

การพัฒนารูปแบบการประเมินโครงการเพื่อเสริมสร้างความยั่งยืนในงานพัฒนา

The Development of Evaluation Project Model to Enhance Sustainable in Development.

ธีรศักดิ์ อุ่นอารมณ์เลิศ (Thirasak Unaromlert)^{*}

ลุยง วีระนาวิน (Luyong Weeranawin)^{**}

ทิพย์วรรณ สุขใจรุ่งวัฒนา (Tippawan Sukjairungwattana)^{***}

Abstract

The objectives of the research entitled “the development of evaluation project to enhance sustainable in development” were to, 1) study the implementation, problems and necessities of project evaluation for enhancing the sustainable in development, and 2) develop project evaluation model for enhancing sustainable in development. This research was mixed method research those integrated between quantitative and the qualitative methods. The populations were 39 people consisting of Staffs under the Development Office of Community Development District, the Department of Community Development, and Ministry of the Interior in only 1 province about 10 districts. The data were collected through commonly available in 2 groups of discussion and interview separately. The key informants also were divided into 2 groups consisted of 13 development community officers as the first group and the second group was consisted of 5 experts on project evaluations and sustainable development. The research instruments employed in this study were used multi-techniques for studying such as questionnaire, the guided-questions for group discussion, and structured in-depth-interviewing questions. The data analysis was conducted as follows; frequency, percentage, mean, and standard deviation as quantitative method and content analysis as qualitative method. The findings were as follows:

1. The findings of implementation, problems and necessities of project evaluation for enhancing the sustainable development were found 16-20 community development projects

* รองศาสตราจารย์ ดร. ประจำภาควิชาพื้นฐานทางการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยศิลปากร

Assoc.Prof.Dr. Instructor, Department of Education Foundations, Faculty of Education, Silpakorn University.

** ผู้ช่วยศาสตราจารย์ ดร. อาจารย์พิเศษประจำภาควิชาพื้นฐานทางการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยศิลปากร

Asst.Prof.Dr. Extra Instructor, Department of Education Foundations, Faculty of Education, Silpakorn University.

*** อาจารย์ ดร. ประจำภาควิชาพื้นฐานทางการศึกษา คณะศึกษาศาสตร์ มหาวิทยาลัยศิลปากร

Dr. Instructor, Department of Education Foundations, Faculty of Education, Silpakorn University.

in 2013 fiscal year estimated 41.00 percent. In addition, every project employed there were project evaluations those using Goal - Based Approach estimated 51.30 percent and Summative Evaluation when project finished estimated 51.60 percent. As part of the development of the guide-line for project evaluation were set by the Department of Community Development and Evaluation / Assessment Program estimated 74.40 percent. The collecting data methods only quantitative tools were found. Moreover, the Analysis of implementation, problems and necessities of project evaluation for enhancing the sustainable development form the discussion groups (Focus Group Discussion) found that (1) nowadays; there were a lot of projects under responsibilities of community development, (2) Almost projects those received budgets supported by head office were suggested by public hearing, so there were no Pre- Implementation Evaluation at the beginning, (3) In the beginning phase, there were no participation involvements from project evaluation stakeholders. 4) The Department of Community Development is the agent who defined the guide-line and the model of project evaluation. (5) The project evaluation instruments employed were mainly using both quantitative and qualitative instruments. (6) The Department of Community Development designed the evaluation tools those used for collecting the data only the project those supported the budget. On the other hands, the other projects designed tool for collecting the data on their own ways.(7)Community Development officers should developed the knowledge and skills in project evaluation.

2. The model of projects evaluation to enhance the sustainable in development was called PEALRI Model. PEALRI Model was included Participation, Empowerment, Analysis and System Design, Learning form Practice, Results Checking, and Integrated Evaluation. The elements of the project evaluation were followed; the purposes of the project evaluation, scope of evaluation, indicators and evaluation criterion, the stake- holders related to project evaluation, project evaluation examiners, the methods of project evaluation, period of evaluation, reporting and giving feedback in all phases of the project cycle.

Keywords: 1. Development Model 2. Project Evaluation 3. Sustainable Development

Introduction

Sustainable development is universally defined as human's sustainable livelihood development. Since human's livelihood shows no stability and their livelihood development has become the big issue now but many of them are not aware of how to deal with it. That is the reason why sustainable development is originated finally.

Human's unsustainable livelihood development results from human's eager only to find comfort for themselves. Moreover, the political and cultural differences are also factors to bare some gaps of each human's livelihood development. Several world citizens do not earn enough money for their daily life expense while only a few of them have authority to control any resources for their own sake. Then, human's livelihood development is practical to only a few groups of people who consume resources wastefully. So, resources are badly destroyed but poverty problem is not solved yet. Taking action for the sake of oneself opposes to sustainable livelihood development (Sompoj Kannanuch, 2008 : 4)

Because of some problems mentioned above, "Development Studies" is recently originated. It aims to apply knowledge on education to develop the country. This study is interdisciplinary. In other words, it focuses on comprehensive development, applies wide ranges of knowledge in order to specify social problems, then, it solves problem by applying education. Therefore, development studies obviously focus on development based on modern paradigm, which becomes the sustainable development later. (Suwanai Thongnop, 1987 : 8)

The objective of community development is not the project's success but the project process is more important. The process mentioned is the community exploration, problem analysis, problems priority arrangement, problem solution planning, taking action as planned, follow-up and evaluation based on educational knowledge and group dynamics process.

Community development projects will be done further. That is to say, once a project is completed, the next one will be carried on then. To develop community by themselves, developers should encourage local people to learn these processes. This agrees with the objective of community development which is "developing local people to think, decide, take actions, and take responsibility for any projects for the sake of their own and community".

Hence, in order for the community development to reach the goal, evaluation is necessary because the data from each evaluation is useful for project planning. In terms of selecting perspective methods to take actions, getting rid of any problems, unpredictable problems finding and problems solving, community development is carried on together with local people and authorities' cooperation to improve economic, social and cultural conditions inside each community, and to unite community to be one part of nation. The country is developed then.

Not only unsuitable development process, problems on evaluation and project progress reported also causes of community development's failure.

In the past, the projects were evaluated by governmental authorities who ran the projects themselves. They evaluated based on projects' outputs only but they ignored the outcomes or impacts; thus, local people were misinformed and the projects were not successful and sustainable enough.

Moreover, the projects lack the interdisciplinary evaluation. The evaluation and action **were** separated. Summative evaluation is done more than formative evaluation. In addition, holistic project's outcome evaluation and impacts are not carried on. That is the reason why the development is not balanced, lacks of developmental sustainability.

Developer's paradigm for evaluation is still the same as always because the evaluation focuses only on expected outcomes. Also, local people's cooperation is not strong enough because of governmental authorities' lack of knowledge, understanding and skills in evaluating the development project based on the latest paradigm.

Evaluation is one of the most important processes of community development because those responsible for the development project clearly check whether the projects' outcomes are as expected or not, and if the projects put any effects on the community. Additionally, the evaluation shows whether the project management has some strong or weak points in order to make the next projects far better. As well, through each evaluation, local people know and understand their own responsibility, or we say they start to learn on their own.

Those responsible for the project make use of evaluation. Then, they usually think by themselves how to modify, improve or solving the problems on community development. The evaluation is used as a main hub distributing data on methods, processes, project outcome follow-up or even Key of Performance Indicator which those related use for the next evaluation later in order to have some transparency in evaluation, reliability and acceptance on both sides. This evaluation helps the project go smoothly and accomplish the sustainable development goal as expected.

As well, it is considered in terms of participation. "Participation" is necessary for strengthening the community until they can depend on and manage themselves.

Therefore, the researcher here shows project's progress, problems and some factors necessary for project evaluation in order to have the sustainable development, have the correct information for project improvement, be useful for evaluating the development project related to paradigm and development trend nowadays.

Research Objectives

- 1) To study the project progress, problems and some factors necessary for sustainable development project evaluation
- 2) To develop of evaluation project model to enhance sustainable in development.

Research Questions

- 1) What are project progress, problems and some factors necessary for sustainable development project evaluation?
- 2) What is the sustainable development project evaluation **model**?

Research Scope

Population Scope and Data Distributor

The populations in this research were 39 community developers from 10 districts community development offices, Community Development Department, the Ministry of Interior.

There were 2 discussion and interview groups of data distributors.

Group 1: 13 district community developers (focus group discussion)

Group 2: 5 sustainable development and project evaluation experts

Delimitation

The researcher studies the concepts, theories and other related researches on sustainable development project's evaluation process modification. Also, the researcher studies the project progress, problems and some factors necessary for provinces development project by asking the province and district community developer, other developers, and related experts. As well, the researcher asks the experts for some advices about how to modify the development project evaluation and study the documents of community development offices, the province, and district community development offices' project evaluation reports, Economy and Social Development plan (11th plan) and development strategy plan by Community Development Department, the Ministry of Interior, in order to think how to modify the community development project evaluation.

Concepts

The researcher creates the research plan by referring some concepts, theories and other related researches, and collects data from various sources and experts as follows : formative evaluation, summative evaluation, responsive model by Stake, CIPPiest evaluation by

Stufflebeam, empowerment evaluation, utilization focus evaluation, participation evaluation, outcome mapping, logical framework, action research, thinking system-based developmental theory project management, theories on sustainable development, participation concepts, data on important factors, concepts and theories on evaluation modification. All can be concluded as follows.

Scope of Research Concepts

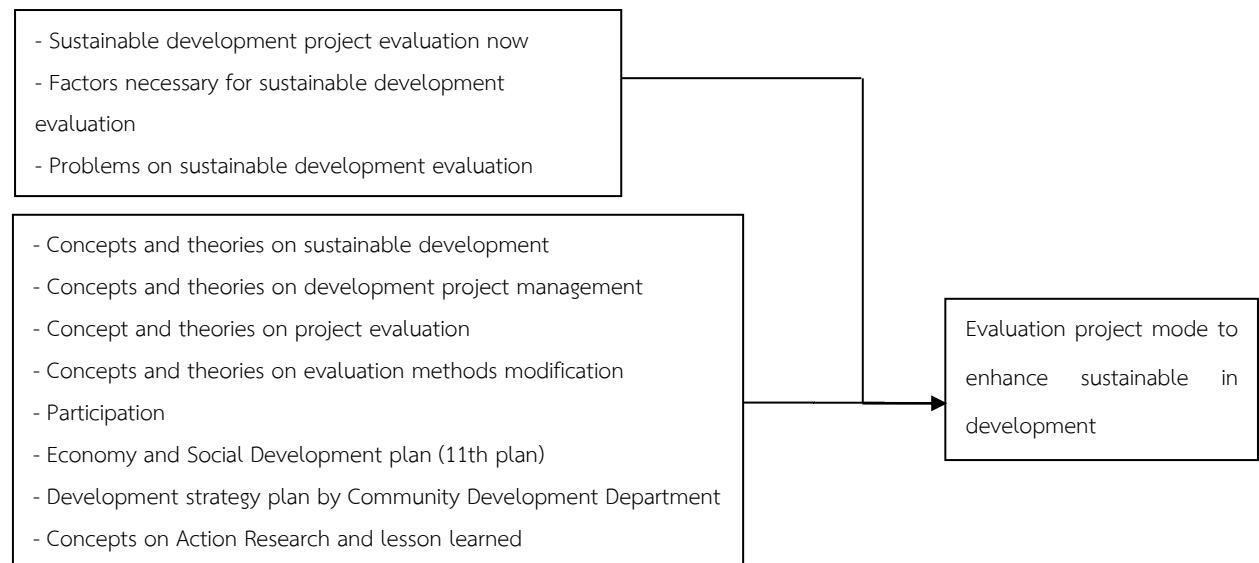


Diagram 1: Conceptual Framework

Research Tools

There are 2 types of research tools.

- 1) Structured Interview: In-depth interviewing the experts on sustainable development project evaluation
- 2) Questionnaires on some factors necessary for sustainable development project evaluation now
- 3) Guidelines of focus group discussion for studying fundamental information to develop evaluation project model for enhancing sustainable in development by focus group discussion with experts

Data analysis

1) The quantitative data analysis was done by obtaining the data from the questionnaires and evaluation forms were analyzed by using descriptive statistics such as Frequency, percentage, average and standard deviation and interpret averages against the following criteria: (Best, 1978 cited in Boonchom Srisa-ard, 2002)

The average score in the range of 4:51 to 5:00 refers to the opinion of the highest level.

The average score in the range of 3:51 to 4:50, referring to the opinion of high level.

The average score in the range of 2:51 to 3:50, referring to a comment in the medium levels.

The average score in the range of 1:51 to 2:50, referring to a comment on a few levels.

The average score in the range of 1:00 to 1:50, referring to a comment in the fewest levels.

2) The qualitative data analysis was done from the open-ended questionnaire, group chat, interviews and content analysis by studying the detailed of the response of the individual before the classification based on the answers of all. Bring on those groups or categories. Consideration will see the frequency of each group. The researchers selected a high frequency opinion as a base-lined of discussion or in the critical issue.

Research findings

1. The results of the implementation problems and the need to evaluate projects to enhance the sustainable development of the questionnaire were found almost of community development projects that in 2013 B.E. fiscal Year approximately 41 percent about 16-20 projects those were employed project evaluation using the Goal – Based Approach at every project approximately 51.30 percent. In addition, the Evaluation of alternative was employed at the end of the project those were Summative Evaluation about 51.60 percent. As part of the development project / program evaluation guidelines were set by the Department of Community Development approximately 74.40 percent. The methods used to collect data for project evaluation were used only quantitative tools.

The results of the implementation problems and the need to evaluate the project in order to strengthen sustainable development in the focus groups were found (1) now a day, there were a lot of number of community development project run by the agency in charge of head quarter. (2) Most of the development projects have been supported by the agency

throughout the community forum didn't employ pre-Implementation Evaluation. (3) There were not found the involvement of stakeholders in evaluating projects at the beginning. (4) The Department of Community Development is defined assessments based-line to assessment the project. (5) The tools were used for evaluating the project, mainly employed both quantitative and qualitative. (6) The Department of Community Development was provided the tool for collecting the data only the project those supported budget under Department of Community Development, but in most of the other projects need to create the tools by themselves. (7) There were using the results of project evaluation to set up the next projects concretely. (8) The community Development officers should develop knowledge and skills in project evaluation.

As the results from analyzing of the implementation problems and the need of evaluation projects to enhance the sustainable development by document analysis were found the significant data those were (1) In the final report of project evaluation, the report cannot be concluded a whole part of those projects and the how could they achieved their objectives or goals or not. (2) The key indicators for evaluation could not reflect the success of the project and they were not in line with what the Department of Community Development, were required in project evaluation. (3) There were no defined indicators for evaluation clearly and those could not reflect the achievement of the project. (4) The period of evaluation were employed at the end of the project only. (5) The frequency of the data collection only once in a whole period, but it did not appear in the final report. (6) The project inspectors were the hosts who were responsible for the project. (7) The key informants almost were participants who attended the activities only one group. (8) There was no criteria and set of evaluation tools those were designed by the Department of Community Development. (9) The model of the evaluation final report they used were not the model of evaluation from Department of Community Development.

As the results from analyzing of the implementation problems and the need of evaluation projects to enhance the sustainable development project using in-depth interviews group of the expert's techniques found the significant data those were. (1) The principal of implementing development of sustainable community's project consisted of "Participation" "the project that should be from the authentic community needs and the long-term benefit to the community," "could organize and handle by itself" and "linkage between sustainability of resources in the community and the ability to self-manage of the people in community", (2) key indicators of sustainable community development projects were consisted of indicator of involvement from the people in community. The indicators about the sustainability of the

Office of National Economic and Social Development are divided into three-dimensions those were included economic and social environment dimensions. Moreover, the indicators about management competency on project continuously in public sector. The indicators those could be presented the sustainability of the resources in the community and the ability to self-management of the community. (3) A procedure or processes in managing the project sustainably were included planning, practice monitoring and evaluating. (4) A project evaluating to promote the development of a truly sustainable of the project should be assessed in all phases of project implementation. Using a model of participatory evaluation could provide an opportunity for all stakeholders to participate in the project co-operatively and provided with the evaluation model of Empowerment Evaluation. (5) The range of the time and indicators of each phase on evaluating and measuring to strengthen sustainable development should evaluate all three phases could be described. At the beginning of a project phase, during of project phase, and At the end of the project phase. All phase should focus on Formative Evaluation for contributing the improvement and Summative Evaluation for leading to the conclusion that could inferred the achievement of the objectives or goals of the project or not.

2. The model of evaluating projects to strengthen the sustainable development named PEALRI Model, stranded for the creation of participation, Empowerment, Analysis and System Design, Learning form Practice, Results Checking, and Integrated Evaluation. In addition, The elements of the assessment were as follows; The purpose of the assessment, The evaluation focused Indicators and evaluation criteria, involvement of stakeholders, The evaluation procedure and methodology, the period of evaluation, Reporting and feedback in all phases of the project cycle. All can be concluded as follows.

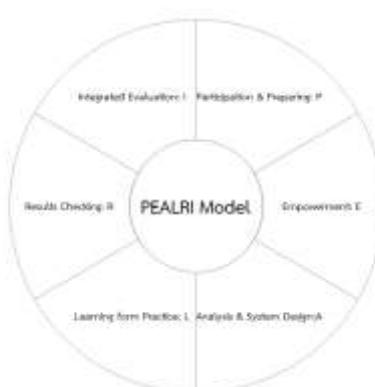


Diagram 2 : PEALRI Model

Discussing the findings

(1) The condition of implementation, the problems and the need to evaluate the project to enhance the sustainable development. The research found the majority of respondents had not received training on how to assess and develop projects in fiscal year 2013 and has a deep understanding of the assessment project is moderate. This consistent with a research of Ananya Kuariyakun (2010), who has done research on the development of models to assess the practical training for nursing students institute Praboromarajchanok found that the problems and needs of the personnel involved both evaluators, evaluation procedure and the result. All of the related officers need more clearly and accurate development of internship evaluating program for nursing students.

In the current condition implementation of the project is mainly was Goal - Based Approach and assessed at the end of the project (Summative Evaluation) as the same as Kanchana Kayadee : 2010) Who has done research on the development of models to assess the training of military force: the application of the concept of multiple assessments. As the results were found that the main course on academic track were conducted continuously to develop a military specialization. The evaluation of training course was conducted at the end of the training that focused on distributed information on the number of participations, the achievement of training course. By the way, the project evaluation after training was minimal. In addition, based on the findings in the development of a project, the guidelines of program evaluation those were found; Most of the Department of Community Development was designated a project / program evaluation guidelines. The data collections to evaluate projects were use only a quantitative evaluation questionnaire as a source of information to evaluate the project. In addition, Key informants were only Specific target groups for example, the village residents who received services as a n only stake-holders group were provides an opportunity for participating in project evaluation. As related to Ananya Kuariyakun (2010), who has done research on the development of models to assess the practical training for nursing students institute Praboromarajchanok found that the problems and needs of the personnel involved evaluators, evaluation procedure and the result. All of the related officers need more clearly and accurate development of internship evaluating program for nursing students.

(2) The based-line on project evaluation to enhance sustainable development.

The results showed that the project will support the development of a truly sustainable, should be assessed in all phases of project implementation using the Participatory Evaluation for providing an opportunity for all stakeholders to participate in the project evaluation In addition, employed model of Empowerment Evaluation on project evaluation.

In terms of the project evaluation should be used both quantitative and qualitative tools for collecting the data. As related to Sawaschai Sripanomthanakorn's research (2007 : 173), who has done research on the development of models to assess the empowering system for the evaluation of learning in basic education. The research found that the participation of staffs in assessing the results of the evaluation at all standard items were in good to excellent level. And also in line with the Thunwa Jitsanguan (2007 : 46-48) mentioned about the application of the philosophy of sufficiency economy for the process of national development towards self-reliance in a balanced, stable and sustainable found that That is an important factors those are rely on the principle "Participation" and "studied systematically," we could infer that the development process should be provided freely chance for residents and staffs at all levels to take part in a discussion and cooperation. Also consistent with the concept of the strengthening communities Community Development Department (2012 : 2) defines the basic concepts of community development, the research found that the basic idea to develop a community of personal staffs was important. The People Participation was at the heart of community development based on the principles of participation of the people involved in thinking to plan the operation and maintenance of the private key indicators of the project. The indicators of develop sustainable communities included three dimensions those were Economic dimensions, social dimensions and environment dimension. This research was consistent with the concept of Chaianan Samudavanija (1998 : 60). (1) Social dimension was the development of citizens and social those linked to economic development, natural resources and environmental equilibrium. (2) Economic dimension meant the stable economy; long-term economic growth continuously and the quality of economic development must be balanced and beneficial to the majority of citizen, and (3) the environmental dimension referred to the use of natural resources and the environment to the extent that maintain biodiversity and to recover to restore close to original condition as much as possible. Moreover, this also relevant to the Office of the National Economic and Social Development (National Economic and Social Council, 2004 B : 9-11) suggested that Proposed approach to empower sustainable development those included an emphasis on balanced development in the three dimensions of sustainable; firstly, natural resource management and environmental dimensions, secondly, sustainable economic development and the third dimension was Social development to achieve sustainable development. As the results were found that the project was to strengthen sustainable development should include periodic assessments of all four phases: (1) Pre Evaluation (2) Formative Evaluation (3) Summative Evaluation and (4) Follow - up study or impact assessment. These findings were related to Anurak Panysnuwat's idea (2003) stated that

project assessment should consist of 4 Phases those were (1) Preliminary Evaluation; to seek for the feasibility (Feasibility Study) 2. Formative Evaluation; was evaluating those emphasized that improvement and always used for evaluating during a plan or development project evaluation (3) Summative Evaluation; used to or evaluation summary at the end of the project, and (4) Impact evaluation was monitoring the impact of the operation on the each project including overall impact of all kinds.

(3) A model of evaluating the project to empowering sustainable development.

The study was found that the project evaluation to strengthen sustainable development should consist of the following characteristics. First, every phase should focus on the participation and preparation involved. Next, Commitment; all concerned commitment to achieving the goals of the project focusing on the exploitation or Utilized Focused Evaluation. Then, evaluation must focus on the project achievement (Results Based Evaluation) and finally, Integrated holistic evaluation. As the result above, were related to Suwimon Wongwanid (1995 : 52-56) mentioned that the participatory evaluation was the evaluation that involves all stakeholders to work together in evaluation using participatory procedure. In addition, the assessment will focus on engaging with the participation of all stakeholders and provide the opportunity to decide flexibility practice and directed the project on their own way using a variety of methods, both quantitative and qualitative. Hence, the professional inspectors' roles were just only facilitator and advocacy coordinator aimed at achieving the goal of the project those were determined by the target / stakeholders of the project. Moreover, the findings were also in line with the concept of Michael Quinn Patton (1978) has proposed the concept and evaluation model that focuses leveraging. (Utilization-Focused Evaluation) to solve the problem of assessing the specific issues that have often been criticized. Assessment does not lead to results and the executives believed that the evaluation didn't match with the information required for decision-making (Somkid Phomjui, 1999)

Suggestions

The suggestions on research applicable

1. The research found that most of personal staffs had never attended any developmental training about the project evaluation courses. Their deep understandings of the project evaluation were moderate. Hence, the relevant government agencies should provide support developmental training to their related staffs those were deal with every projects implementation both the project management and project evaluation. In order to provide the

personnel involved with the development of knowledge in project management and project development experience.

2. The research found that implemented the development community project; Most of them will not have a group of stakeholders to participate in meetings to plan the project. As the mentioned results caused there were no Pre- Implementation Evaluation. Therefore, the relevant government departments should establish an understanding with community leaders of the importance, guidelines of implementing and the benefits of project evaluation before implementing the project and allowed the community to participate in the assessment, literally.

3. The results of the study found that the guidelines and the model project to strengthen sustainable development; the related government agencies should support and encourage the personnel staffs involved in the project development and promoted the understanding using various means of training, seminars forum. It made the related personnel staffs could apply, guidelines and model of project evaluation effectively.

4. The results of the research showed that people need tools and metrics for evaluating projects. Therefore, the relevant authorities should be required to prepare and collect metrics related to the project to enhance sustainability in order to choose the appropriate personnel to evaluate the project.

Suggestions for further research.

1. There should be an extension of the participatory action research community to approve the model and to evaluate the project in order to strengthen sustainable development.
2. There should be conducted further research to study the details of the project to evaluation such issues and trend of evaluation, Indicators of assessment, and tools were used in the assessment.
3. There should be conducted a study of analyzing the causal model that can affect the assessment of the project to enhance sustainable development.

Bibliography

Ananya Kuariyakun. (2010). “Behavioral risk factors predictive of student nurses College of Nursing Uttaradit.” *Health Science Research* 4, 1 (January - June) : 19-27.

Chaianan Samudavanija. (1998). Good governance with Education Reform - Political reform. Bangkok : Appeared in print.

Community Development Department, Ministry of the Interior. (2006). A Guide to Create Sufficiency According from King Rama 9. Bangkok : Community Development Department. Promotion and development community.

Kanchana Kayadee. (2000) Development of an Evaluation Model of Royal Thai Air Force Military Officers' Training : AN Application OF Multiple Evaluation Approaches.

National Economic and Social Council. (2004). "Project of Development the indicators of sustainable of Thailand" Full Paper. Thailand Environment Institute and Kenan Institute Asia.

_____. (2004). Reporting on target Millennium Development Thailand 2004. Bangkok : The United Nations Country Team, Thailand.

Sawaschai Sripanomthanakorn's research. (2007). "The Development of a Model for Evaluating Learning Measurement and Evaluation Systems in Basic Education Institutes Using Empowerment Evaluation Method" Education Doctoral Thesis. Department of Research and Evaluation. College, Naresuan University.

Somkid Phomjui and others. (1999). Technical evaluation of the project. Nonthaburi : Sukhothai Thammatirat University.

Sompoj Kannanuch, (2008) Sufficient Economy to Sustainable Development "Change the development paradigm" Bangkok : Social Development and the Environment. NIDA.

Suvanai Thongnop. (1987). "Community Development Department with UNICEF Development of rural children." Community development. 26,1 (January) : 17-20.

Suwimon Wongwanich. (1995) Research and development of internal evaluation of schools. Bangkok : Cooperative Promotion Department.

Thunwa Jitsanguan. (2007). The development of sustainable agriculture : Analysis of economic and social factors. Access the 10th December.
From <http://www.mcc.cmu.ac.th/Seminar/pdf/657.pdf>.