



# GLOVE Project

## Evaluation Planning Workshop

October 4th 2006

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Clear Horizon



# Purpose of today

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- For people to broadly understand what People-Centered evaluation is, and to begin a discussion on how it can link to the GLOVE audit process
- To begin to build a skeleton program logic model for the GLOVE project which can form the spine or basis for the development of the GLOVE monitoring and evaluation plan that can be further developed at the municipal levels
- To agree next steps



# Agenda

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**10.00** Welcome and recap on our approach to the development of an evaluation plan for the GLOVE project

**10.15** Introduction to people centred program logic – what is it and what's its relevance to the Glove project?

- Overview of key aspects and core principles of PCE
- Steps we will use in developing the evaluation plan

**11.00** Evaluation Planning

Step 1: Clarify goals and outcomes \*\*

Step 2: Stakeholder analysis (identifying our key targets for change and those we will collaborate with) \*\*

**12.30** Lunch

**1.00** Evaluation planning continued

Step 2: continued

Step 3: Beginning to surface the program logic

- Identifying practice change we want to see in our key targets \*\*

**2.15** Next steps

**2.30** Close



# What is Program Logic?

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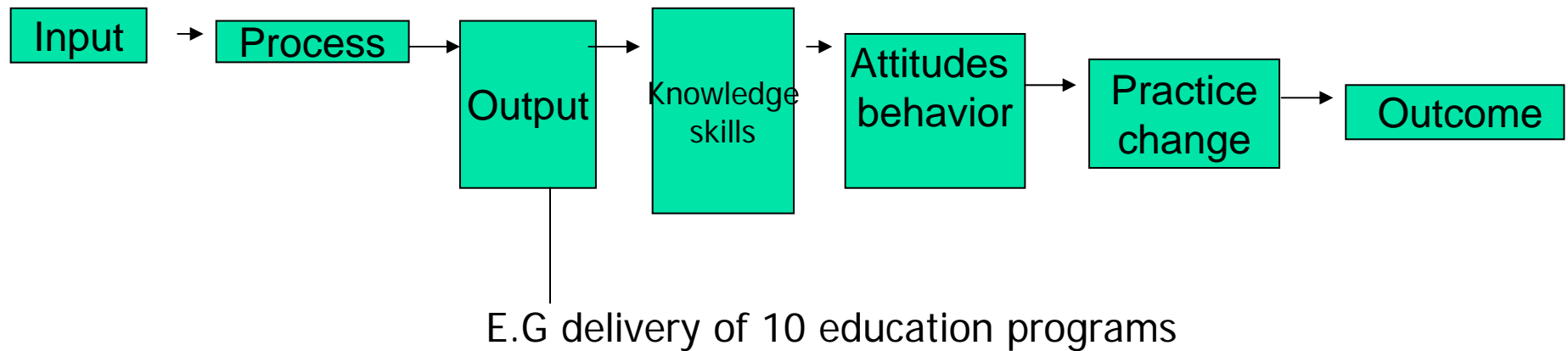
- Rationale behind a program - project's theory of action
- Cause-and-effect relationships between program activities, outputs, intermediate outcomes, & ultimate outcomes
- Program logic shows a series of expected consequences, not just a sequence of events
- Can be at program/project/initiative level



# Program logic

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An example of a basic change theory model





# Why do Program Logic?

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- To evaluate or clarify the logic of the project intervention - often when the project is in a stage of development, or re-development.
- To develop a shared understanding of what we are trying to achieve and how we propose to get there
- Forms the spine of a monitoring, evaluation and learning plan
- Provides a framework to evaluate the performance of a project. Includes creating a 'results ladder'.



# People Centred evaluation approach

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The people centred logic model is developed around consideration of:

- How we intend to bring about significant and lasting positive changes in social, environmental, and economic contexts

It is centrally concerned with identifying:

- Who (the people) are that the project needs to target in order to bring about the desired changes or outcomes we seek
- What these people need to be doing differently (practice change)
- How the project activities will support this change/changes
- Who else will or can help us with this work (partners or collaborators)

The evaluation approach:

- Will use the people centered logic model to provide a framework which will enable you to track and show the performance of the project/s, and know if you have achieved the desired outcomes
- We will also develop methods which will enable you to monitor and assess any unanticipated outcomes arising from your work, or as a result of other factors;
- We will develop mechanisms that enable you to learn from your monitoring and evaluation processes about what works that we should do more of: and what doesn't, that we should do less of

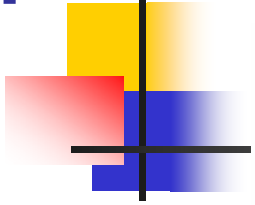


# Why People-centred?

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- Social change is all about people
- People-centred is less abstract
- It makes sense at a practical level
- It helps distinguish between the different levels of impact experienced

# Who Develops the Program Logic and MEL plan?



TO SAVE TIME  
**I** DEVELOPED OUR  
PROGRAM THEORY...



THE TEAM POINTED  
OUT THAT **I** WAS  
THE ONLY ONE WHO  
UNDERSTOOD  
IT...





# Participation

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- People Centered evaluation emphasizes participatory approaches
- The best people to develop the monitoring, evaluation and learning (MEL) framework or plan are the project team with input from others where possible (targeted stakeholders, including end users – people you ultimately hope will benefit from your project/work)
- Uses a participatory workshop approach to develop the project logic and MEL framework
- Advocates participatory data collection and analysis and judgement -making (such as the Most Significant Change methodology)
- Develops shared understanding
- Emphasises shared reflection and learning ( a common tool is an annual reflection process)



# Theories of change

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- The program centred evaluation approach uses a range of generic theories of change to develop the program logic
- The logic and the assumptions underpinning it can be tested out and adapted through the monitoring, evaluation, and reflection processes



# Multiple lines of evidence

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- Advocates that evaluation questions are best addressed through mixed and multiple methods
- For example, quantitative data is enhanced by more in depth qualitative enquiry E.g in the GLOVE audit a number of quantitative indicators that can be supplemented/added to/gaps filled with qualitative methods



# Process of developing a people centred MEL framework

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## Basic Chronology of steps

1. Clarify the intent of the program using program logic
  1. Gain an understanding of how the project will contribute to broader goals
  2. Determine who we need to engage with and who are the targeted stakeholders for change
  3. Identify what changes are needed in each stakeholder group and how the project resources and activities will bring this change about (logic model)
  4. Bring these together to make one overarching logic model
  5. Articulate assumptions and gaps
2. Develop a monitoring strategy aligned to the model (results ladder/performance story)
3. Develop broader/strategic key evaluation questions
4. Select methods to address the key questions
5. Consult with stakeholders/evaluation audience to check their needs are met
6. Devise reporting and learning systems E.g annual report that tells the performance story and a reflection process to ensure we share learning



# DEVELOPING A MEL FRAMEWORK FOR GLOVE

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The Practical Work begins!

# Step 1 Clarify team's understanding of the project



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- 1.1 Clarify the problem statement
- 1.2 Clarify project outcomes

When developing a project logic model it is essential to have a concrete understanding of what it is that the project is really trying to achieve, and what *greater outcomes it will contribute* towards.



# Task: Activity 1.1 – clarify the project statement

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Think about the overarching goal that your project will contribute towards

- In small groups discuss what is the problem at the broad level of community or society (in Victoria?) that your project seeks to address?
- Draw pictures of use key words that show or represent two scenarios:
  1. The situation now
  2. A picture of how you would like to see things at the end of the project, or in the longer term E.g in 10 years time?



# Activity 1.1 Clarifying the project statement cont

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3. Using the before and after images, think about what specific or unique contribution GLOVE will make towards achieving these broader community or society level goals (be realistic!) What would success look like at the end of the project as a result of your work? Success or the goals you will have reached at this level should describe what your project is directly responsible for
4. Following this you need to create two statements:
  - A statement that summarises what broader goals your project will contribute towards
  - A summary statement describing the main goals of the GLOVE project

### ***Recording Instructions***

- Write one statement per piece of colored paper and place on the shower curtain
- Place a line to differentiate your project (GLOVE) from the broader goals that the project will contribute to. Broader goals above the line and project goals below the line
- Look what you have as a whole group. What's in common? What's different? Do the statements and the goals link? Underline key words and if necessary/possible wordsmith statements a little and/or change order until you reach broad agreement. Don't get stuck on this – it's about clarifying and agreeing broad intent/sense of goals – we can get the words right later

## Steps for developing a project evaluation



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Step 1: Clarify team's understanding of the project

Step 2: Identify the next users

Step 3: Surface the program logic

# Step 2: Stakeholder analysis and Identifying next users

## Step 2: Identify the next users

- 2.1 Clarify who are the next users
- 2.2 Describe what the desired practice change is for each

- **To achieve these project goals who do we need to influence?** Who needs to be doing things differently? What new relationships need to be formed? Who do we need to work (collaborate) with to make it happen?
- Important to distinguish between who is involved in **implementing** the project and who the project is **targeting for change**.

- To help with this distinction we use two terms:

**Next User:** next users that we intend to influence or the stakeholders we wish to target for change

**End users:** Female and male end-users – eg: the people we hope will ultimately benefit from our work (often called beneficiaries in a development context). We may not always work directly with them

### **Partner/Collaborator**

- We also use the term **partner or collaborator** to indicate people who we will work with to help bring about change in target groups. This may include groups who will help you implement the project



# TASK: Activity 2

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- 1. Working in small groups, list the main stakeholders who will need to be engaged in order to achieve your project goals*
- 2. Prioritise and sort them into categories. E.g next user or stakeholders targeted for change; end user; partner or collaborator; funder or recipient of communications about the project*

### ***Recording Instructions***

- 3. Cluster into three or four groups – targeted stakeholders for change (end or next users); other stakeholders who will help us achieve this change (E.g partners or collaborators); those we need to keep in the loop or communicate with. Write each stakeholder on a separate post it note and cluster on coloured paper (one sheet per stakeholder group)*
- 4. Cluster the next users or stakeholders targeted for change into a few main types and give them a group name if you can*
- 5. Develop a network map to show how the next users are or are not connected*

### ***Recording instructions***

*Draw on circle map indicating strong or weak relationships with hard or broken lines*

## Steps



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Step 1: Clarify team's understanding of the project

Step 2: Identify the next users

Step 3: Surface the program logic



# TASK: Activity 3

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1. In your groups develop a description of 'what success would look like' for your
  - A) next users, and/or
  - B) Any end- users

## **For each group of users :**

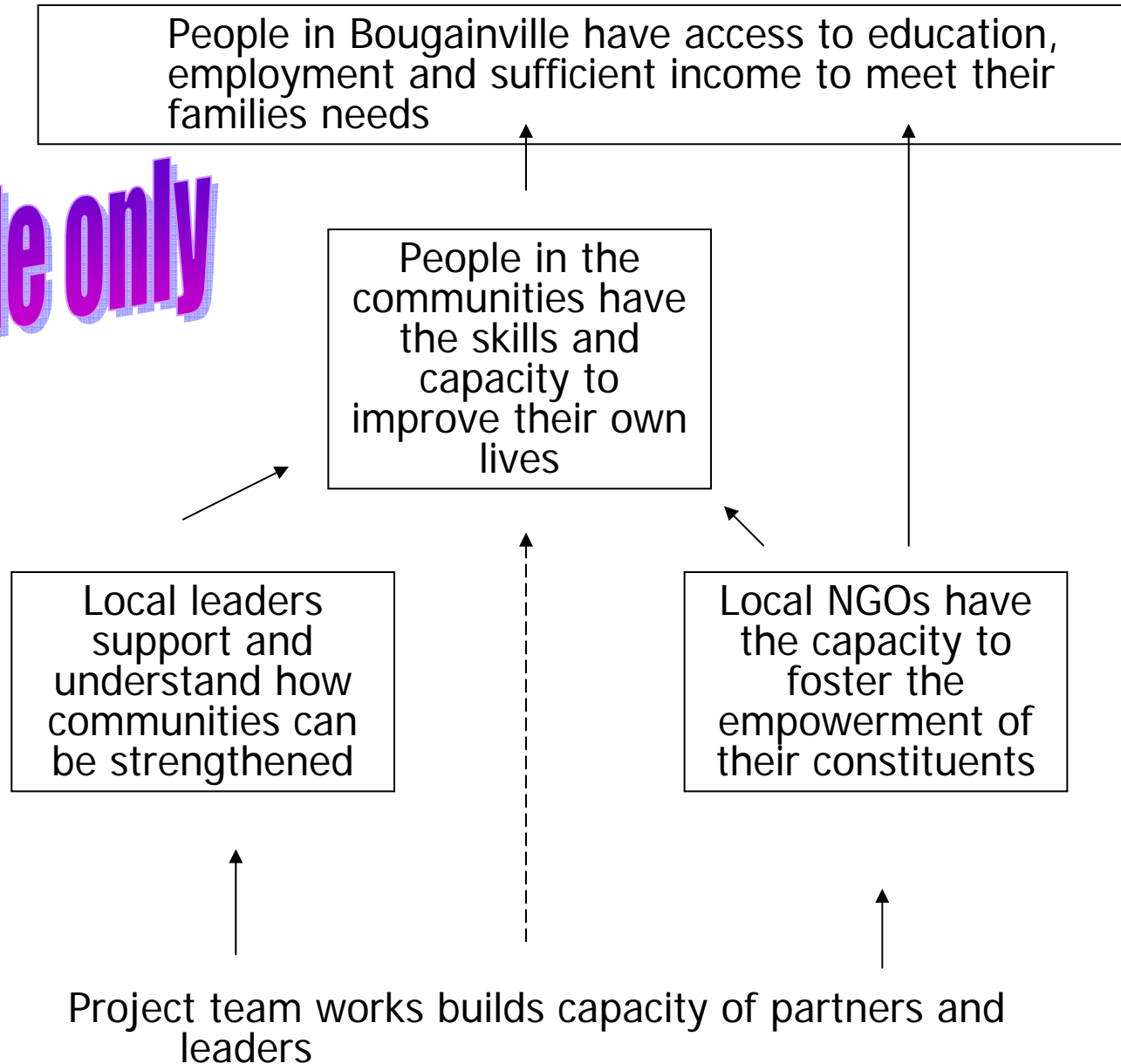
Describe:

- What they would be DOING differently/ what changes would have occurred by the end of the project
- What new relationships would have been formed?

## **Recording instructions**

- Discuss and list and then try to prioritize and group the changes sought. Write down the major practice change statements for each NEXT user group
- Arrange the practice change statements on the shower curtain under the project goals statements
- Review as a group. What is common and what is different? How do they link – put in arrows to show links? What are you happy with? What do you feel uncomfortable with or need to change? Can you reach agreement?

**Example only**





# Project assumptions

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When we develop a program logic we are developing a theory of how change occurs. In doing so we make a number of assumptions e.g.

(A) will happen

(A)  $\rightarrow$  (B)

- Often these assumptions are implied and not expressly stated even though the very success of a project rests on such assumptions.
- Useful to clearly state up front the assumptions on which your project is based in order to interrogate whether or not they are in fact sound or plausible.



## Task: Activity 4

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- Stand back from your model 'zoom out'
- Consider the overarching assumptions you have made in this
- List them
- Rank the plausibility of the assumptions  
(highly plausible → ?need to research)
- Highly plausible = research has verified this!



# The End!

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You have developed the first level of the program logic which can now be the basis for the overarching MEL framework