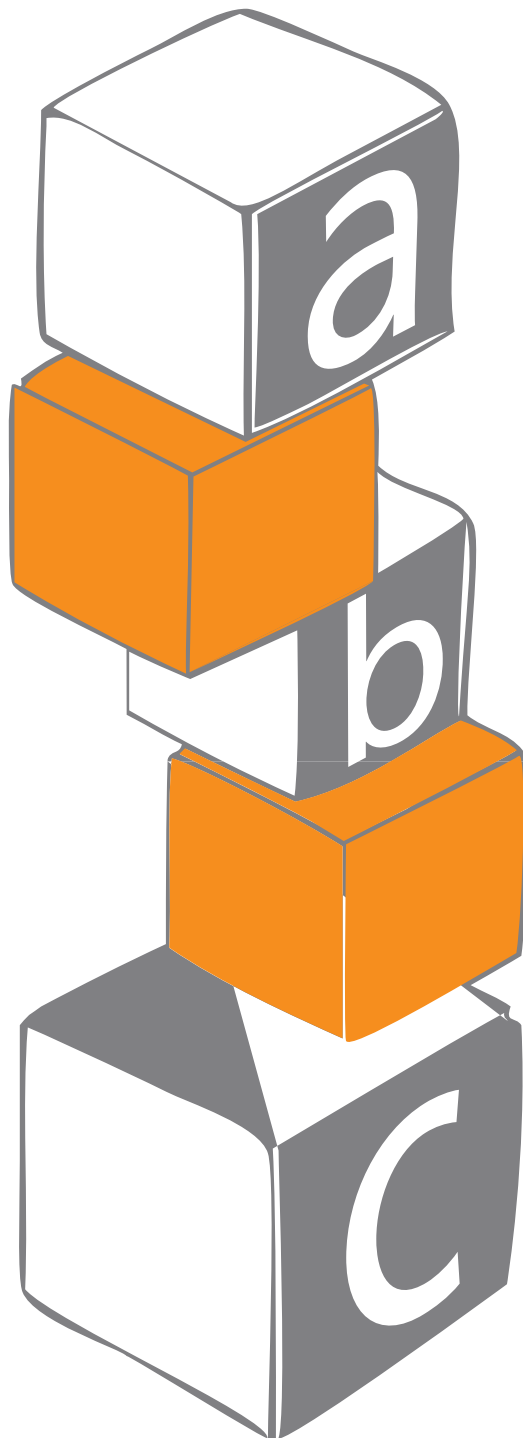


integrating new migrants communicating important information

part four: monitoring and evaluation



part four: monitoring and evaluation

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During this research we found only one instance where formal or informal monitoring and evaluation of information resources had been carried out. Whilst this does not mean that evaluation is not happening elsewhere, it indicates that there may be significant gaps in organisational understanding of and learning around issues such as take-up and usage of welcome information, current and future need and how needs might be met most appropriately. We also found that in many cases producers of welcome information had moved jobs or left their organisations, taking their knowledge of production with them. This indicates that organisations that have produced welcome information resources may be hindered in future by this loss of knowledge about production.

i As part of its work, Fens Rural Pathfinder resourced the development of a monitoring and evaluation framework for information resources, a version of which appears on page 99.

This framework is derived from the monitoring and evaluation pilot of the new 'Living and Working in East Cambridgeshire' welcome booklet in 2007, under the aegis of Fens Rural Pathfinder. Our thanks go to Mike Platten, whose work formed the basis of this framework.

This part is not intended to replace other guidance on monitoring and evaluation produced by organisations; it is intended to capture the learning from our approach in carrying out this work and from our extensive experience of monitoring and evaluating projects.

To get the best out of it, this part should be read in conjunction with **i** part one, **i** part two and **i** part three.

We use this symbol **i** to indicate where you should consult other sections or chapters.

2 the evaluation framework

formative evaluation

We recommend that arrangements for formative (ie, ongoing) evaluation are put in place at the beginning of projects to produce information resources. Such evaluation would enable producers to elicit and capture learning during the project, which would help to shape and improve the product, and inform future projects. Such learning might also be transferable, for example the production of targeted information for other sections of the community. The formative evaluation arrangements might amount to as little as a section of a project manager's periodic monitoring report, and could probably be carried out within existing resources.

summative evaluation

We recommend that arrangements for summative (ie, final) evaluation are planned for and put in place. Such evaluation would help producers to understand what had worked for them and the target audience, and how the production process and end product could be improved next time. Such learning might be transferable to other information production projects.

stakeholder involvement

The evaluation should involve people from the target audience, both users and non-users, organisational and community, and could be carried out using focus group and/or one-to-one interviews facilitated by someone not involved in commissioning or producing the resource. There are clearly cost implications to this approach; however, the quality of knowledge gained might offset this by helping to prevent future costly mistakes.

We recommend that the evaluator carry out face-to-face interviews and/or focus groups with migrants to ascertain satisfaction with the resource, how it was accessed, what worked and how it could be improved, and what the outcomes were of using the resource. **i** See part three, Involving Community Stakeholders.

Engagement with organisations could be by semi-structured questionnaire circulated by email, although you should be prepared for a very low response rate. It might be preferable to use existing mechanisms for engaging organisations, eg, getting an agenda item at meetings of multi-agency forums, and carrying out telephone interviews with individuals. **i** See the section on involving organisation stakeholders in part one.

roles and responsibilities

Monitoring may be carried out by officers of the commissioning organisation, perhaps in conjunction with the steering group of organisational stakeholders who assisted in the development of the resource. Monitoring could be carried out quarterly by the project manager, capturing learning which could then feed into the periodic evaluation.

Evaluation should be carried out by someone independent of the commissioning organisation and the steering group. Ideally this should be an experienced external evaluator. Although there are resource implications associated with this approach, it should be worth the investment if you get meaningful engagement with users and honest and robust results from which you can learn. The monitoring and evaluation framework should be planned for at the beginning of the project to develop a welcome information resource. If it is not possible to fund external evaluation, as a minimum the methodology and results of the internal evaluation should be validated by an external evaluator.

tools you can use

i We have provided the following monitoring and evaluation reporting templates as a platform for you to design your own.

You can use the information they contain to design the spreadsheet or database you will use to record and collate data.

i See the section on copyright in part two.

information resource monitoring report template

name of information resource		
project manager	reporting period	report date
managing organisation	overall project status (please choose one): <input type="checkbox"/> not satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> very satisfied	
funder/s	organisational partners	
geographical area covered by the resource		
project aim/s		
project objectives		
project start date	project end date	
targets (no. of languages, no. of booklets printed, other targets)		
results to date compared with targets	result	evidence
what worked well in this reporting period		
what could have been improved		
risk assessment	risks identified	how risk could be managed
recommended future actions as a result of this learning		

information resource evaluation summary template

name of information resource	
external evaluator	evaluation period
commissioning organisation	overall project status (please choose one) : <input type="checkbox"/> not satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> very satisfied
funder/s	organisational partners
geographical area covered by the resource	format of the resource
resource project aim/s	
resource project objectives	
resource project start date	planned resource project end date
evaluation project methods used	real resource project end date
resource project targets (no. of languages, no. of booklets printed, other targets)	eg x focus groups with migrants, x telephone interviews with organisations
end results compared with targets	result
no. of booklets distributed by: advice providers community organisations – generic community organisations – bme	evidence

<p>employers faith groups housing providers jobcentre plus libraries local authorities police and fire services regional partners schools and colleges trade unions</p>	<p>overall satisfaction rating by migrants (choose one) : <input type="checkbox"/> not satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> very satisfied</p>
<p>overall satisfaction rating by organisations (choose one) : <input type="checkbox"/> not satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> very satisfied</p>	<p>overall satisfaction rating by organisations (choose one) : <input type="checkbox"/> not satisfied <input type="checkbox"/> satisfied <input type="checkbox"/> very satisfied</p>
<p>outcomes summary for migrants</p>	<p>outcomes summary for organisations</p>
<p>overall impact</p>	
<p>what worked well</p>	
<p>what could have been improved</p>	
<p>comments regarding sustainability of the resource</p>	
<p>indications of future needs</p>	

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