security involves attention to sustainable livelihoods, safe drinking water, environmental sanitation, primary health care and basic education. Any analysis on hunger should take care of all these factors. Development research methods, along with conventional methods of research can be meaningfully employed to assess hunger and hunger related issues.

The themes generally included are

- identification of hunger prone families
- targeting the poor
- livelihood sources and opportunities of the needy families
- local factors responsible for well-being and ill-being
- the cyclical and seasonal nature of hunger
- availability of facilities and services
- effectiveness of institutions
- allocation and reach of various schemes
- assessment and prioritization of possible option for development activities
- nutritional status assessment.

18.3.11 Vulnerability Analysis

Vulnerability is defined as an exposure to risks, which the people are not able to cope up with. In other words, the people especially the poor, the marginalised, the deprived, and the powerless, do not have the wherewithal to effectively face risks to which they are exposed. Vulnerability analysis assumes importance in the context of sustainable livelihood analysis and poverty assessment. Rapid assessment of vulnerability can be attempted using participatory research methods. The focus of research pertaining to vulnerability can have the following standpoints.

- identification of vulnerable groups
- focusing
- identification of causes
- trends in vulnerability
- institutional analysis (including governmental and non-governmental)
- resource analysis (including common and private property resources)

- gender analysis
- future vision.

18.3.12 Institutional Analysis

Institutional analysis studies how institutions behave and function according to both empirical rules and theoretical rules. Participatory research methods can be effectively used to assess the functioning of any formal or informal grassroots level organisation. There was a study undertaken by the Rural Extension Wing of the Gandhigram Rural University in Tamil Nadu using participatory research methods. The idea was to find out the causes for the dormancy of a milk producers' cooperative society and to ascertain the feasibility of reviving the society. After reviewing the secondary sources of data, a battery of participatory research methods was used to analyse the various issues related to the dormancy of the society. The issues that were analysed include.

- milk production and productivity
- historical profile of the dairy cooperative society
- change in the production and marketing of milk
- season-wise problems and prospects
- persons behind the rise and fall of the society
- circumstances that led to the closure
- the consequences of closure
- revival possibilities of the society
- decision on the sources of marketing
- community/ milk producers options / and decisions on the options.

Thus institutional analysis can be used to assess the capacity and behaviour of organizations that carry out reforms.

18.3.13 Action Research

Action research recognises explicitly that it is concerned about change, and that the people who need to implement the change should be directly involved in investigating the issues surrounding it. Action research views data collection, analysis, and reflection on it as part of a cycle, of which action is a key element. It is recognised that research questions arise originally from the experience of people working in the field and reflecting on their work. Action research usually involves introducing new practice, and then testing how well it goes. It is seen as a kind of experiment, in a real life setting, and, in action research, implementation is the real test. Action research is about finding local solutions to local problems – solutions which are fully owned by the key participants. The people most directly concerned with the issue have been seen as the people most important to involve in action research process.

In many ways development work could be seen as action research. There is, perhaps, more concern for systematic recording in action research. Analysing problem from the perspective of those who experience the problem and, trying to find a solution from among them for joint implementation is what action

research is all about. This is being widely used. Any research commencing from baseline to designing an intervention, and implementing the same could be viewed as action research.

In this section, you studied the application of development research and appraisal of existing situation. Now, answer the questions given in *Check Your Progress-1*.

Check Your Progress: 1

Note: 1) Use the space below for your answers.

2) Compare your answers with those given at the end of this Unit.

1) What are the methods used for the appraisal of existing situation?

.....
.....
.....
.....

2) How is application of development research useful?

.....
.....
.....
.....

18.4 FORMULATION AND IMPLEMENTATION OF DEVELOPMENT RESEARCH PROJECT

The concepts involved in the research project proposal formulation and implementation are as follows:

18.4.1 Meaning of a Project Proposal

A proposal is ‘a statement of purpose and plan’ that is presented for someone’s acceptance. It intends to persuade that person or agency to fund your project.

- It states the problem, or analyses the situation.
- It offers a plan with clearly stated goals, objectives, and strategies for solving the problem.
- It makes a request for the resources needed to accomplish the plan.
- It demonstrates probable success, that is, it shows that you are capable of doing what you say you will.
- It offers a commitment that you will show by certain specified measures that you have accomplished what you said you would.

18.4.2 Types of Project Proposals

Types can be explained at two levels, based on time and nature. Projects based on time are at the pilot or experimental level, and at full length project level.

Pilot projects are usually meant for experimentation. It can be for understanding a specific situation or for testing the validity of a solution at the micro level before it is scaled up at full length project level.

Projects based on nature are:

- 1) research project proposals
- 2) action project proposals
- 3) business project proposals.

Research Project Proposals: these are usually research studies that aim at understanding a situation. These studies try to understand certain problems or to record the social realities, and to try to find ways to go about solving a problem, or to come out with certain policy recommendations, or to develop a specific conceptual package for implementation. Universities and research departments of the government usually undertake research studies. These require sound academic knowledge about research methodology and its application.

Action Project Proposals: these are project ideas that give description of a problem, and a plan for solving that problem. The ideas contained in this type of projects are meant for action, meaning that these ideas translate into action for the benefit of a target population who are experiencing the stated problem.

Business Project Proposals: There are proposals meant for identifying business prospects in terms of raw materials availability, capacity for converting raw materials into finished products, the financial viability and market prospects of the project idea. The small business and micro entrepreneurial ventures of SHGs can be stated as examples of this type of proposal.

18.4.3 The Process of Project Formulation

This is also known as the 'Phases of Project Planning' or 'Phases of Project Formulation', or 'Project Planning Cycle'. Project planning can be presented in the following five distinct phases;

Situational Appraisal (Base line Study): a good initial situation analysis is necessary for good project planning and implementation. Goals, activities, and resource mobilization as inputs are all meaningless without understanding the context of the target group, the environment, local institutions, social values, and the relationships. All planning must, therefore, be based on knowledge of the real situation, and of the various factors which have formed it. On the basis of these data a community profile can be developed.

Needs Assessment: needs assessment deals with the question: who needs what, as defined by whom? This is an essential consultation process which lets the project writer identify all the needs, then develop a community prioritization of needs, and levelling of needs. No one project can address all the identified needs, hence, the need for prioritization. The negotiating process should bring consensus on which priorities should be first addressed.

Project Designing: determining goals, objectives, activities, strategies based on prioritized needs are essential for successful project planning. This is called project designing. They set the direction of the project and are the terms of reference for monitoring progress. While designing the project, it is important to consider the

actual needs, practical constraints, and likely possibilities. This means that we need to reconsider the needs, and how to go about fulfilling the needs despite the external conditions which are beyond the control of the project.

Developing Detailed Implementation Plan: based on the project design usually a detailed implementation plan is prepared with a time frame. This is identifying individual activities and sequencing them with a timeframe. This is done either as a Gantt chart or simply as a Quarterly Forward Plan (broken down from the Annual Operating Plan). This process also determines the allocation of human, financial, and material resources on various activities. This serves as an indicator to measure progress fortnightly through an internal project review.

Developing Indicators for Evaluation: this is done especially to understand periodical project outcome or long term project impact on the target population. This can also serve as monitoring indicators later on for external evaluators. This is formulated, taking cues from the project goal, objectives, activities, and the desired outcome of the project.

18.4.4 Project Implementation

In this step, a detailed implementation plan should be presented. Basically, this is the section of the project where you will describe how you are going to carry out the project to achieve your outputs and project objectives. It can be presented in a step-by-step presentation of activities. Some points to consider are:

- how you intend to involve the local people and their contribution to the project
- the number and kind of personnel needed
- administrative and supervisory responsibilities
- the method of implementation
- quantified resources would be required at each step

In this section, we discussed the formulation and implementation of a development project. Now answer the questions given in *Check Your Progress-2*.

Check Your Progress: 2

Note: 1) Use the space below for your answers.

2) Compare your answers with those given at the end of this Unit.

1) What do you mean by project proposal? What are its components?

.....

.....

.....

2) What are the types of project proposals?

.....

.....

.....

18.5 MONITORING AND EVALUATION OF DEVELOPMENT RESEARCH PROJECT

Monitoring is a management tool for tracking progress of ongoing projects. The basic idea is to compare actual performance with plans and to measure actual results against expected results. It means, checking the progress, watching, tracking, finding relative position of a project as to where the project stands, compared to where it should be as per plan.

18.5.1 Monitoring

Monitoring comprises

- measuring the ongoing project activities (where we are)
- monitoring the project variables (cost, effort, scope, etc.) against the project management plan and the project performance baseline (where we should be)
- identifying corrective actions to address issues and risks properly (How can we get on track again)
- influencing the factors that could circumvent integrated change control so only approved changes are implemented

i) **Answers questions such as**

- What progress have we made?
- What are the problems?
- How far have we gone?
- How much more to go, do we need to change our strategies and approaches?

When done: ongoing, at regular intervals (once in three months/ six months).

For whom: it is usually internal, especially meant for the project director and project staff. It is needed for the donor who funded the project as well.

ii) **What to monitor and evaluate? Inputs: money, materials, human resources.**

Activities: what has been done, when, how much.

Processes: how activities are being implemented; how milestones are reached.

Outputs: direct results of activities, what results have been achieved immediately.

Outcomes / effects (Impact): what is achieved in the short to medium term?

18.5.2 Issues Surrounding Monitoring and Evaluation

- Input monitoring
- Activity monitoring
- Process monitoring | Output evaluation
- Impact evaluation

Illustration from Monitoring and Evaluation of a Watershed Project is given below. These are

- Inputs monitoring: money, materials, human resources
- Activities monitoring: a set of tasks performed (e.g. area survey, transect walk plus mapping, SHG group formation, SHG meeting, plan for watershed development)
- Process monitoring: a set of activities, towards a common purpose (group formation, watershed committee, engineering survey)
- Outcomes evaluation: series of effects of some action and activities (e.g., reduced run off, increased recharging, increased water table).
- Impact evaluation: changes in people's lives and livelihoods (e.g., increased income, reduced morbidity, increased capacity to negotiate, and remunerative cropping pattern)
- Outputs evaluation: the number of groups formed, number of check dams constructed, number of percolation ponds desilted or created, trees planted, soil moisture increased)

Type of Indicator Recommended frequency of measurement

Input	Continuously
Process	Quarterly, Semi-annually, or annually
Output	Quarterly, Semi-annually, or annually
Outcome	1 to 3 years
Impact	2 to 5 years

The steps involved in participatory monitoring and evaluation are:

- review objectives and activities
- review reasons for evaluation
- why are we doing evaluation
- what do we want to know
- develop evaluation questions
- decide who will do the evaluation
- identify the direct indicators and indirect indicators
- identify the information sources for evaluation questions
- determine the skills and labour that are required to obtain information
- determine when information gathering and analysis can be done
- determine who will gather information
- analyse and present the results.

18.5.3 Project Sustainability

An important aspect that has to be taken into consideration during the project monitoring and evaluation stages is project sustainability. Increasingly, donors want to know how the activity will be continued once their grant is expended. It is a good idea to address this point in every project.

Financial sustainability: meaning the proposal should indicate how the project can continue or be sustained after donor funds are expended.

Technical sustainability: meaning the proposal should indicate how the technical requirements of the project can be continued even after the project period is over; **Managerial sustainability:** meaning the proposal should show that the local target group and or applicant will continue to provide organizational or managerial inputs after donor funding closes.

In this section, we discussed monitoring and evaluation of a development project. Now answer the questions given in *Check Your Progress-3*.

Check Your Progress: 3

Note: 1) Use the space below for your answers.

2) Compare your answers with those given at the end of this Unit.

1) What do you mean by monitoring and evaluation?

.....
.....
.....
.....

2) What are the steps involved in monitoring and evaluation of development project?

.....
.....
.....
.....

18.6 LET US SUM UP

Development research is applied in a wide spectrum of fields such as agriculture, watershed, forestry, poverty reduction, gender issues, technology assessment, bio diversity, health, nutrition, reproductive health, education, resettlements and rehabilitation of project affected people, and so on. Whatever might be the broad areas of application, development research needs to start with the appraisal of the existing situation. Then comes project formulation and implementation.

The project formulation goes through five phases, viz., situation appraisal, needs assessment, project designing, project implementation plan, and developing indicators for evaluation.

While formulating the project, we need to be clear about the monitoring system we are going to adopt. Monitoring should encompass issues related to inputs, activities, process, outputs and impacts. It is essential that we need to develop indicators related to above issues. While we develop indicators we should be able to differentiate between process monitoring and progress monitoring. Process monitoring is basically concerned with key processes for project success whereas

progress monitoring is primarily concerned with physical inputs and outputs. We should also decide in advance what type of evaluation system we are going to adopt for the project. The Participatory Evaluation System is quite essential for development projects because it eliminates many of the shortcomings that we find in conventional forms of evaluation.

18.7 REFERENCES AND FURTHER READINGS

- Ahuja, R. (2006), *Research Methods*, Rawat Publications, Jaipur.
- Britha, M. (2005), *Methods for Development Work and Research: A New Guide for Practitioners*, Sage Publications, New Delhi.
- Desai, V. and Potter B, Robert, (2006), *Doing Development Research*, Sage Publications, New Delhi in association with Vistaar Publications, New Delhi.
- Narayanasamy, N. (2009), *Participatory Rural Appraisal: Principles, Methods and Application*, Sage Publications, New Delhi.
- Punch, Keith F. (1998), *Research: Quantitative and Qualitative Approaches*, Sage Publications, New Delhi.
- Singh, K. (2007), *Quantitative Social Research Methods*, Sage Publications, New Delhi.
- Sophie, L., Harper, C and Marcus, R. (2003), *Research for Development: A Practical Guide*, Vistaar Publications, New Delhi.

18.8 CHECK YOUR PROGRESS: POSSIBLE ANSWERS

Check Your Progress 1

- 1) The methods used for the appraisal of situation are Needs Assessment, Stakeholder Analysis, Social Assessment, Beneficiary Assessment, Social Audit, Participatory Poverty Assessment, Sustainable Livelihood Analysis, Analysis of Hunger, Vulnerability Analysis, Institutional Analysis, and Participatory Evaluation.
- 2) There are five areas where this research can be particularly interesting, relevant, and rewarding. These include
 - i) research on development policy
 - ii) working with civil society or Non-Governmental Organisations (NGOs)
 - iii) interpreting the imagery of development
 - iv) understanding the historical construction of development
 - v) using the potential of information and communication technologies (ICTs) to contribute to development practices.

Check Your Progress 2

- 1) A proposal is 'a statement of purpose and plan' that is presented for someone's acceptance. It intends to persuade that person / agency to fund your project. Its components are: Title Page, Table of Contents, Project Summary, Introduction, Project Context, Problem Statement, Objectives, Anticipated

Outcomes or Results, Implementation Plan (work scope), Project Evaluation, Project Budget, Project Sustainability, Appendices.

- 2) Types of Project Proposals can be explained at two levels, based on time and nature. Projects based on time are at the pilot or experiment level and at full length project level. Pilot projects are usually meant for experimentation. It can be for understanding a specific situation or for testing the validity of a solution at the micro level before it is scaled up at full length project level. Projects based on nature are:
 - i) Research Project Proposals
 - ii) Action Project Proposals
 - iii) Business Project Proposals

Check Your Progress 3

- 1) Monitoring and evaluation is a management tool for tracking progress of ongoing projects. The basic idea is to compare actual performance with plans and to measure actual results against expected results. It means, checking the progress, watching, tracking, finding the relative position of a project as to where the project stands compared to where it should be as per plan.
- 2) The steps involved in participatory monitoring and evaluation are review objectives and activities, review reasons for evaluation, why are we doing evaluation, what do we want to know, develop evaluation questions, decide who will do the evaluation, identify the direct indicators and indirect indicators, identify the information sources for evaluation questions, determine the skills, and labour that are required to obtain information, determine when information gathering and analysis can be done, determine who will gather information.