

FIT PROGRAMME

(INT/92/M16/NET)

**Guidelines for evaluating
FIT activities
including Evaluation Forms**

by Bert Wesselink

April 1995

Preface

These guidelines provide operational guidance to local consultants called upon to evaluate FIT activities. They are based on the "Guidelines for Evaluators, Including the Project Evaluation Information Sheet" issued by the UNDP in August 1993. The guidelines also provide guidance to the evaluators in completing the FIT evaluation forms which provide the basic source of information for impact evaluation. Furthermore, a checklist for drafting the evaluation report is included considering the relevance, efficiency, effectiveness, capacity building, and sustainability of the project activity.

A FIT Evaluation Management Plan is included, guiding the consultants through the evaluation process. The plan is divided into the following steps: pre-evaluation briefing at FIT field office; meeting with the MSE group or partner organization implementing the FIT activity, meetings with entrepreneurs and end-users; meetings with other organizations; data management; data analysis; report drafting; FIT field office briefing; and, report finalization.

The guidelines which are to be provided to the consultants together with the terms of reference and the FIT evaluation forms at the outset of the evaluation activity, are to be used as a practical reference throughout the evaluation exercise.

Formal disclaimer.

This document was made possible by a financial contribution from the Netherlands= Development Assistance (NEDA), formerly called the Directorate General for International Co-operation (DGIS), to the ILO. Responsibility for the contents and for the opinions expressed rests solely with the authors. All rights are reserved by the FIT Programme, reproduction should have clear references of its source.

International Labour Office (ILO)
FIT-ILO Geneva (ENT/MAN)
4 Route de Morillons
CH-1211 Geneva 22
Switzerland

Tel: 0041-22-7997633
Fax: 0041-22-7997978

E-mail: tanburn@ilo.org

Contents

Preface i

1. Basic definitions 1
2. Purpose of the evaluation 1
3. FIT mission and objectives 2
4. Basic principles of evaluation 2
5. Sources of data 3
6. Data collection and management 4
7. Formulation of recommendations and lessons 5
8. Organization of the evaluation exercise 6
9. Presentation of the report 10
10. Report structure 11
11. Checklist for drafting the evaluation report 12

Annexes

Annex 1: Evaluation Forms

1. Basic definitions

Evaluation is the periodic assessment of the relevance, efficiency, effectiveness, impact, and sustainability of the project activities, and may be conducted by parties other than those responsible for project management. Evaluation analyses why and how intended results were or were not achieved, examines other desired results not easily measured or quantified, and explores unintended results. Traditionally, evaluation can take place during the implementation of the project (mid-term evaluation), immediately or some time after the completion of the project. Evaluation provides lessons and recommendations for adjustments in projects or policies to improve results.

Relevance is the degree to which the purpose of the project activity remains valid and pertinent.

Efficiency refers to the productivity of the implementation process, in other words, how good and how cost-effective the support services have been delivered.

Effectiveness is a measure of the extent to which a project activity achieves its objectives through an effective use of its results.

Capacity building refers to a long term phenomenon requiring the development of human resources, the establishment of well-functioning organizations within a suitable framework and a supportive socio-political environment.

Sustainability refers to an assessment of the likelihood that the project results will endure after the active involvement of FIT has ended. An important requirement for a support service to be able to continue operating is that income covers expenses.

Impact is an indicator of sustained change, that usually can only be measured after the life-span of a project activity. Impact tends to be a major and long-lasting consequence of that activity. Impact may be expected at the enterprise or end-user level, for example through changes in products, production processes and technologies, skills, income, employment, or participation and attitudes of people. At the level of the MSE group or partner organization impact may arise, for example, through changes in the number of memberships, income from fees, trained staffmembers, quality of services offered, participation by groups of entrepreneurs in collective planning and problem-solving, or in the capacity for self-reliance and self-sustained development. At the community level, an organization may have impact, for example, through altered socio-economic relationships, contribution to the implementation of policy recommendations, or greater awareness and adaption of FIT activities by others.

2. Purpose of the evaluation

The evaluation of FIT activities is needed to ensure accountability to all parties with a stake in the outcome of the support activities, such as entrepreneurs, partner organizations and donor agencies. Additionally, the information collected through the evaluation process enables the FIT programme and its partners to be in a better position and be better prepared to manage its support services, adapt to changes, deliver its services and plan expansion.

3.FIT mission and objectives

The *Core mission* of FIT can be defined as follows: "in dialogue with those concerned, to identify, prove and disseminate innovative mechanisms, which enable local agents to deliver valuable and cost-effective services to metal-working and food-processing MSEs on a sustainable basis".

The *Development objective* is given as follows: The project will contribute to the promotion of local development, production, and utilization of appropriate implements, tools and devices for the benefit of farmers and small food-processing and metal-working enterprises, with a view to generating productive employment, improving food security and female participation in economic activities, and contributing to the technological development of developing countries.

The *Immediate objective no. 1* is: To develop or strengthen, by the end of the project, the capacity of the project recipients (government agencies, NGOs, semi-private bodies and commercial firms) to formulate, implement, and contribute to demand-driven programmes and projects for the development, production, marketing, and utilization of farm tools and implements (fit) and food-processing devices (fpd), as well as to establish effective linkages among the above project recipients.

The *Immediate objective no. 2* is: To induce decision makers in a number of African countries to pay greater attention to the development, production, marketing and use of farm implements and tools and food-processing devices as a result of the dissemination of instruments developed by the project, and the experience gained in the selected countries. Some decision makers may also initiate similar activities without direct project interventions.

4.Basic principles of evaluation

FIT selects the evaluator(s) and, if working in a team, a team leader. The team leader is responsible for the conduct of the evaluation team, for ensuring that the terms of references (TORs) are fully understood by all team members, and for ensuring that the evaluation forms and the final evaluation report are completed in accordance with the FIT guidelines.

The evaluation will take place mainly in the field. The evaluators work closely with the partner organizations and FIT staff. The view and expertise of the entrepreneurs and their customers must be made an integral part of the evaluation.

The value of evaluation lies in the extent to which the information it generates is useful and used. Hence, the evaluation process must be objective, transparent, operational, gender sensitive, forward looking and independent, thereby giving credibility to its findings and recommendations.

The evaluation report is the product of an independent evaluator or evaluation team. As such its content is at the total discretion of the evaluators, provided it complies with the TOR. Therefore, the report should not be altered in its substance by the MSE groups or partner organizations. Each party, however, has the right to express in writing its view on the report.

The evaluation report must be as free as possible of technical jargon in order to ensure

accessibility to its wide and diverse audience.

5.Sources of data

The evaluation team should consult the following sources of information:

Entrepreneurs and customers

E *Interviews, group meetings, and observations* with the project beneficiaries and their customers, and with key persons who know the situation well enough to answer relevant questions.

MSE groups or partner organizations

E *Interviews* with leaders and members of MSE groups or management and staff of partner organizations regarding their own assessment of results of the FIT activity.

E *Files* that may be available with the partner organization containing the entrepreneur's baseline data, monitoring and field reports, business plans, and all other relevant documents concerning the project beneficiaries.

E *Financial reports and statements*: income and cash flow statements of the partner organization concerning the FIT activity. The financial data can be used for calculating sustainability indicators.

E *Previous surveys* done by the organization of entrepreneurs in the area.

Other organizations

E *Interviews* with staff of other organizations regarding their own assessment of the results of the FIT activity.

E *Relevant basic data publications* from ministries, NGOs, and other organizations.

E *Relevant research studies* from universities and donor agencies.

For the evaluators, ***interviews*** with entrepreneurs, customers and organizational staff form possibly the most powerful means to collect relevant data. Generally, the interviewer should pay attention to the following:

E *Clear focus*: the interviewer should not try to collect large amounts of varied information. Clear, straightforward questions decrease the possibility of misinterpreting the intent of the question. Short questionnaires that do not overburden the interviewed person tend to enjoy greater receptivity.

E *Few and objective questions*: the phrasing of a question should not presuppose an answer.

E *Questions should rely as little as possible on memory*. Questions that ask the client to recall information from too distant in time, such as six months or a year ago often lead to inaccuracy. The often scarce data recording on their economic activity will mean that the client will approximate, rather than provide no information, and staff in turn may tend to welcome any data given and assume or imply validity.

E *Appropriate use of language*: the interviewer should make use as much as possible of local idioms and dialects.

E *Understanding working habits and working conditions* are a must in data collection.

6.Data collection and management

Evaluation forms

Within the FIT evaluation framework a set of evaluation forms is used to collect information on the results of FIT activities. The evaluation forms collect information at four levels where results may be expected: the level of the end-user of the fit and fpd; the metal-working micro and small enterprise (MSE); the MSE group or partner organization which is implementing the FIT activity; and, other organizations which are working in the same sector. Additionally, a research evaluation form is used. The evaluation forms, discussed below, are attached in Annex 1. In addition to the evaluation forms which are mainly used for impact purposes, a complete checklist of questions for drafting the evaluation report is presented in section 10.

The *End-user Evaluation Form* collects information from the customers of the metal-working enterprises concerning impact, their satisfaction with the purchase and their (potential) participation in a FIT activity.

For the MSE two separate forms are applied. Generally, a registration form is completed by project staff for each assisted enterprise at the beginning of the FIT activity. An *MSE Evaluation Form* with similar questions is then used at the end of the project. From these data the entrepreneur's increase in employment and income as a result of the project is determined, allowing for alternative sources of income foregone as well as the expansion of the local economy. In addition, the MSE evaluation form intends to collect data on changes in quantity and quality of products, productivity and sales. The evaluation form also collects qualitative information on what the beneficiaries have gained from the FIT activity in terms of new skills and information in the areas of technology, marketing, management, and others.

The *MSE group/Partner organization Evaluation Form* collects information regarding particulars of the group or organization. Additionally, evaluation questions are included concerning the impacts of the FIT activities on the MSE group or partner organization.

The *Other Organizations Evaluation Form* verifies whether other organizations not involved in the FIT activity are aware of the results of the FIT activity and whether these organizations have adapted or modified any of these ideas within their own organization.

Finally, a *Research Evaluation Form* is used to collect data on the research documents and manuals which have been published and distributed by FIT. Information is collected on whether follow-up has been given to the research activities, whether research networks have been created, if local research capacity has been strengthened, and what the satisfaction with the research results is with MSEs, groups and partner organizations.

Who are to be interviewed?

Depending on the type of support service provided by the FIT programme and the MSE group or partner organization, the project participants have to be selected who are to be interviewed. The FIT programme and evaluators may decide to evaluate all participants of the support activity or just a selection. The choice may depend on the budget allocated for the evaluation activities, the dispersity of the project participants and staff resources.

Who should collect the evaluation data?

In the case of MSEs and end-users, field staff should collect the baseline data when they first offer assistance to project firms, by filling out the entrepreneur registration form. The most suitable manner of assuring reliability of data might be by combining the outside evaluator with staff of the implementing organization, with each assuming those functions that they can best perform in the most cost-efficient manner. In this way, organizational staff may interact with the evaluators to help interpret the evaluation results. Regular participation of staff in the monitoring and evaluation process can create an important learning potential for them. However, those without a vested interest in the project should do the actual analysis.

The interviews with MSE groups or partner organizations can be done by the evaluators without organizational staff having to participate as interviewers in data collection.

Data management

During the process of data collection, the evaluators should examine the evaluation forms making sure that all spaces have been filled and that the information for each interview is consistent. When forms are without any omissions and mistakes the evaluators may assign to the form an identification number, writing this number on the form, which then can be passed along for data entry. After forms have been entered and verified, the data enterer stores them in a safe place, usually in numerical order by unique identification number.

7. Formulation of recommendations and lessons

Recommendations

With the formulation of recommendations, the evaluators should:

- E Ensure logical linkages between findings and recommendations.
- E Identify basic assumptions or key factors (external or internal) from which the recommendations should derive.
- E Try to assess the specific impact of each recommendation.
- E Identify the linkages, if any, between the recommendations in order to establish the chronological order for their implementation.
- E Try to limit the number of recommendations or classify them by order of importance to avoid a selection of the easiest and less effective ones.
- E Estimate the cost of implementing a specific recommendation or a group of recommendations and the expected burden on each stakeholder to be sure that the recommendations can be implemented.
- E Make the recommendation realistic, understandable and operational.

Lessons learned

The evaluator has the opportunity to identify, at the end of the project activity, any lessons learned which might be applicable to other project activities. While findings are project specific, lessons have a bearing beyond the project activity at hand. Therefore, they should not be formulated in a way which is too specific, trivial or vaguely. Lessons could be either positive or negative.

8. Organization of the evaluation exercise

The evaluators can organize their evaluation activities along the seven steps of the FIT evaluation management plan presented below.

FIT Evaluation Management Plan		
Steps	Duration	Action to be taken
Step 1: Pre-evaluation briefing at FIT field office	1 day	During a briefing at the FIT field office, evaluators should make sure that the following points are covered. <ol style="list-style-type: none"> 1. Review the TOR and Evaluation Forms with the FIT field staff to clarify any issues that might be unclear and ensure that there is a common understanding of the task at hand. 2. Discuss preliminary interview schedule with FIT staff and proposed fieldwork schedule, including interviewers and order of coverage. 3. Check with FIT field office for transport arrangements. Also check for selection of staff for data collection, supervision, and data entry, if agreed upon. Is access to computer and appropriate software available? 4. Review and/or collect the available documentation on the project activity with a view to acquiring a good preliminary knowledge of the activity. 5. If necessary, the FIT field officer may provide additional guidance on evaluation-related issues after reading these guidelines. 6. Find out from the FIT field staff their own assessment and views about the project activity, and clarify all issues requiring additional explanation.
FIT Evaluation Management Plan		

Steps	Duration	Action to be taken
Step 2a: Data collection: Meetings with MSE groups or Partner organizations	depending on project activity	<ol style="list-style-type: none"> 1. Review and/or collect project-related reports of MSE groups or partner organizations, including financial statements. 2. Review and/or collect available baseline data, MSE registration forms, monitoring reports, and all other relevant documents concerning project beneficiaries. Eventually, examine (information related to) FIT supported farm implements and tools and food processing devices and assess the manner in which it is used and for what purpose. 3. Meet with implementors of project activity: group leaders and members, or alternatively management and staff of partner organization, 'host enterprises' which participate in an activity, or others. Conduct interviews, and fill out MSE group/Partner organization Evaluation Form. Find out how they assess the project activity, their concerns and suggestions. Invite their frank views. Clarify issues that may have emerged from preliminary analyses of the project activity. 4. Discuss and finalize fieldwork schedule for meeting entrepreneurs and end-users.
Step 2b: Data collection: Meetings with entrepreneurs and end-users	depending on project activity	<ol style="list-style-type: none"> 1. Visit metalworkers of farm implements and tools (fit) and food-processing devices (fpd). Conduct interviews and discuss results of project activity. Fill out MSE Evaluation Forms. 2. Based on data provided by metalworkers, visit selected end-users (food-processors and farmers) and discuss their purchases of fit and fpd. Fill out End-user Evaluation Form.
Step 2c: Data collection: Meeting with other organizations	depending on project activity	<ol style="list-style-type: none"> 1. Interview outsiders who have experience with fit and fpd, such as other organizations and (micro-, medium, large) entrepreneurs who are not directly involved in the project activity. Fill out Other Organization Evaluation Form. 2. If available, visit and gather information from other activities of a similar nature.
Step 3: Data management	on-going	<ol style="list-style-type: none"> 1. Check filled out Evaluation Forms on blank spaces, omissions or mistakes. 2. If necessary, enter data into computer. Verify data in computer. 3. Data cleaning: run an error search on the data. Run consistency checks on the data.

FIT Evaluation Management Plan		
Steps	Duration	Action to be taken
Step 4: Data analysis	on-going	<ol style="list-style-type: none"> 1. Examine collected quantitative and qualitative data providing evidence for the process of making judgements. Verify views expressed by one party with other parties. Test your preliminary reactions with relevant people in an open discussion. 2. Analyse the data gathered, paying due attention to all the issues raised in the TOR while being alert to important issues that may come up that were not raised in the TOR. 3. Analyse the project activity concept and design in the context prevailing at the formulation stage and in the current context. Try to understand how it was designed and for what real purpose. 4. Review the project implementation, identifying strengths and weaknesses. Assess the achievement of results and objectives. 5. When operating in an evaluation team, spend time on internal discussions with the team members. Invite frank exchanges of opinions and identify issues where agreement has been reached within the team and those that require more analysis. Organize among the members of the team the breakdown of work for the preparation of the report. Assess the progress of the evaluation exercise. Anticipate any changes to the evaluation plan that are required to ensure the successful achievement of the evaluation.

FIT Evaluation Management Plan		
Steps	Duration	Action to be taken
Step 5: Report drafting	Depending on project activity	<ol style="list-style-type: none"> 1. Write down results of data analysis using report guidelines presented in section 10, and draft a first version of the evaluation report. 2. Review the draft report with MSE groups/partner organizations and the FIT field staff to ensure factual accuracy.
Step 6: FIT field office briefing	1/2 day	<ol style="list-style-type: none"> 1. Discuss findings, recommendations and lessons learned with FIT field staff and then, if applicable, with leaders and members of the implementing MSE group or management and staff of partner organization.
Step 7: Report finalization	Depending on project activity	<ol style="list-style-type: none"> 1. Finalize the report and submit the report in triplicate to the FIT field office. The report will also be submitted on 3.5" floppy disk, in WP version 5. 2. Present final results and recommendations to FIT, if applicable.

9. Presentation of the report

After information has been collected it must be compiled and summarized in an evaluation report, in such a way that it can easily be analysed and interpreted by the users. Reporting must be systematic and consistent. The report structure and a checklist for drafting the evaluation report is presented on the following pages.

The evaluation report has seven sections. Section 1, **Executive summary**, provides a synopsis of the report, giving only the essential facts and recommendations for decision-making. It should be clear and concise. Sections 2 to 7 constitute the core of the report. Section 2, **Project activity concept and design**, aims to establish the extent to which the problem being solved has been properly identified and the extent to which the solution proposed has been and still is appropriate and has been properly formulated. Section 3, **Project implementation**, analyses the implementation of the subactivities planned in the project document and determines the extent to which they have been carried out successfully or unsuccessfully. Section 4, **Project results**, establishes the extent to which the project's planned results have been achieved, beginning with the outputs, which are normally measurable, and extending to the immediate objectives and the development objectives which must be logically linked to the outputs. This section also addresses issues related to effectiveness, capacity building, impact and sustainability of results. Try to reduce the mass of detail into clearly labelled and simple tables, and accompany tables invariably by explanatory text. Section 5, **Findings**, translates the analysis carried out under sections 2, 3 and 4 into specific answers to the questions raised in the TOR and to the three sets of questions related to relevance, performance, and success. The likely accuracy of findings should always be indicated. In case findings run against current views or assumptions, they should be based on solid evidence. Section 6, **Recommendations**, provides suggestions for how to proceed depending on alternatives that might be proposed in the TOR, or for solutions that might emerge during the course of the evaluation. Section 7, **Lessons learned**, provides the opportunity to transcend the immediate context of the project activity being evaluated and to draw general lessons that might be applicable in future FIT activities.

Evaluation reports need to be on time, concise, logical and comprehensive. One should avoid to be repetitious in the report: for example, in Section 2, which is related to project design, judgements on project implementation might be made, early conclusions might be drawn and preliminary recommendations might be formulated. Each section must be clearly self contained and not overlapping with other sections. The report should present an internal logic for the reader.

Reports will be submitted to FIT in triplicate, and will also be submitted on 3.5" floppy disk, in WP version 5.

10. Report structure

Introduction

1. Executive summary
2. Concept and design of project activity
 - 2.1 Context of the project activity
 - 2.2 Project activity document
 - 2.2.1 The problem and the technical approach
 - 2.2.2 Objectives, indicators and major assumptions
 - 2.2.3 Beneficiaries (identification, involvement in the formulation and implementation of the project activity)
 - 2.2.4 Modalities of implementation (selection of implementing group or organization, work plan)
3. Implementation of the project activity
 - 3.1 Subactivities
 - 3.2 Quality of monitoring of project activity
4. Results of project activity
 - 4.1 Relevance
 - 4.2 Efficiency
 - 4.3 Outputs
 - 4.4 Immediate objectives
 - 4.5 Development objectives
 - 4.6 Effectiveness
 - 4.7 Capacity building
 - 4.8 Impact
 - 4.8.1 End-user level
 - 4.8.2 MSE level
 - 4.8.3 MSE group/Partner organization level
 - 4.8.4 Other organizations level
 - 4.8.5 Research
 - 4.9 Sustainability
 - 4.10 Follow-up
5. Conclusions
 - 5.1 Findings
 - 5.2 Assessment
 - 5.2.1 Relevance
 - 5.2.2 Performance
 - 5.2.3 Success
6. Recommendations
7. Lessons learned

Annexes: TOR; itinerary; list of persons met; list of documentation reviewed, and others.

11. Checklist for drafting the evaluation report

Section 1: Executive summary

The executive summary should be concise, less than 6 pages. It should be self explanatory providing the reasoning for the findings and recommendations.

Section 2: Concept and design of project activity

This section seeks to establish the extent to which the concept and design of the project activity were relevant at the time the project activity document was approved.

2.1 Context of the project activity

1. Were the concept, design and institutional arrangements of the FIT activity appropriate at the time they were approved?
2. How did the project activity fit into other local, regional or national activities supporting the development, production, marketing and use of fit and fpd?
3. Did any linkages exist with other organizations or projects?
4. How did the project activity fit into the other activities of the implementing MSE group or partner organization? How did the activity fit into the areas of concentration of the donor agencies (poverty alleviation, grass-roots participation, environmental problems and natural resource management, working conditions, women in development, and others)?

2.2 Project activity document

5. Did the project activity document clearly state the problem that the activity was intended to solve?
6. Were major assumptions specified and risks recognized?
7. Were institutional capabilities thoroughly assessed and was the recipient group or organization selected at the result of this assessment?
8. Were the intended users of project outputs clearly identified and involved in the needs identification?
9. Were the special concerns, needs and potential contributions of women recognized?
10. Did the logical framework of the project activity document clearly state the objectives and outputs of the project activity in verifiable and quantifiable terms? Was the phasing of the project activities and inputs realistic?
11. Did the project activity document outline a monitoring mechanism for the tracking of major milestones and recognition of any difficulties or constraints that would require action? Was there financial provision in the budget for monitoring?
12. Was the work plan or other means of scheduling the activity included in the project activity document? If not, when was it developed? Was it operational and realistic?

Section 3: Project implementation

3.1 Activities

13. To what extent has implementation of project activity followed the initial plan and schedule? If not, why?
14. Were all parties involved in full agreement on main issues regarding implementation of project activity?
15. What specific subactivities have been implemented? What did they cost? Were they effective? Could effectiveness have been increased. Could costs have been lowered? How?
16. What basic strategies emerged under implementation of project activity? Were any particularly innovative?
17. What institutional changes or staff turnovers have occurred during implementation and with what effect?
18. How well was the project implementation linked to the main activities of the MSE group or partner organization?
19. How well was the project activity managed administratively and financially?
20. Were there any notable funding gaps, problems in the flow of funds, cost overruns or other financial difficulties that hindered implementation?
21. What major problems or constraints affected successful implementation of project activities? Why? What corrective actions were taken and with what effect?
22. How successful was any formal training provided during the project activity? Is follow-up been given to training of trainers?

3.2 Quality of monitoring

23. What internal monitoring of the project activity took place? How adequate was this? How were results used? Did the MSE group or partner organization improve its monitoring and evaluation skills as a result of the project activity?

Section 4: Project results

4.1 Relevance

24. Are the purpose, approach and the selected MSE group or partner organization still relevant in the current context?

4.2 Efficiency

25. Was the project activity well managed and implemented with regard to staff, training, equipment, contribution of MSE group/partner organization...?

4.3 Outputs

26. What outputs did the project activity produce?
27. What were the quality and timeliness of these outputs?
28. What outputs mentioned in the project activity document did not occur? Why? How does this affect the impact of the project activity?

4.4 Immediate objectives

29. Overall, has there been a partial or complete achievement of the immediate objectives of the project (activity)? Were the project activity outputs instrumental in this? If some have not been achieved, why? When will they be achieved?

4.5 Development objectives

30. How is the above achievement of the project activity's immediate objectives likely to make a broader contribution to the development of the region or country?

4.6 Effectiveness

31. Could effectiveness have been increased through another approach? Was the overall cost of used resources justified with regard to the results obtained?

4.7 Capacity building

32. What were the results in terms of capacity building in the following fields: human resource development, institutional strengthening, enabling environment?

4.8 Impact

4.8.1 End-user level

33. Why did (s)he choose to purchase this particular fit/fpd? How does the fit/fpd compare to alternative equipment and devices? Is (s)he satisfied with the purchase and the improvements made? Why (not)? Does the end-user think (s)he may decide to buy more of the same type of fit/fpd in the future? Why (not)?
34. Did (s)he participate in any of the meetings to improve product designs? If yes, what is her/his opinion about the meeting? What should be done different next time?
35. What new products, skills or information about fit/fpd did (s)he receive during the FIT activity (e.g. increased choice of products, better business contacts, etc.)?
36. Would (s)he participate (again) in a future meeting to discuss with entrepreneurs how the design of the fit/fpd can be improved? Why (not)? Would (s)he pay a certain fee for such a meeting? If yes, how much?
37. Did quantity and quality of the products change in the farm/business as result of the purchase of the fit/fpd (produced by metalworker supported by FIT)?
38. What has been the change in productivity, sales and household income since the purchase of the fit/fpd (produced by a metalworker supported by FIT)? What change can reasonably be attributed to this purchase?

4.8.2 MSE level

39. What has been the change in labour time and wages since the entrepreneur is participating in the FIT activity (differentiate for gender)?
40. What has (s)he gained (e.g. new skills, information, training) from the FIT activity? What skills or information from the activity is (s)he actually using in her/his current business operation?
41. Did (s)he pay any fee to participate in the FIT activity? If so, how much? Is (s)he willing to pay (higher) fees to participate next time in a similar activity? If yes, how much? What should be done different next time?

42. Has (s)he introduced in the business any new products or production processes as result of the FIT activity? If yes, what products or production processes? Why did (s)he choose to add these products or production processes?

43. Has quality and quantity of products in her/his business increased as result of the FIT activity?

What has been the change in production and orders/sales as result of the FIT activity? What change can reasonably be attributed to this activity?

4.8.3 MSE group/Partner organization level

44. How many different types of events has the group or organization held (exchange visits, shows, rapid market appraisal, subsector analysis, communication with farmers, training, research, others)?
45. How many participants did attend the activities (end-users, metalworking entrepreneurs, group/staffmembers)?
46. What is the number and type of products (produced by metalworkers supported by FIT) which have been tested or displayed by your group/organization?
47. Was the collaboration successful between FIT and your group/organization for each of the activities? Why (not)?
48. How has the activity strengthened the group or organization?
49. What is the contribution of the group or organization in the costs of the activity (staff time/salaries, administrative costs, etc.)? What are the direct income benefits of the activity for the group or organization (e.g. from new memberships)?
50. Is the group or organization willing to cover (a percentage of) the costs of future activities? About what percentage?
51. How can the activity be improved? What are the plans of the group or organization to replicate, change, expand or develop based on this specific activity in the next two years? (and, what are the implications for income and staffing?)
52. In the case of a subsector analysis (SSA): are SSA's implemented?; what is the role of SSA in your group or organization?
53. In the case of new technologies/designs introduced: What is the number of different designs available, and number of designs copied and used by your group or organization?

4.8.4 Other organizations level

54. Are other organizations aware of the results of the FIT activity? If yes, are the results being used and/or implemented by them? How have the original ideas been adapted or modified, and why?

4.8.5 Research

55. What is the number of documents published, distributed and sold?
56. What type of follow-up has been given to the research activities (e.g. articles, training and lecture material, fora and conferences, workshops, discussions with users of research results)?
57. What is the number of research networks that has been created (working around one specific subject)?

58. What is the number of citations of FIT documents?
59. What training programmes have been developed based on FIT manuals? What is the number of trainers, staff, entrepreneurs trained based on FIT manuals?
60. How did MSEs benefit from research results?
61. Has local research capacity been strengthened? If yes, how? (e.g. through joint research, local consultants, training, workshops).

62. What is gender of the researchers?
63. What is response to/satisfaction with research results of end-users, MSEs, MSE groups and FIT partners, and other organizations?

4.9 Sustainability

64. Are the positive results of the project likely to be sustained once FIT assistance has terminated? What evidence supports these conclusions (e.g. institutionalization of the activity through adoption or modification of project activity, staffing, budgeting of recurrent costs)?

4.10 Follow-up

65. What follow-up support and/or activities are called for to ensure the optimal use of project activity, products, data, recommendations?

Section 5: Findings

66. What are the most important conclusions arising from the evaluation of the project activity?
67. What are the answers to the main questions of concern to the end-users, entrepreneurs, MSE group or partner organization, and other organizations?
68. What are the conclusions that can be drawn from the evaluation in terms of project relevance, performance and success?

Section 6: Recommendations

69. What actions should be taken, when and by whom, to improve the current project activity (in the case of an on-going project activity)? Explain in detail.
70. What actions should be taken in regard to the planning or implementation of similar project activities in the future or to a further phase of the project activity?

Section 7: Lessons learned

71. What are the main positive and negative lessons that can be learned from the experience under this project for improving the quality of project activities in the following:
- E identifying, proving and disseminating of innovative mechanisms, which enable local agents to deliver valuable and cost-effective services to metal-working and food-processing MSEs on a sustainable basis.
 - E capacity building initiatives;
 - E inducing decision maker to pay greater attention to the development, production, marketing and use of fit and fpd.

Annex 1:

Evaluation Forms

End-user Evaluation Form

Date: ____/____/____

I. Particulars of End-user

Name of end-user: _____ Gender: m / f

Type of farm/business: _____

Location: _____

Main products: _____

Main tools/equipment: _____

How many workers does the farm/business have:

Male: _____ Female: _____

II. Evaluation questions for End-user

1. As end-user of fit/fpd (produced by metalworker supported by FIT)

E Why did you choose to purchase this particular fit/fpd? How does the fit/fpd compare to alternative equipment and devices?

E Are you satisfied with the purchase and the improvements made? Why (not)?

E Do you think you may decide to buy more of the same type of fit/fpd in the future? Why (not)?

2. As (potential) participant in a FIT activity

E Did you participate in any of the meetings to improve product designs?: Yes / No

If yes, what is your opinion about the meeting? What should be done different next time?

E What new products, skills or information about fit/fpd did you receive during the FIT activity (check as many as apply):

<input type="checkbox"/>	increased choice of products
<input type="checkbox"/>	better contacts and communication with other end-users and entrepreneurs
<input type="checkbox"/>	new business contacts
<input type="checkbox"/>	availability of new fit/fpd
<input type="checkbox"/>	others, specify:

E Would you participate (again) in a future meeting to discuss with entrepreneurs how the design of the fit/fpd can be improved?: Yes / No Why (not)?

E Would you pay a certain fee for such a meeting?: Yes / No
If yes, how much?

3. Changes in farm/business as result of the purchase of the fit/fpd

E Did quantity and quality of the products change in the farm/business as result of the purchase of the fit/fpd (produced by metalworker supported by FIT)?

	increase		no change	decrease	
	a little (<50%)	a lot (>50%)		a little	a lot
Quantity					
Quality					

E What has been the change in productivity and sales since the purchase of the fit/fpd (produced by a metalworker supported by FIT)? What change can reasonably be attributed to this purchase?

	increase		no change	decrease		% attributed to purchase	
	a little (<50%)	a lot (>50%)		a little	a lot	a little	a lot
Productivity							
Sales							

MSE Registration Form (if appropriate)

Date: ____/____/____

I. Particulars of business

Name of entrepreneur: _____ Gender: m / f

Type of business: _____

Location: _____

Main products: _____

Main tools/equipment: _____

E Does the business experience high and low seasons? How many employees do you have in the business? When and how long do they work in the business?

	seasonality: which months?	number of employees		number of days per month employees are working	number of hours per day employees are working
		male	female		
Zero activity					
High season					
Low season					

E What wage rate would you pay to an average worker in your business, specify for job and pay:

E What other activities earn you the most money besides metalworking?

Activity	Which months	Average earnings per months

MSE Evaluation Form

Date: ____/____/____

I. Particulars of business

Name of entrepreneur: _____ Gender: m / f

Type of business: _____

Location: _____

Main products: _____

Main tools/equipment: _____

E Did the business experience high and low seasons? How many employees do you have in the business? When and how long do they work?

	seasonality: which months?	number of employees		number of days per month employees are working	number of hours per day employees are working
		male	female		
Zero activity					
High season					
Low season					

E What wage rate would you pay to an average worker in your business:

E As a result of the changes in your business, did you decrease/increase other activities? If so, which activities?

Activity	Which months	Average earnings for activities

II. Evaluation questions for entrepreneurs

1. As participant in FIT activity

E What have you gained (e.g. new skills, information, training) from the FIT activity (check as many as apply):

Technology

	new product designs and technologies, specify the products:
	new recipes or cooking techniques
	information on other tools for the business
	new sources of spare parts
	new repair skills
	information on suppliers
	other:

Marketing

	new customers
	information on new markets for products
	improved communication with end-users
	new business contacts, specify what type:
	marketing ideas, specify:
	other:

Management

	management techniques, specify:
	employee relations skills
	record-keeping
	increased self-confidence, expanded horizons
	other:

Others

	solutions to problems in your business, specify:



E What skills or information from the activity are you actually using in your current business operation?

E Did you pay any fee to participate in the FIT activity? If so, how much?

E Are you willing to pay (higher) fees to participate next time in a similar activity? If yes, how much?

E What should be done different next time?

3. Evaluation questions

E Have you introduced in your business any new products or production processes as result of the FIT activity? If yes, what products or production processes?

E Why did you choose to add these products or production processes?

E Has quality and quantity of products in your business increased as result of the FIT activity?

	increase		no change	decrease	
	a little (<50%)	a lot (>50%)		a little	a lot
Quantity					
Quality					

E What have been the change in production and orders/sales as result of the FIT activity? What change can reasonably be attributed to this activity?

	increase		no change	decrease		% attributed to FIT	
	a little (<50%)	a lot (>50%)		a little	a lot	a little	a lot
Production							
Orders/Sales							

E How can the activity be improved (e.g. inviting other people to the activity, change in approach, etc.)?

E What are your plans to change, expand or develop your business in the next two years?

MSE Group/FIT Partner Evaluation Form

Date: ____/____/____

I. Particulars of MSE group/Partner organization

Name of MSE group/FIT Partner: _____

Location: _____

Main activities: _____

How many (staff)members does the group/organization have:

Female: _____ Male: _____

II. Evaluation questions for MSE group/Partner organization

E How many of each type of activity have been held?

#	FIT activity
	Exchange visits; brokering workshops; enterprise linkages
	Shows
	Rapid Market Appraisal
	Subsector Analysis
	Communication with farmers
	Training
	Research
	Other, specify:

E How many participants did attend the activities?

Participants	# female	# male
End-users		
Entrepreneurs		
group/partner staffmembers		
others, specify:		

Total:		
--------	--	--

E What is the number of products (produced by metalworkers supported by FIT) which have been tested or displayed by your group/organization? Please specify:

E Was the collaboration successful between FIT and your group/organization for each of the activities? Why (not)?

E How has the activity strengthened your group/organization?

	new memberships
	trained staffmembers, specify in which activities:
	spin-off effects resulting in new activities
	improved group cohesion
	improved participation of group members in collective planning and problem-solving
	increased awareness of sustainability: fees for services
	contribution to innovation and/or leveraged interventions
	contribution to the implementation of a number of policy recommendations
	others, specify:

E What is the contribution of your group/organization in the costs of the activity (staff time/salaries, administrative costs, etc.)?

—
E What are the direct income benefits of the activity for your group/organization (e.g. from new memberships)?

—
E Is your group/organization willing to cover (a percentage of) the costs of future activities? About what percentage?

—
E What are lessons to be drawn? How can the activity be improved?

—
E What are the plans of your group/organization to replicate, change, expand or develop based on this specific activity in the next two years? (and, what are the implications for income and staffing?)

Specific activity-related questions

E In the case of a SSA: are SSA's implemented?; what is the role of SSA in your group/organization?

E In the case of new technologies/designs introduced: What is the number of different designs available, and number of designs copied and used by your group/organization?

#	
	different designs available
	designs copied and used

Other Organizations Evaluation Form

Date: ____/____/____

I. Particulars of MSE group/FIT Partner

Name of organization: _____

Location: _____

Main activities: _____

How many (staff)members does your organization have:

Female: _____ Male: _____

II. Evaluation questions for other Organizations

E Is your organization aware of the results of the FIT activity? If yes, are results being used and/or implemented by them?

—

—

E Did the exigencies of running the FIT activity spill over to your organization? If yes, are activities/methodologies/designs being replicated and/or modified by you and others?

—

—

Research Evaluation Form

II. Evaluation questions regarding research documents and manuals

E What is the number of documents published, distributed and sold?

documents published:	
documents distributed:	
documents sold:	

E What type of follow-up has been given to the research activities?

#	Type of follow-up
	articles
	training and lecture material
	fora and conferences
	workshops
	discussions with users of research results
	Phd-studies
	Others, specify:

E What is the number of research networks that has been created (working around on subject)?

E What is the number of citations of FIT documents?: _____

E What training programmes have been developed based on FIT manuals? Please specify:

E What is the number of trainers, staff, entrepreneurs trained based on FIT manuals?:

People trained through FIT manuals	#
Trainers	
MSE groupmembers/Partner staffmembers	
Other organization's staffmembers	
Others, specify:	

E How did MSEs benefit?

E Has local research capacity been strengthened? If yes, how? (e.g. through joint research, local consultants, training, workshops)

E Gender of researchers?

Female: _____ Male: _____

E What is response to/satisfaction with research results of end-users, MSEs, MSE groups and FIT partners, and other organizations?

Users of research results	good	fair	poor
End-users			
MSEs			
MSE groups/Partner organizations			
Other organizations			