

Indicator 7. The Presence of Outsiders in Programme Operations

Evaluation must determine who actually runs, manages and administers units installed by various programme activities. Are they done by the local people themselves, or by “outsider”? Determining whether or not a person is an outsider can be difficult. This protocol defines “outsiders” as those people who would not carry out their duties were it not for programme funds. Such people in all likelihood leave after programme funds dry up. Employing such a logic, a local bank manager who came from the big city is not an outsider. This is because this manager (or his replacement) will remain in the watershed after the Project has withdrawn. An employee of the NGO, even if he/she is a life-long residents of the watershed, is, however, defined as an outsider.

TEAM MEMBERS (NUMBER AND SKILLS)

1. Social Scientist. The social scientist will be responsible for determining who actually runs local programme operations.

NECESSARY TOOLS AND SUPPORT

1. This indicator requires no special tools.
2. A representative of the NGO and/or the state department must take the social scientist to the various programme sites.

FREQUENCY OF USE

The data for this indicator will be gathered through periodic evaluations, carried out approximately every three years.

TOTAL TIME REQUIRED TO USE INDICATOR

Refer to the same section in *Use*.

SAMPLING

Refer to the same section in *Use*.

PROCEDURES AND METHODS

1. In order to determine who actually runs the programme, visit a sample of units from each activity.
2. Interview local users, workers and managers. Ask them who operates and maintains the unit (see the questionnaire which follows).
3. Visit central funding/support/administrative offices and ask similar questions (see the questionnaire which follows).
4. Attempt to meet the people who are supposedly operating and maintaining the units. Determine if these people are in some way supported by the Project. If the reply is positive, they are “outsiders”.
5. Ask similar questions at the participatory sessions (see the questionnaire which follows).

DATA MATRIXES AND QUESTIONNAIRES

QUESTIONS FOR BENEFICIARIES (WHERE APPLICABLE)

1. Who runs this programme unit on a day-to-day basis?
2. If any maintenance is required, who directs that it be carried out?
3. Who actually does the work?
4. If there is any dispute regarding the use or maintenance of this unit, how is it solved?

QUESTIONS FOR NGO AND STATE DEPARTMENT OFFICERS

1. Who runs the programme units on a day-to-day basis?
2. If any maintenance is required, who directs that it be carried out?
3. Who actually does the work?
4. If there is any dispute regarding the use or maintenance of this unit, how is it solved?
5. Is there any mechanism through which future planning for this programme can be carried out?
6. How does it function, and under whose leadership/authority?
7. Is the use of this unit, or the planning for the future of this programme carried out in co-ordination with any other local, state or national group?

QUESTIONS FOR PARTICIPATORY SESSIONS

1. Who runs the programme units on a day-to-day basis?
2. If any maintenance is required, who directs it to be carried out?
3. Who actually does the work?
4. If there is any dispute regarding the use or maintenance of this unit, how is it solved?
5. Is there any mechanism through which future planning for this programme is carried out?
6. How does it function, and through whose leadership/authority.

FINAL PRESENTATION OF THE DATA AND ANALYSIS

1. Present that data matrix below and discuss it in detail.
2. Illustrate as many of the boxes as possible with qualitative detail.

SAMPLE DATA MATRIX

Who Does the Work:

Beneficiaries, NGO Staff, State Department Staff, or no one?

	Day-to-day Operation and Adminstration	Maintenance	Planning and Co-ordination	Dispute Resolution
Programme A				
Programme B				
Programme C				
Programme D				