

## Evaluation approaches and methods

### Overview of evaluation methods

Title	<b>An overview of evaluation methods</b>
Developed by	Evaluation Trust
Year published	N/A
Developed for	Voluntary and community sector organisations
Available from	Evaluation Trust 12 Bulmershe Road, Reading RG1 5RJ Tel: 0118 966 4864. email: <a href="mailto:sarahdeltufo@evaluationtrust.org">sarahdeltufo@evaluationtrust.org</a> <a href="http://www.evaluationtrust.org">www.evaluationtrust.org</a>
Price	Downloadable for free from <a href="http://www.evaluationtrust.org/tools/">http://www.evaluationtrust.org/tools/</a>
Approach	Self-evaluation, peer evaluation, using external consultants
Practical tools	A few practical exercises for collecting qualitative data and a table to help you choose the best method of evaluation for your user group.
Use of case examples	No
Lists additional resources	A bibliography is attached.
Size	N/A
Description	The Toolkit provides advice and guidance on different methods of evaluation and how best to use them. It also contains tips and guidance on different data collection methods including observation, interviews, case studies and group work.

More information providing an overview of evaluation methods can be found in the general guides and introductions to monitoring and evaluation (Section 1 of this guide to resources).

## Logic model and theory of change

Title	<b>Logic model development guide</b>
Developed by	W.K. Kellogg Foundation
Year published	Updated 2004
Developed for	
Available from	W.K. Kellogg Foundation, One Michigan Avenue East, Battle Creek, Michigan 49017-4012 U.S.A. <a href="http://www.wkkf.org">www.wkkf.org</a>
Price	Free to download from their website
Approach	Logic Model
Practical tools	Materials include examples, exercises, checklists and templates
Use of case examples	Example case studies are included to illustrate points.
Lists additional resources	An appendix at the back includes additional resources.
Size	72pp
Description	<p>This guide defines the logic model, relating planned work to intended results. It makes the case for using logic models in planning and evaluation to build a theory of intermediate and ultimate long-term outcomes, how to achieve them and how to assess them.</p> <p>The guide demonstrates how basic logic models can be constructed, how a 'Theory of Change Logic Model' can be developed for projects and for use in evaluation.</p>

Title	<b>The logic model handbook</b>
Developed by	Valley of the Sun United Way, USA
Year published	2006
Developed for	Organisations applying for funding to Valley of the Sun United Way's Impact Agencies
Available from	Valley of the Sun United Way, 1515 E. Osborn Road, Phoenix, AZ 85014 <a href="http://www.vsuw.org">www.vsuw.org</a>
Price	Free to download
Approach	Logic Model
Practical tools	Attachments include a glossary, questions to consider when creating a logic model and how to deal with specific problems with hard-to-measure outcomes.
Use of case examples	Example outcomes and outcome indicators are provided
Lists additional resources	A few are mentioned on p16
Size	43pp
Description	This handbook was developed as a technical tool for organisations applying to Valley of the Sun for funding and therefore uses the outcomes that the programmes set out to achieve. It provides a useful tool to completing a logic model, with a blank format provided. The handbook also provides guidance on how to complete sections on: goal; theory; target population; inputs; strategies; outputs and outcomes.

Title	<b>Theory of Change</b>
Developed by	ActKnowledge and the Aspen Institute Roundtable on Community Change
Year published	2003
Developed for	The Theory of Change online suite is a set of tools to aid social change initiatives in creating, sharing and using their theories.
Available from	Available from: <a href="http://www.theoryofchange.org">www.theoryofchange.org</a>
Price	Free to download from the website <a href="http://www.theoryofchange.org">www.theoryofchange.org</a>
Approach	Theory of change
Practical tools	The suite provides in-depth tutorials, examples, and a forum for users to exchange information on Theory of Change
Use of case examples	'Project Superwomen' provides a 'guided' example, based on an evaluation of a collaborative project between a social service provider, a non-profit employment training centre and a domestic violence shelter. The example demonstrates how the project moved through the five steps of: identifying goals and assumptions; backwards mapping and connecting outcomes; developing indicators; identifying interventions and writing a narrative.
Lists additional resources	There is an online library and glossary
Size	N/A
Description	Theory of Change (TOC) is a tool for designing and evaluating social change. The site provides information on the development of TOC and the overview gives a very brief explanation of the key points.

Title	<b>Logic Model Workbook</b>
Developed by	<b>Innovation Network</b>
Year published	2005
Developed for	Users of the Point K Learning Center ( Practical Tools for Planning, Evaluation, and Action), available on their website, and as supplement to training for US nonprofit organisations, but can be used as a stand alone guide.
Available from	Available from: <a href="http://www.innonet.org">www.innonet.org</a>
Price	Free to download from the website <a href="http://www.innonet.org">www.innonet.org</a>
Approach	Logic model
Practical tools	This workbook works in tandem with Innovation Network's Logic Model Builder as a tool to create a logic model online
Use of case examples	No
Lists additional resources	No, but other resources available on the Innovation Network website.
Size	30 pages
Description	This workbook demonstrates the role of the logic model, essentially a planning tool, in evaluation. It takes you step by step through the logic model components, demonstrating the distinction and the logical link between outputs and outcomes. The two appendices provide a logic model template and a worksheet demonstrating the chain between shorter-term outcomes, intermediate outcomes and longer-term outcomes.

## Participatory Appraisal

Title	<b>Have you been PA'd?</b>
Developed by	Oxfam Scotland
Year published	2003
Developed for	Professionals and practitioners, activists and campaigners, postgraduate, undergraduate, general and reference
Available from	UK Poverty Programme, Oxfam in Scotland, 1st Floor, 2007, Bath Street, Glasgow G2 4HZ. Tel: 0141 285 8880, <a href="mailto:ukpp@oxfam.org.uk">ukpp@oxfam.org.uk</a> <a href="http://www.oxfamgb.org/ukpp">www.oxfamgb.org/ukpp</a>
Price	Free to download from their website
Approach	Participatory appraisal
Practical tools	None
Use of case examples	Case studies used
Lists additional resources	Useful contacts and other publications listed at the back
Size	24pp
Description	The report describes what participatory appraisal is and is not and what it can achieve. It uses examples from projects and by using the voices of those involved in the processes, demonstrates how PA can be used in community and agency decision-making. It also shows what was learned by the community, by the organisations involved, and by decision-makers.

Title	<b>Tools Together Now: 100 participatory tools to mobilise communities for HIV/AIDS</b>
Developed by	International HIV/AIDS Alliance
Year published	2006
Developed for	Any organisation working on HIV/AIDS, but particularly those working directly with communities affected by HIV/AIDS. The participatory tools can readily be adapted and applied to work in other areas.
Available from	<a href="http://www.aidsalliance.org/sw36326.asp">http://www.aidsalliance.org/sw36326.asp</a>
Price	Free to download from the HIV/AIDS Alliance website.
Approach	Participatory Learning and Action (PLA)
Practical tools	This resource contains 100 participatory tools, covering all aspects of working with communities affected by HIV/AIDS. Within that there are tools specific to evaluation processes.
Use of case examples	No
Lists additional resources	Very limited number of further HIV/AIDS specific resources signposted
Size	250 pp
Description	<p>This resource contains a wealth of participatory tools covering all aspects of working with communities affected by HIV/AIDS. Section C, which contains time analysis tools, is particularly relevant to evaluation, but other sections also provide tools that can be used for information collection during a ( Sections D); Experiential tools (Section E); Prioritisation and quantification tools (Section F) and Action planning tools (Section G).</p> <p>There is also some useful material on working with participatory methods, and the tools themselves lend themselves quite easily to transfer into other areas of work.</p>

## Outcome mapping

Title	<b>The Challenges of Assessing Development Impacts</b>
Developed by	Evaluation Unit, International Development Research Centre, Ottawa
Year published	Not found (2000)
Developed for	International development agencies
Available from	<a href="http://www.idrc.ca/evaluation">www.idrc.ca/evaluation</a>
Price	Free to download from the website
Approach	Outcome mapping
Practical tools	None
Use of case examples	None
Lists additional resources	No
Size	4pp
Description	This brief pamphlet outlines the outcomes mapping approach. This focuses on the changes in behaviour of individuals, groups and organisations with which the programme works directly, rather than attempting to measure broader development impacts. Although related to international development interventions, this approach can be applied to domestic projects and programme.

Title	<b>Crouching Impact, Hidden Attribution: Overcoming Threats to Learning in Development Programs</b>
Developed by	Terry Smutylo, Evaluation Unit, International Development Research Centre, Ottawa
Year published	2001
Developed for	International development agencies
Available from	<a href="http://www.idrc.ca/evaluation">www.idrc.ca/evaluation</a>
Price	Free to download from the website
Approach	Outcome mapping
Practical tools	None
Use of case examples	None
Lists additional resources	No
Size	29 pp
Description	<p>This discussion paper presents the paradox that the more successful a project, the more likely it is to work together with other agencies, and the more swiftly its direct influences would disappear. Following this, the author makes the case for an outcomes mapping approach rather than seeking to attribute longer-term and broader development impacts to a project's work.</p> <p>This paper provides a useful thinking tool when planning, designing and focusing evaluation.</p>

## Social accounting and audit

Title	<b>Social accounting and audit - the manual</b>
Developed by	John Pearce, Alan Kay (Social Audit Network)
Year published	2005
Developed for	All types of voluntary organisations, although particularly taken up by social enterprises.
Available from	Social Audit Network, c/o CBS Network, 45-47 Albany Street, Edinburgh EH1 3QY. Tel: 01392 666281. email: <a href="mailto:info@socialauditnetwork.org.uk">info@socialauditnetwork.org.uk</a> <a href="http://www.socialauditnetwork.org.uk">www.socialauditnetwork.org.uk</a> ,
Price	£40 inc. pp
Approach	Social Audit for measuring performance, impact, social impact, environment impact, economic impact
Practical tools	Exercises, templates and sample questionnaires are included
Use of case examples	Examples are used throughout
Lists additional resources	Signposts to other resources are used throughout the manual.
Size	80pp, also available on CD
Description	<p>The manual is for any organisation that has social, environmental or economic impacts: organisations such as social enterprises, community enterprises, businesses, schools, health clinics or any organisation that wishes to measure its overall performance, its impact and added value can use it.</p> <p>The publication describes a framework for social accounting and audit and what needs to be in place to make it happen, such as commitment and funding. The manual works through each of the steps, providing key terms, resources, exercises and worked examples throughout.</p> <p>The manual is also provided on CD, with links to associated materials such as case studies, templates, sample questionnaires and other techniques as well as presentational material and web links.</p>

## Social added value

Title	<b>Making the case – social added value guide*</b>
Developed by	Forth Sector for Communities Scotland
Year published	2006
Developed for	The guide has been developed to assist social enterprises and voluntary organisations understand and identify social added value tools that would best suit them in securing investment or proving their impact from delivering public services.
Available from	Social Economy Scotland Janette Campbell on 0131 479 5162 or email: <a href="mailto:janette.campbell@communitiesscotland.gsi.gov.uk">janette.campbell@communitiesscotland.gsi.gov.uk</a>
Price	Free to download from website <a href="http://www.socialeconomyscotland.info">www.socialeconomyscotland.info</a>
Approach	Social audit for measuring added value of organisations
Practical tools	None
Use of case examples	Case studies used throughout the guide
Lists additional resources	Comprehensive list of resources and other support available. Also includes glossary of terms.
Size	64pp
Description	<p>The guide is designed to support organisations working in the social economy to demonstrate the social added value that is intrinsic to services they deliver. Providing a recognised way to measure the positive benefits of these activities will help when seeking further and future investment.</p> <p>The publication has two introductory chapters, outlining what social added value is and why it should be measured, as well as looking at the environment in which social enterprises and voluntary organisations operate. It also provides an introduction to the various social added value tools that exist and is designed to help you choose the right tool to measure your social added value, and signpost you to sources of advice and support available.</p>

Title	<b>Toolkit to measure the added value of voluntary and community based activity*</b>
Developed by	Department for Social Development (DSD)
Year published	2006
Developed for	This guide was produced in Northern Ireland to set out how to measure the added value of voluntary and community organisations.
Available from	Voluntary and Community Unit, 3rd Floor, Lighthouse Building, 1 Cromac Place, Gasworks Business Park, Ormeau Road, Belfast, BT7 2JB. Tel: 028 9082 9425 email: <a href="mailto:vcs@dsdni.gov.uk">vcs@dsdni.gov.uk</a> <a href="http://www.dsdni.gov.uk/">www.dsdni.gov.uk/</a>
Price	Free to download from the website
Approach	Social audit for measuring added value of organisations
Practical tools	None
Use of case examples	Case studies used throughout the guide
Lists additional resources	Comprehensive list of resources and other support available. Also includes glossary of terms.
Size	24pp
Description	This guide sets out how to measure the added value of voluntary and community activity. It could be useful for local authorities, partnership agencies and other funders to review the impact of supporting voluntary agencies in geographic areas or in particular communities of interest. CVS's or other voluntary organisations may find it useful in setting the context for the funded activity or to relate evaluation data to the framework.

\* These two entries have been sourced with permission from the Evaluation Support Scotland website: [www.evaluationsupportscotland.org.uk](http://www.evaluationsupportscotland.org.uk)

## Social return on investment

Title	<b>Measuring Real Value: a DIY Guide to Social Return on Investment</b>
Developed by	Jeremy Nicholls, Susan Mackenzie and Ailbeth Somers for New Economics foundation
Year published	2007
Developed for	Social firms and other organisations interested in measuring their social, economic and environmental impact (SROI)
Available from	<a href="http://www.neweconomics.org/">www.neweconomics.org/</a>
Price	The guide can also be downloaded for free from the publications section of the nef website
Approach	Translation of social impact into financial measures
Practical tools	The guide in itself a tool for carrying out an SROI analysis, explaining all stages of the process.
Use of case examples	Case examples are used in the main part of the text. Appendix 1 also provides a detailed case study of a social firm, the process it used for carrying out an SROI and the findings and conclusions.
Lists additional resources	No
Size	79 pp
Description	<p>This DIY guide is organised around the ten stages of the nef SROI approach. Stages 1-5 are related to establishing a framework and planning. Stage 6 concerns data collection. The next stages are the most technical. Stage 7 deals with <i>projections</i>, whether the monetised values can be projected over future years. Stage 8 concerns analysis of <i>income and expenditure</i>, and Stage 9 is the <i>calculation of SROI</i>. Stage 10 deals with presenting the findings.</p> <p>Nef suggests that the use of accounting based language may make it seem more difficult than it is, and while recommending guidance from finance officers and accountants as useful, stresses the importance of 'having a go.'</p>