Tracking the progress and success of Community Projects

monitoring the progress and evaluating the impact of projects

ISCPS

TOOL 5 of 5

Safe Communities

toolbox

Crime and Violence Prevention for Communities
community tactics for crime and violence prevention

Involving Communities in Crime and Violence Prevention
working together for a safe community

Community Safety Assessment
uncover the roots of your community's crime and violence problems

Community Safety Action Plan
getting your crime and violence strategies started

Tracking the progress and success of Community Projects
monitoring and evaluating the progress and impact of projects

You are here

Whenever you see this icon, look for a tool at the back of this booklet

Sources of Information
Integrated Social Crime Prevention Strategy
British Columbia's Safe Communities Kit
NICRO Research Documents

The Safe Community Toolbox was developed for the Department of Social Development by NICRO.

Research by Melanie Dugmore and write-up and illustrations by Talita van der Walt.

2016

How to approach

monitoring and evaluation

**logic refers to one thing following another*

Plan to monitor and evaluate when you start designing your project

Monitoring and Evaluation is part of an approach to planning and managing projects that is called Outcome Based Measurement.

Outcome based measurement is an universal approach that strengthens accountability and encourages clarity about what your projects is ***doing*** and what it is ***changing***.

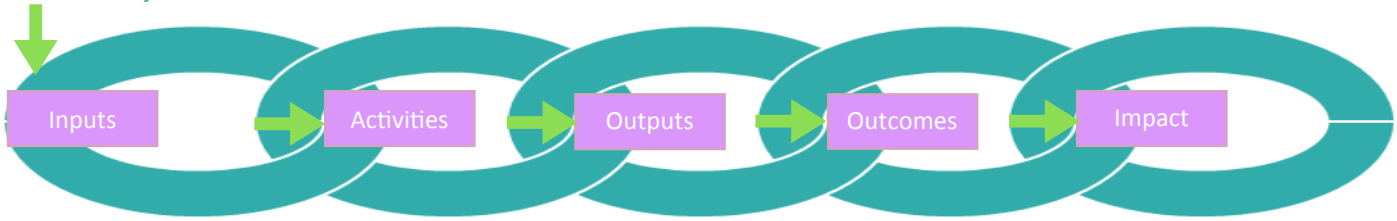
Outcome based measurements follow a logic* chain of events that links resources to activities, activities to products or results, and results to outcomes and impact.

Monitoring and evaluation can not be done at the end of a project, it needs to be designed as part of the logic chain of events when objectives are formulated.

Influences

You don't just wake up one morning and decide to write and objective to solve an issue.
Something influenced or caused you to become aware of an issue that needed to change
To solve the issue in such a way that it cause change will take a specific amount of time
This solving of this issues will benefit a specific target group in a certain way
There are people who are affected by the issue and people who can contribute to solving the issue

Formulate Objective



You need certain human and material resources to run the project

***If** you have access to the human and material resources **then** you can use it to do your planned activities*

***If** you do your planned activities **then** you can deliver the amount of products or services you aimed for*

***If** you deliver the amount of products or services you aimed for **then** your target group will benefit in certain ways*

***If** your target group received the benefits **then** certain changes in communities, or systems can be expected*

Indicators

Monitor the work you plan to do

Monitoring is mainly about progress

eg.

- # Staff
- $ Used
- # booklets
- # partners
- # sessions
- # talks
- #, % showing improvement
- # crimes committed
- Types of changes
- #,% prove of increased knowledge/ skills
- # workshops

why?

- to **measure** progress against objectives.
- to **document** progress and results of project
- to reveal need for **timely corrective action**
- to promote **accountability** to *all* stakeholders

Evaluate the results you plan to achieve

Evaluation is mainly about results & impact

- **Process Evaluation** • Are activities delivered as intended? (fidelity)
- **Process Evaluation** • What are participants reactions?
- **Outcome Evaluation** • To what extent is desired changes occurring?
- **Outcome Evaluation** • Who is benefiting/not benefiting? How?
- **Impact Evaluation** • To what extend is change because of the project?
- **Impact Evaluation** • Is project worth resources it costs?

- to determine **efficiency** of service delivery,
- to assess **effectiveness** of project/ programme,
- to determine the **impact** of the project/programme
- to estimate the **sustainability** of a project.

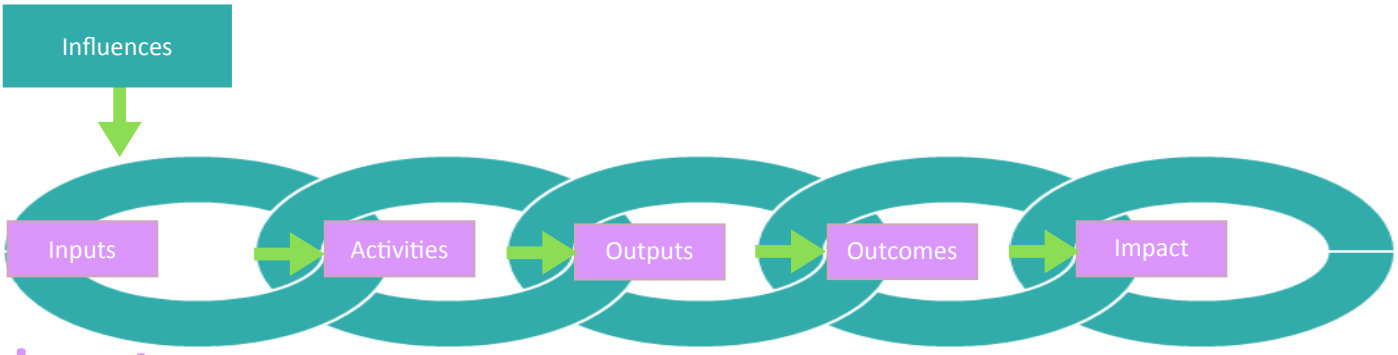
Efficiency determine the extent to which human and material resources is well used.
It tells us if the input is appropriate for the output it achieves.

Effectiveness assess the extend to which a project achieves it's objective.
It tells us if the project can produce the desired results

Impact determines whether or not we are making a difference to the problem we are trying to solve.
It tells us if the project is producing change

Sustainability estimates the extend to which changes produced by the project are likely to continue after the project ends.
It tells us if the changes are lasting.

Understanding the
links in the logic chain



inputs

The resources you need to do your project activities

Resources are every thing you need in order to do the activities you plan to do.

Human Resources

Skills and experience - do you need people from certain occupations or professions to implement the activity?
how much time. Do you need full time employees, part time employees, Volunteers, contractors or consultants.

Material Resources

Equipment - computers, office furniture, tools.
Materials - manuals, booklets, stationary, office expenses like telephone and copies
Venue - do you need full time office space and how big, do you need some space for specific events only e.g. meetings or workshops?
Transport - do you need transportation to do the activity or Taxi fair to facilitate community participation
Catering - lunch or teas for workshops

SAFETY TIP

Your inputs will inform your budget.
Remember if your budget changes, your input will change and that will affect your ability to do the activities and achieve the results

activities

The things you do to deliver the products or services you planned for

You need human and material resources to do your activities.

eg.

Do Training	Hold workshop	Bust Shebeens	Make posters	Clean up streets	Play with kids
Hold a Meeting	Keep records	Build soccer field	Create a flyer	Wash of graffiti	Plant a garden
Promote safety	Write report	Hold talks	Empower women	Mentor youth	Help parents
Network	Appoint staff	Raise awareness	Do a street march	Give food	Start a club
Start Groups	Install fence	Raise funds	Do counselling	Remove barriers	Build a ramp

outputs

The direct result or evidence that the activity was delivered

Output - What is the activity "putting" out there?

An output is the direct result of your activity. Outputs can be described in terms of services delivered (types, levels and targets of services to be delivered by the project) or in terms of products produced. Think of it as the evidence that the activity was delivered to the intended target group at the intended rate.

eg.

Activity	Output
Develop a training manual for the ISCPS	*ISCPS Training Manual*
Facilitate 2 Workshops with Social Workers	*2 Full day Workshops conducted*
Get bus tickets for 150 participants	*150 Bus Tickets*
Start monthly youth club meetings	*Monthly meetings with 15 youth*
Create awareness on dangers of alcohol	*3 Talks, Posters put up at 7 shops*
Keep records of activities	*Reports, Process Notes, Registers*

outcomes

The potential change to individuals and places that results from the activities

Outcome - What will "come" out after the activity?

Outcomes are the changes to the target groups' knowledge, skills, actions or level of functioning.

Short term outcomes describes the benefits to the target group/place as a result of the activity. It is closely connected to outputs, it describes the potential (the new possibilities) created by the output.

Short term outcomes should be attainable in 1-3 years.

Medium term outcomes describe changes in individuals or spaces. You will have fewer medium term outcomes as they will each relate to a few short term outcomes.

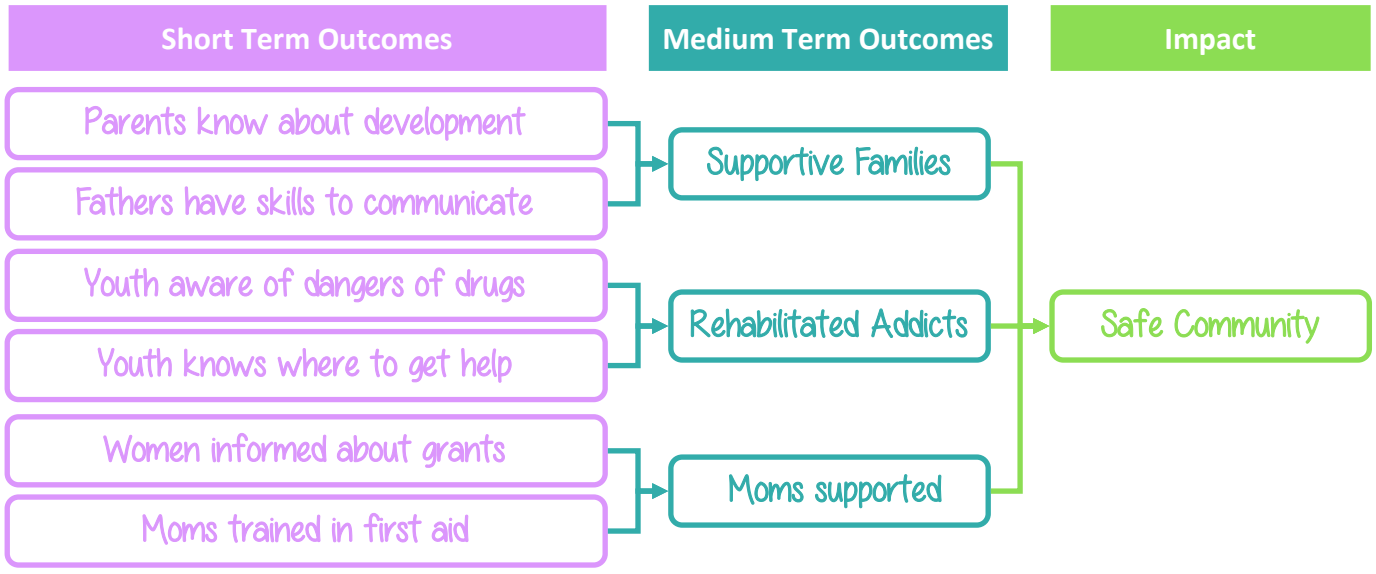
Medium term outcomes should be attainable in 4-7 years

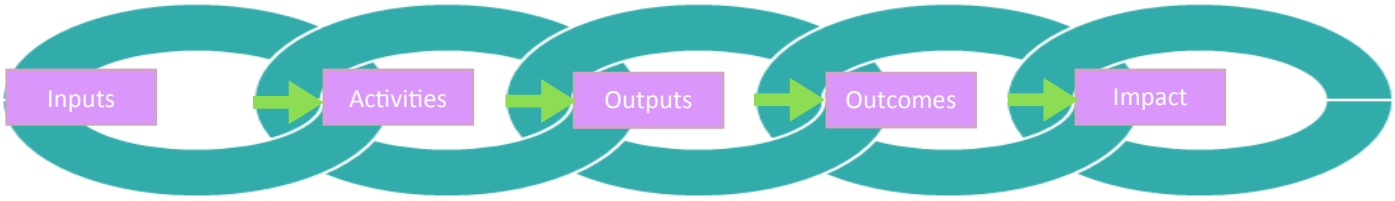
impact

The potential change to communities and systems that results from the activities

Long term outcomes or Impact describe changes that are expected in the community or society. (e.g. improved conditions, increased capacity). Your project alone will not cause this to happen, but it will contribute to bringing it about.

Long term outcomes or impact should be attainable in 7-10 years





To do the activities we will need the following human and material resources	In order to address the problem we will do the following activities	Once we are busy or completed the activities will produce the following evidence that it was delivered	We expect the following benefits to people/places in the next 1-3 years We expect the following changes in people/places in the next 4-7 years	We expect the following changes in the community in the next 7-10 years

Choosing your indicators

Choose indicators by considering your outputs and outcomes

Just like a car have indicators to show in which direction you are going, projects need indicators to show in which direction it is going.
Once you know where to look you will see that there are many indicators that you can check.

SAFETY TIP

You need baseline information to measure your progress against. Baseline information can be found in your Community Safety Profile

- Indicators are found in your Outputs and Outcome statements.
- Indicators must be easy and cost-effective to use otherwise you wont do it.
- There is an endless number of things that can be checked. Decide what is necessary.

Output	Indicator	Means of Verification *(how to check it)*
ISCPS Training Manual	the *ISCPS Training Manual*	check to see the physical Manual
2 Full day Workshops conducted	*2 Full day Workshops*	attendance registers, diary, workshop notes, invoice for catering
150 Bus Tickets	*150 bus tickets*	the tickets or a invoice for the ticket
Monthly meetings with 15 youth	*Monthly Meetings with 15 youth*	the minutes or attendance registers, or notes on the meetings
3 Talks, Posters put up at 7 shops	*3 Talks, Posters put up at 7 shops*	attendance register, diary, report & check venues where posters are
Reports, Process Notes, Registers	*Reports, Process Notes, Registers*	check the file for the report, notes or register to see if it is there

How to monitor progress

Choose indicators by considering your outputs and outcomes

Start by using Yellow tool #09 to formulate your outcome based objective. It includes a space for the performance indicators for progress. Then Use tool # P01 Monitoring plan to develop your monitoring plan.

Tool 09 Formulating Objectives

Once you have your monitoring plan, you can summarise all the checks you want to do daily, weekly, monthly and so on. Make yourself a checklist to ensure that you get to everything.

Tool P01 Monitoring Plan

How to evaluate impact

Choose indicators by considering your activities and outputs

Monitoring is often about facts and figures, things you can count and see. It is relatively easy to do if you work in a systematic, organised manner.

When you evaluate you make judgements. You weigh the facts that you have analysed against a standard. The standard that you use to judge or weigh, are determined by a combination of

- Theory & Researched facts
- Societal norms (including laws)
- Practice experience (informed opinion)
- Your personal beliefs, attitudes and views

Evaluation is a little more tricky than monitoring. It helps if you have experience in evaluating projects when you do it. If you do not have a person on your team that is familiar with identifying indicators for evaluating, try to get someone from DSD or an NGO to assist you. On the upside, evaluations usually happen further apart than monitoring. Every 3 to 6 months and at the end of a project

eg.

- **Process Evaluation** • Are activities delivered as intended? (fidelity)
- **Process Evaluation** • What are participants reactions?
- **Outcome Evaluation** • To what extent is desired changes occurring?
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TOOL #09

Formulating Objectives

formulate smart objectives

by describing exactly what you want to achieve

When do you use it?

Someone once said: If you don't know where you are going, how will you know that you got there?

Well formulated objectives lead to successful measurable projects.

When you have established what are the priority issues you want to address in your community, you need to formulate an objective for each one of these priorities

Developing Objectives

helps you describe what you want to achieve

Who can use it?

- ☑ Individuals
- ☑ Groups or Teams
- ☑ Workshop Facilitators

How to use it?

Complete a "*Formulating Objectives Sheet*" for each objective.

Before you start, ask yourself the following questions:

- What is the problem you want to fix
- Is there anything that can be changed in the environment to stop or reduce the problem
- What behaviour needs to change (of the victim or the offender) to stop or reduce the problem.
- Who is already working towards this same objective or can assist.

Follow the prompting questions on the top of each block.
Do not complete the blocks in sequence, e.g. you will only know what resources you need once you know what activities you are going to do.
This sheet has space for three activities to reach the objective. If you want to add more activities, simply use another sheet and staple the two together.

See the Safe Communities Toolbox Book 5 Tracking the progress and success of Community Projects for information on the concepts in this tool

Goal:
A goal is the big picture, what you want to achieve with many projects
For us it is: a Safe Community

Objectives:
Each objective is a step you need to take reach the goal

Activities:
Are the different things we do or deliver (produce) to achieve the objective

Goal: Safe community **Objective:** Reduce the amount of car accidents due to DUI by 5 per month by end of march

Influences	Inputs	Outputs			Responsibility	Monitoring	Outcomes
		Activity: What do we need to do to address the problem?	Target: Who or what will benefit	Output: What is the result or product of your activity	Who is responsible to do this by when?	Performance Indicator: How can we check that the activity happened?	Short Term Outcome: Benefits to target group/place because of the activity
Problem or issue: What is the problem or issue we want to address: Lots of car accidents due to DUI	What resources do we need to do the project activities? Human Resources: Police officers, traffic officer, SANCA	1 Increase law enforcement	offenders	Busts of shebeens roadblocks	Who: SAPS Traffic; By When: End October	Police stats	Less car accidents due to DUI
Who or what is part of the problem? Youth u 18 shebeens that give them alcohol	Material Resources: Internet to do research for talk	2 Talks at schools to Educate youth on dangers	Youth 16-18 yrs	Educational Talks at 2 high schools	Who: SANCA; By When: End January	Number of talks Number of young people reached	Young people empowered to make better decisions
Who or what can help with the solution? SAPS and Traffic, SANCA		3					

Medium Term Outcome (Changes in individuals/spaces): Less DUI because less young people drink and drive

Long Term Outcome: (Changed Community): Impact: safe community with safer roads

Objective's Strategy: ☐ Victim based ☑ Offender based ☐ Environment based

TOOL#09

Formulating Objectives

formulate smart objectives
by describing exactly what you want to achieve

Goal: Safe community

Objective:
Who will make what change , by how much, where and by when

Influences	Inputs	Outputs			Responsibility	Monitoring	Outcomes
		Activity: *What do we need to do to address the prolem?*	***Target:*** *Who or what will benefit*	***Output:*** *What is the result or product of your activity*	***Who is responsible to do this by when?***	***Performance Indicator:*** *How can we check that the activity happened?*	***Short Term Outcome:*** *Benefits to target group/place because of the activity*
Problem or issue *What is the problem or issue we want to address:*	*What resources do we need to do the project activities?*						
	Human Resources	1			Who / By When		
Who or what *is part of the problem?*	***Material Resources***	2			Who / By When		
Who or what *can help with the solution?*		3			Who / By When		

Medium Term Outcome *Changes in Individuals/spaces*

Long Term Outcome: *Changed Community*

Impact

Objective's Strategy:

- ☐ Victim based
- ☐ Offender based
- ☐ Environment based

TOOL#P01

Monitoring Plan

track your project's progress

by implementing a monitoring plan

When do you use it?

You have developed your projects' objectives and is now ready to make a plan to ensure that check the progress of your project regularly.

Regular checks ensure that problems can be discovered timeously and acted upon.

Monitoring Plan helps you to track your project's progress by implementing a monitoring plan.

Who can use it?

- ☑ Individuals
- ☑ Groups or Teams
- ☑ Workshop Facilitators

How to use it?

Complete the tool by copying the information for the first 3 columns from Yellow tool #09 Formulating Objectives.

For each indicator then decide where you will find the data that will serve as evidence that the activity happened and write it in the Means of Verification (how to check) column.

Frequency column: write down how often you need to check on each indicator. Indicators should be checked on at least once per month to be sure that if a problem arises, you can act on it quickly.

Last column: What will it tell me? Write down what you will know if you use this indicator. This will help you decide if you want to/need to know this information

Outcome	***Output***	***Indicator***	***Means of Verification*** *Where will I find the data?*	***Frequency*** *How often will I check on this indicator?*	***What*** *will it tell me?*
Youth in Less car accidents due to DUI	Busts of shebeens roadblocks	Police stats number of accidents	Police stats	monthly	Was activity done Increase/decrease
Youth empowered to make better decisions	Talks at 2 high schools	Number of talks Number of youth reached	Attendance register	monthly	Was activity done Who and how many was reached

Monitoring Plan

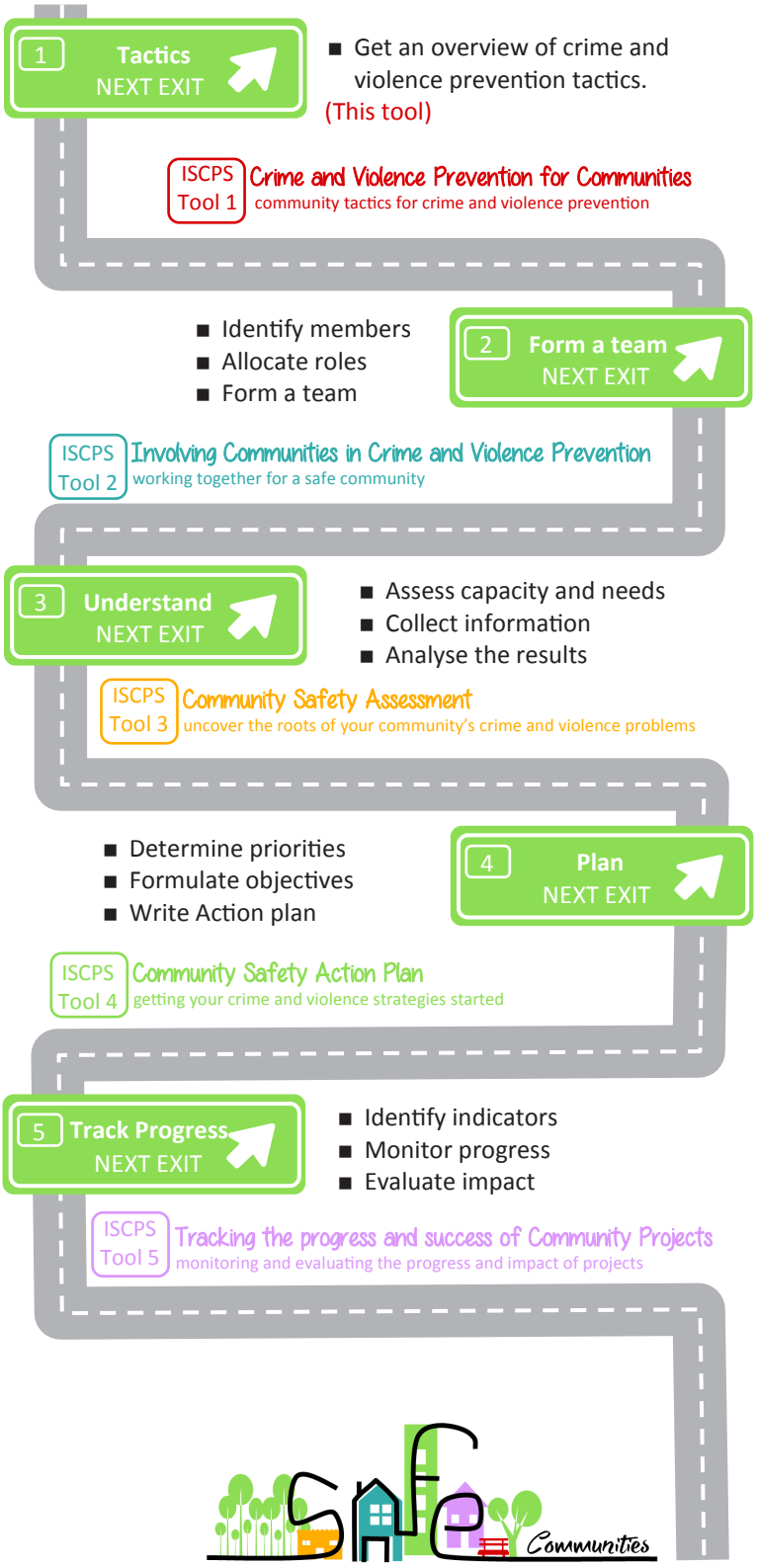
track your project's progress
by implementing a monitoring plan

Outcome	***Output***	***Indicator***	***Means of Verification*** *Where will I find the data?*	***Frequency*** *How often will I check on this*	***What*** *will it tell me?*

How to

get to a safe place

"If you don't know where you are going, you wont know when you get there".



Safe Communities

toolbox

The Safe Community toolbox was developed by DSD as a tool to implement South Africa's Integrated Social Crime Prevention Strategy (ISCPS).

The toolbox is divided into 5 tools that each addresses a part of the process of developing and implementing a community Safety Action Plan.

Tool 1 - Gives an understanding of Crime Prevention and the process of making communities safe.

Tool 2 - Gives information, advise and tools on working together.

Tool 3 - Gives information and tools on how to do a Community Safety Assessment.

Tool 4 - Gives information and tools on developing a Community Safety Action Plan.

Tool 5 - (this tool) gives information and tools on monitoring and evaluating projects.

The tools are available to anyone that wants to initiate a project in their community. It can be used as a resource or as information pieces for interested parties.

In addition to this toolbox, DSD also have training material that gives more in-depth information on all the topics covered in this toolbox.

Contact your nearest DSD office for more information and tools.

Ask for the District Social Crime Prevention Functionary