

Local Ownership in Evaluation:

Moving from Participant
Inclusion to Ownership
in Evaluation Decision Making

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What is Local Ownership in Evaluation?

- Whose values and interests does evaluation promote?
- Whose voices are heard through evaluation processes and by whom?
- Who decides which questions get asked, how quality is judged, how data are interpreted, and how findings are used?

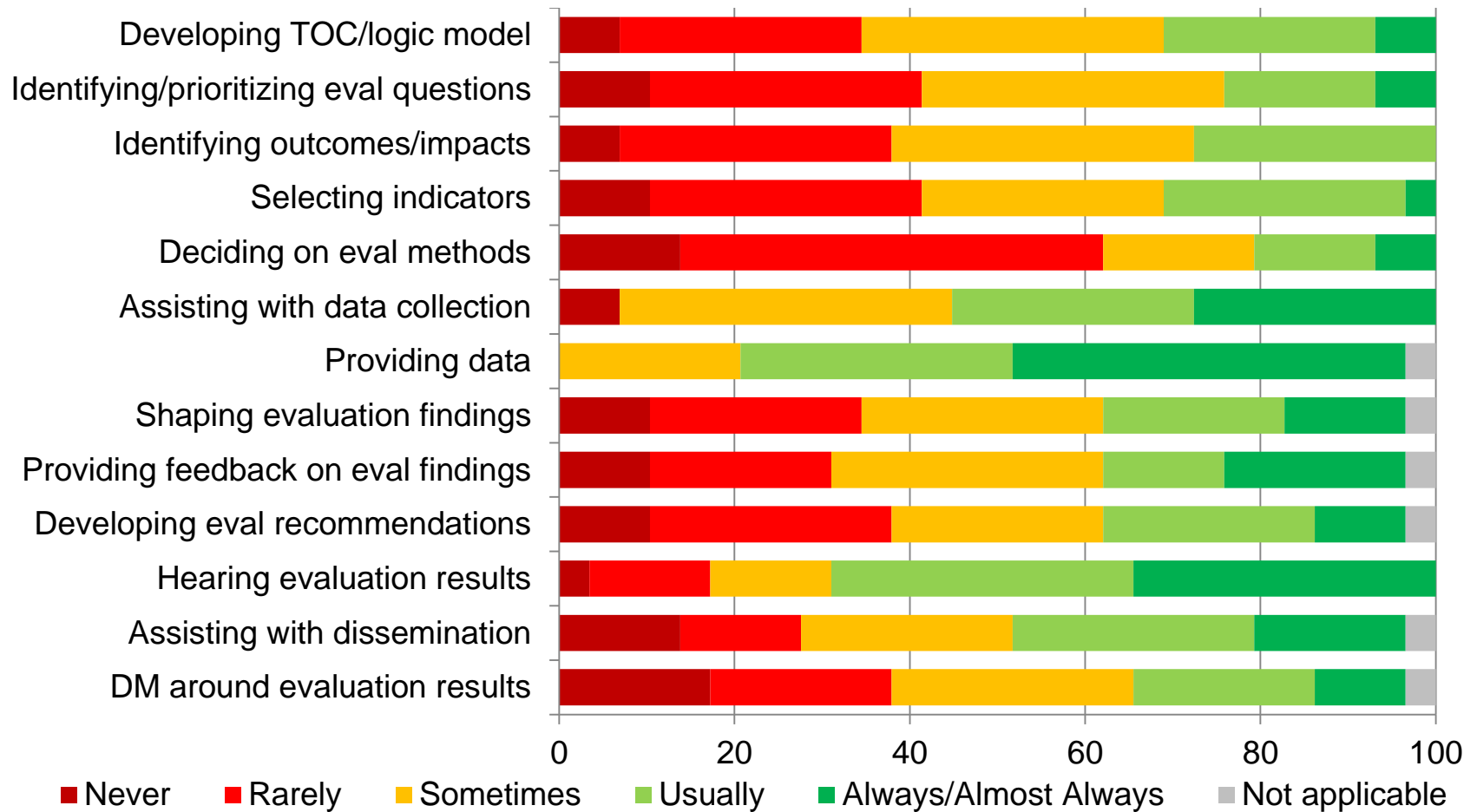
Locally Owned Evaluation \neq Participatory Evaluation



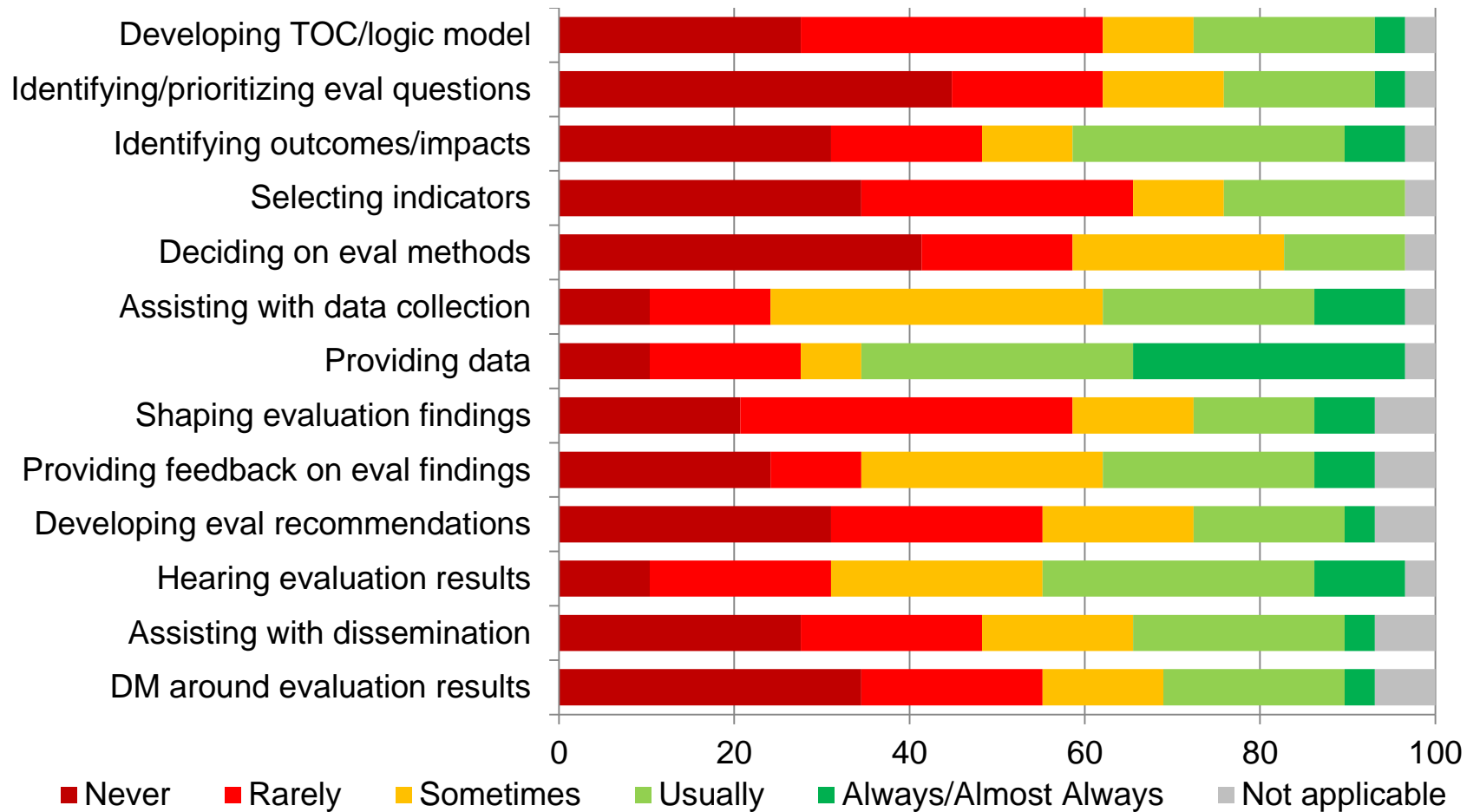
Benefits

- Increase use of evaluation results
- Save money
- Provide a more accurate picture of an intervention's effects
- Enrich learning
- Strengthen participants' capacity
- Improve communication and understanding among stakeholders
- Make program and evaluation approaches consistent

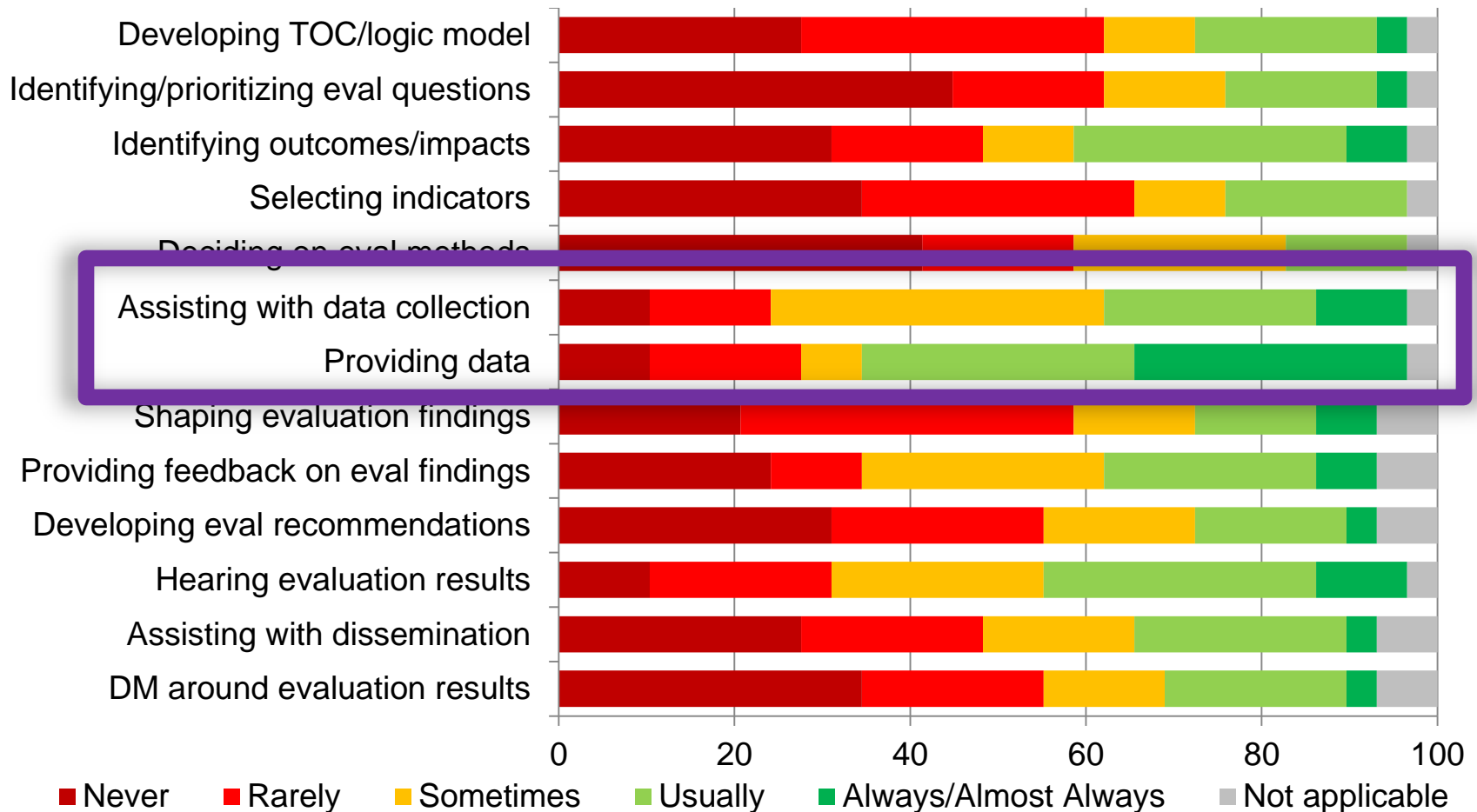
Involvement of Local Partners



Involvement of Participants



Involvement of Participants



Local Ownership in Evaluation in Practice



Photo credit: The Hunger Project

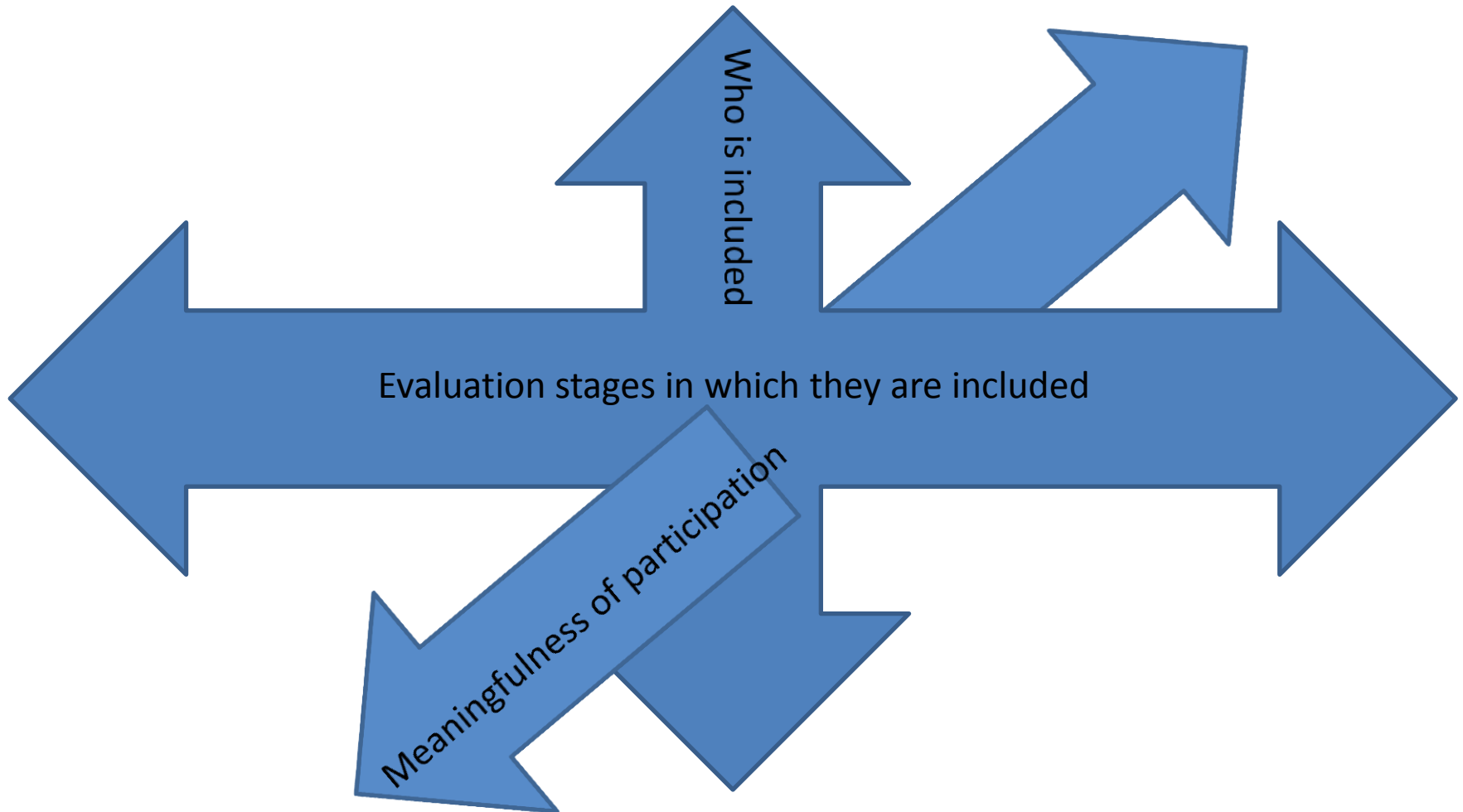


Photo credit: World Vision

Feasible? Ethical? Appropriate?

- Does the evaluation team have skills to facilitate participation in the evaluation decision-making process?
- Will participants' input influence decision making?
- Will participants gain something from being involved?
- Do participants want to be involved?
- Can participants be involved?
- Will participants be put at risk?
- Will involving participants in evaluation decision making raise expectations that cannot be met?

Three Dimensions to Consider



Roger Hart's Ladder of Participation*



- Rung 8 : Participants share decision making with others as equal partners
- Rung 7: Participants lead and initiate action
- Rung 6: External actors initiate action, but participants share decisions
- Rung 5: Participants consulted and informed
- Rung 4: Participants informed
- Rung 3: Participants tokenized (non-participation)
- Rung 2: Participants are decoration (non-participation)
- Rung 1: Participants are manipulated (non-participation)

Adapted from Roger Hart's Ladder of Young People's Participation in Lyford Jones, Hannah 2010, "Putting Children at the Centre: A Practical Guide to Children's Participation," International Save the Children Alliance, 2010, pp. 12-16, which was adapted from Hart, R. "Children's Participation from Tokenism to Citizenship," UNICEF Innocenti Research Centre, 1992.

Participant Selection Process

- Transparent
- Cognizant of power dynamics
- Inclusive of all groups
- Seeking legitimate representatives
- Aware of biases
- Differentiating roles: decision makers vs. informants

Preparing Your Organization

- Get it on the agenda
- Conduct an assessment
- Develop/revise evaluation policies, standards and/or guidelines
- Inform evaluation consultants
- Build ownership into evaluation TORs
- Train staff in necessary skills
- Pilot local ownership approach