

Useful resources, information and tools

Evaluation toolkits

A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation by the UN Women Evaluation Unit

http://unifem.org/evaluation_manual/

This is a practical guide to help those initiating, managing and/or using gender equality and human rights responsive evaluations. It is intended for all international development professionals who deliver or manage programs and projects, including those whose primary focus is human rights, gender equality, and women's empowerment, and those where human rights and gender equality are mainstreamed or crosscutting.

Learning to Live: Monitoring and evaluating HIV/AIDS programmes for young people by Douglas Webb and Lyn Elliott

[http://www.reliefweb.int/rw/lib.nsf/db900sid/LHON-64LK6C/\\$file/SaveTheChildren_AIDS_ME_January_2002.pdf?openelement](http://www.reliefweb.int/rw/lib.nsf/db900sid/LHON-64LK6C/$file/SaveTheChildren_AIDS_ME_January_2002.pdf?openelement)

The specific aims of this handbook include:

- To introduce the concepts which underlie project M&E (including stakeholder identification, situation analysis and indicators).
- To demonstrate how these are practically applied in HIV/AIDS projects.
- To provide an overview of existing good practice in key sectoral areas, and how these practices have been identified.
- To give examples of methods and procedures which can be used in monitoring and evaluating HIV/AIDS projects (including developing a logical framework, and using KABP surveys and focus group discussions)

This handbook includes a very detailed section on indicators and has a focus on measuring impact.

Toolkits: A practical guide to monitoring, evaluation, impact assessment by Louisa Gosling and Mike Edwards

(This can be ordered from <http://www.savethechildren.org.uk/resources/online-library/toolkits-practical-guide-planning-monitoring-evaluation-and-impact>)

Designed to promote a systematic approach to planning, reviewing and evaluating development work, Toolkits has proved popular and useful to countless development workers around the world. Covering the whole process of monitoring, evaluation and impact assessment, it includes a range of practical tools that can be adapted to suit different circumstances. This second edition, which has been substantially revised and updated, brings a common sense approach to recent developments in monitoring and evaluation. One of the chapters looks at impact assessment and there is also a

chapter and tool on monitoring and evaluating advocacy. This practical guide will be of use to anyone involved in development work.

W.K. Kellogg Foundation Evaluation Handbook

<http://www.wkkf.org/knowledge-center/resources/2010/W-K-Kellogg-Foundation-Evaluation-Handbook.aspx>

This handbook provides a framework for moving from a shared vision for effective evaluation, to a blueprint for planning, designing and conducting evaluation, to actual practice. It has a particular focus on project-level evaluation. *Part One* includes recommendations for creating a better balance between proving that programs work and improving how they work, based on ongoing learning. *Part Two* describes the three components of project-level evaluation that can assist project staff to address a broad array of important questions about their project. It provides a blueprint for planning, designing, and conducting project-level evaluation. This section highlights the important steps to take, including identifying stakeholders, developing evaluation questions, determining data collection methods, analysing and interpreting data, and communicating findings and insights. Real examples are provided of ways in which evaluation can support projects.

Evaluating Communication for Development

Measuring Change. Planning, Monitoring and Evaluation in Media and Development Cooperation, 3rd Symposium Forum on Media and Development, Catholic Media Council

http://www.cameco.org/files/measuring_change_1.pdf

This publication includes a paper by Birgitte Jallof on the use of the Most Significant Change technique to evaluate the impacts of community radio and a paper by Serena Rix Tripathy from Search for Common Ground Nepal on 'Monitoring a Moving target: Peace building soap opera in Nepal'.

Measuring Change: A guide to participatory monitoring and evaluation of Communication for Social Change by Ailish Byrne and others

<http://www.communicationforsocialchange.org/publications-resources.php?id=282>

This guide was developed by the Communication for Social Change Consortium. It was developed for all those involved in CFSC processes, but especially for people who are facilitating the dialogue and implementation processes. It aims to be useful when monitoring and evaluating CFSC processes and evolving change, such as shifts in the dominant norms or beliefs in a defined community. It is based on a Participatory Monitoring and Evaluation (PM&E) process based on dialogue and sets out six stages for implementing a PM&E process. It aims to help participants, including those most affected by change, to ask and consider essential questions about what they propose to change, whether or not desired change has been accomplished, and how successful the initiative has been.

Monitoring and Indicators for Communication for Development by DANIDA

http://webzone.k3.mah.se/projects/comdev/_comdev_PDF_doc/Danida_ComDevt.pdf

This technical note includes general guidelines for monitoring and indicators on communication for development, and analyses the process of identifying indicators in programmes (1) where communication in itself is a vehicle for social change (media development), and (2) where communication is an integral part of a sector/development program (development communication).

Participatory research, planning and evaluation toolkits

Ethnographic Action Research Training Handbook by Jo Tacchi and others

<http://ear.findingavoice.org/>

This handbook was designed to train EAR researchers to continually develop and deepen their understandings of communication in local contexts. It includes an introduction to EAR and how to use the handbook. It also has sections that help you to get started with using EAR, provide details of various research tools and techniques in the EAR Toolbox, and help you to deal with EAR data. This practical handbook includes numerous real examples of different forms of data such as field notes, interview transcripts and communicative ecology mapping.

Evaluate Together. In How to Mobilize Communities for Health and Social Change by Lisa Howard-Grabman and Gail Snetro

<http://www.healthynewbornnetwork.org/sites/default/files/resources/How%20to%20mobilize%20communities%20for%20health%20and%20social%20change.pdf>

The evaluation section of this online field guide covers the following steps to undertaking a participatory evaluation:

- Determine who wants to learn from the evaluation
- Form a representative evaluation team with community members and other interested parties
- Determine what participants want to learn from the evaluation
- Develop an evaluation plan and evaluation instruments
- Conduct the participatory evaluation
- Analyse the results with the evaluation team members
- Provide feedback to the community
- Document and share lessons learned and recommendations for the future
- Prepare to *reorganise*

Outcome Mapping: Building learning and reflection into development programs by Sarah Earl and others

<http://www.idrc.ca/openebooks/959-3/>

Outcome Mapping can be used to create planning, monitoring, and evaluation mechanisms that enable organisations to document, learn from, and report on their achievements. It is designed to assist in understanding an organisation's results, while recognising that contributions by others are essential to achieving the kinds of sustainable, large-scale improvements toward which the organisation is working. Outcome Mapping provides ways of overcoming some of the barriers to learning faced by evaluators and development partners. Section 1 presents the theory underpinning

OM — its purpose and uses, as well as how it differs from other approaches to M&E in the development field, such as logic models. Section 2 presents an overview of the workshop approach to OM, including the steps of the workshop, as well as how to select participants and facilitators. Sections 3, 4, and 5 outline each of the stages of an OM workshop, suggest a process that can be followed by the facilitator, and provide examples of the finished ‘products’.

Participatory Impact Assessment: A guide for practitioners by Andrew Catley and others

<https://wikis.uit.tufts.edu/confluence/display/FIC/Participatory+Impact+Assessment>

This guide provides a broad framework for carrying out project level Participatory Impact Assessments (PIA) of livelihoods interventions in the humanitarian sector. This framework does not aim to provide a rigid or detailed step by step formula or set of tools to carry out project impact assessments, but describes an eight stage approach, and presents examples of tools which may be adapted to different contexts. The guide aims to demonstrate how PIA can be used to overcome some of the inherent weaknesses in conventional humanitarian M&E and impact assessment approaches, such as: the emphasis on measuring process as opposed to real impact, the emphasis on external as opposed to community based indicators of impact, and how to overcome the issue of weak or non-existent baselines. The guide demonstrates and provides examples of how participatory methods can be used to overcome the challenge of attributing impact to actual project activities. It also shows how data collected from the systematic use of participatory tools can be presented numerically, give representative results, and provide evidence-based data on project impact.

Participation and Social Assessment. Tools and Techniques by Jennifer Rietbergen-McCracken and Deepa Narayan

http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/1996/04/01/000009265_3980624143608/Rendered/PDF/multi0page.pdf

This resource kit presents information and experiences on participatory methods in order to support the adoption of participatory approaches in World Bank-supported projects and studies. It provides core information about the different methods and applications, with the primary focus on providing practical guidance and case examples. The kit includes modules on social assessment, stakeholder analysis, participatory methodologies, and PM&E. Participatory methodologies showcased are Participatory Rural Appraisal, SARAR (Self-esteem, Associative strength, Resourcefulness, Action planning, and Responsibility), and Beneficiary Assessment.

Tools Together Now! A toolkit of 100 participatory tools to help facilitate community mobilisation by the International HIV/AIDS Alliance

<http://www.eldis.org/go/home&id=23797&type=Document>

This toolkit is intended to help organisations and community groups mobilise and work together to address HIV/AIDS issues. It provides a selection of 100 participatory learning and action (PLA) tools which can be used for HIV/AIDS programmes: interactive activities which enable communities and organisations to learn together about HIV/AIDS in their community, develop a plan, act on it and evaluate and reflect on how it went.

Assessments of key M&E approaches and methods

The following resources provide information on the strengths and limitations of various M&E and impact assessment frameworks, approaches, methodologies and methods:

Monitoring and Evaluation: Some tools, methods and approaches by the World Bank

http://www.worldbank.org/ieg/ecd/me_tools_and_approaches.html

Compendium on Impact Assessment of ICT-for-Development Projects by Richard Heeks and Alemayehu Molla

<http://ict4dblog.wordpress.com/2008/12/03/impact-assessment-of-ict4d-projects/>

The 2002 User Friendly Handbook for Project Evaluation by Joy Westat

<http://www.nsf.gov/pubs/2002/nsf02057/nsf02057.pdf>

The section 'Review and comparison of selected techniques' on pages 49 – 62 provides an overview of various evaluation techniques including surveys, interviews, focus groups, observations, key informants and case studies, and their advantages and disadvantages.

Most Significant Change technique

Most Significant Change website

<http://mostsignificantchange.org/>

This website was created in response to the need for knowledge management and dissemination of the use of the Most Significant Change (MSC) technique. The portal is envisioned as a networking portal as well as clearing house for all MSC related information for the global community of practice. It is supported by UNICEF, India.

Training Package for Implementing MSC Trainings by UNICEF India

<http://mostsignificantchange.org/manuals.html>

This training package is a synthesis of almost two years of UNICEF's hands-on experience in implementing the Most-Significant Change technique as part of the Participatory Monitoring and Evaluation of a Behaviour Change Communication Program in India. The aim of the package is to enable MSC trainers to design and deliver trainings on MSC to an array of stakeholders, targeting specific needs.

The Most Significant Change (MSC) Technique. A guide to its use by Rick Davies and Jessica Dart

<http://www.mande.co.uk/docs/MSCGuide.pdf>

This is the original MSC manual which describes each of the ten steps to implementing the MSC technique. It includes sample story collection formats, examples of significant change stories and a sample story reporting format. There are also chapters on troubleshooting; building capacity for effective MSC; using MSC within a monitoring and evaluation framework; validity and voice issues; and new directions for MSC.

A Self-Help Guide to Implementing MSC by Jessica Dart

<http://www.clearhorizon.com.au/publication/a-self-help-guide-for-implementing-the-most-significant-change-technique/>

This aim of this guide is to help groups design an MSC system for their program or project. The guide splits MSC design into 8 steps. Each step is described, then some questions are asked in relation to the step. The aim is that answering these questions will help your group develop an appropriate MSC process. This document was designed to be used as part of a one-day training workshop in MSC - it was not intended to be a stand-alone document.

Stakeholder identification and analysis

Method and Steps for Identifying Stakeholders

http://ac4sc.org/en/wiki/scoping_and_community_research_work#toc1

(**Note:** this is currently only accessible to authorised users of the AC4SC website)

This set of steps and methods was developed as part of the AC4SC project and includes a checklist for stakeholder identification. It was adapted from the 'Stakeholder Identification' section of *Social Analysis Systems* (see

http://www.sas2.net/documents/tools/techniques/stakeholder_identification.pdf)

Participation and Social Assessment. Tools and Techniques (listed above) includes a section on stakeholder analysis.

A Manager's Guide to Gender Equality and Human Rights Responsive Evaluation by the UN Women Evaluation Unit includes the following section on Identifying Stakeholders and Reference Groups

http://unifem.org/evaluation_manual/evaluation-preparation/identifying-stakeholders-reference-groups/

The W.K. Kellogg Foundation Evaluation Handbook (listed above) includes a section on identifying stakeholders

The Keystone Theory of Change guide includes a section called 'Analysing individual actions and creating a collaboration profile' which helps your organisation to think through its relationship with various potential partners (see page 27 in

<http://www.keystoneaccountability.org/sites/default/files/2%20Developing%20a%20theory%20of%20change.pdf>)

Developing a Theory of Change

Developing a Theory of Change. A guide to developing a theory of change as a framework for inclusive dialogue, learning and accountability for social impact by Keystone Accountability.

<http://www.keystoneaccountability.org/sites/default/files/2%20Developing%20a%20theory%20of%20change.pdf>

This guide includes information about developing a vision of success, mapping the preconditions of success and system mapping. It also includes an appendix that compares the logical framework

(logframe) approach with a theory of change approach. We found that this theory of change process needed to be adapted for use in the AC4SC project.

Definitions of key terms used in the Keystone Theory of Change guide

http://www.ac4sc.org/en/wiki/m_e_systems#toc3

This document lists definitions of the key terms used in the Theory of Change guide which were adapted for use AC4SC and provides a brief overview of the TOC process.

Other useful M&E resources

Assessing Impact without Indicators, Case Study from Vietnam by Demetrio Innocenti (2008). Paper presented at the *3rd MES International Evaluation Conference. Workshop: Impact Evaluation: Challenges for Decision-making, Accountability and Quality*. Kuala Lumpur, Malaysia.

www.ideas-int.org/documents/Document.cfm?docID=111

Evaluation South Asia (2008) edited by Bob Williams and Meenakshi Sankar

http://unicef.org/rosa/ROSA_Evaluation_Journal.pdf

This publication contains eight papers on evaluation in the South Asian context. They include a paper on an evaluation of HIV/AIDS programs in Bangladesh, Nepal and Indonesia that used participatory and mixed methods approaches, and a paper on the development of new participatory tools to measure attitude, behaviour, perception and change.

Handbook on Planning, Monitoring and Evaluating for Development results by UNDP

<http://undp.org/eo/handbook>

You can find information about how to set different types of indicators using the SMART indicator concept on pages 61-69 of this comprehensive UNDP handbook.

How Do You Choose Indicators to Measure Social and Economic Changes? A fact sheet by Regional Natural Resource Management, Queensland Government

http://www.regionalnrm.qld.gov.au/research_sips/social_economic/knowledge/understanding/change_indicators.html

This short, easy to understand fact sheet provides a useful overview of different types of indicators (formal/informal and objective/subjective), some examples of different kinds of indicators, and using the SMART and SPICED test to assess your indicators.

Questionnaire Design: Asking questions with a purpose by Ellen Taylor-Powell

<http://learningstore.uwex.edu/assets/pdfs/G3658-2.pdf>

This very useful, easy to understand guide to questionnaire design helps you to construct a questionnaire that is useful and effective in an evaluation. It asks you to think about what kind of information you want to collect (for example, information about knowledge, attitudes, behaviour

and attributes of people); and how to word questions and format your questionnaire. It also includes advice about pretesting questionnaires.

New thinking on evaluating communication for development

Byrne, A. (2008). Evaluating social change and communication for social change: New perspectives. *MAZI*, 17. <http://www.communicationforsocialchange.org/mazi-articles.php?id=385>

Byrne, A. (2009a). Pushing the boundaries: New thinking on how we evaluate. *MAZI*, 19 <http://www.communicationforsocialchange.org/mazi-articles.php?id=399>

Byrne, A. (2009b). *Evaluating social change communication*. Brighton, England: The Institute of Development Studies.

<http://www.communicationforsocialchange.org/pdfs/evaluating%20social%20change%20communication%20brighton%20may%2009%20-%20unids.pdf>

Selected papers on the AC4SC project

Lennie, J., Skuse, A., Tacchi, J. & Wilmore, M. (2008). Challenges, issues and contradictions in a participatory impact assessment project in Nepal. Paper presented at the *Australasian Evaluation Society International Conference*, Perth, 12 September 2008.

<http://www.aes.asn.au/images/stories/files/conferences/2008/Papers/p14.pdf>

<http://www.aes.asn.au/images/stories/files/conferences/2008/Presentations/June%20Lennie%201000%20-%201030.pdf>

Lennie, J., Skuse, A., Koirala, B., Rijal, N. & Wilmore, M. (2009). Developing a participatory impact assessment approach and action research culture within a communication for social change organisation in Nepal. Paper presented at *the Perspectives on Impact Evaluation: Approaches to Assessing Development Effectiveness International Conference*, 2 April 2009, Cairo, Egypt.

(For a summary of the paper go to <http://eprints.qut.edu.au/26034/>)

Lennie, J., Tacchi, J. & Wilmore, M. (2010). Critical reflections on the use of meta-evaluation in the 'Assessing Communication for Social Change' project. Paper presented at the *Australasian Evaluation Society International Conference*. Wellington, New Zealand, 3 September 2010.

http://www.aes.asn.au/images/stories/files/conferences/2010/Papers/AES_2010_paper_Lennie_et_al.pdf

Tacchi, J., Lennie, J. & Wilmore, M. (2010). Critical reflections on the use of participatory methodologies to build evaluation capacities in international development organisations. *Proceedings of the 8th World Congress on Participatory Action Research and Action Learning*, Melbourne, Victoria, 6-9 September 2010. <http://www.alara.net.au/wc2010/proceedings>