



EX POST PAPER

RAN LOCAL ACADEMY MEETING VIENNA

RAN 7 Step Evaluation Guide for local authorities

– 7 basic steps to get it right –

Summary

To identify what works and what does not work in the field of preventing and countering violent extremism and radicalisation (P/CVE) we need to evaluate. To improve our efforts we need to evaluate our local strategies, interventions and training programs. During our RAN LOCAL ACADEMY meeting in Vienna we discussed how to make basic evaluation and monitoring feasible and doable. Additionally, we tested a step by step evaluation guide and an evaluation support format.

In this ex post paper the RAN 7 Step Evaluation Guide for local authorities including the accompanying checklist with 14 questions to check the local C/PVE strategy. This paper is written for local and regional P/CVE coordinators.

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Evaluation Guide – 7 basic steps to get it right

Step 1: Why & what



If you evaluate you need to assess why you want to evaluate (goal) and what you want to evaluate. This sounds pretty easy, but often people do not exactly know why they evaluate. When not clear why, with what goal and what is being evaluated, an evaluation can feel like quite a tiresome and seemingly not very useful drill; “We do this because it is needed.” If it is clear what is being evaluated with what goal, the evaluation will have a much better start. This will also help to get the resources (people, time and money) needed to carry out the evaluation.¹

Start with formulating the answers to the following questions:

1. ***Why do we want to evaluate? What is the goal of this evaluation? (Be very specific, use SMART. Note: the goal of this evaluation, not the goal of the intervention/strategy you are evaluating.)***
2. ***What are we going to evaluate?***
3. ***How are we financing the evaluation?***

Step 2: Evaluation team



Put together a team of 2-4 people, if possible from the different organisations who are involved with the CVE/PVE strategy or intervention you are going to evaluate. This sounds quite big, but it is only to make sure that more than 1 person is involved in the evaluation of a strategy or intervention carried out by multi-agency cooperation. All partners of the multi-agency cooperation system need to know of the evaluation and the evaluation team should exist of representatives of at least 2 different organisations.

- Assess who needs to be part of the evaluation team.
- Discuss with the whole team why this evaluation takes place, what the exact goal of the evaluation is and what you will evaluate. If needed adjust the outcomes of step 1. All team members need to be on the same page about this.

¹ More info and tools for evaluation here: [IMPACT Europe Explores 'What Works' in Tackling Violent Radicalisation and Extremism | RAND](#)



Answer the following questions

4. Who is participating in the evaluation team? List the names of the people and their organisation.

If the evaluation needs to be an objective evaluation because its goal is to assess whether a specific intervention works in what kind of context (effectiveness) it should be carried out by a third party. If this is the case a third party should be added to the evaluation team.

Step 3: What kind of evaluation



What is being evaluated and with what goal defines what kind of evaluation needs to take place. Assess with the team, what kind of evaluation you will carry out. There are several types of evaluation.

A list of the most important ones in the local CVE/PVE setting:

- Effect evaluation/impact evaluation; did the intervention have the foreseen effect or impact? This evaluation focuses exclusively on output and impact.
- Pragmatic evaluation; oriented towards meeting the needs of programme decisionmakers and stakeholders. Evaluations should provide them the most useful information. For this, you will need to know beforehand what it is that they want to know.
- Process evaluation; what happened and why? The evaluation incorporates performance audits and focuses on whether performance standards were achieved. It is mainly concerned with output and investigates whether an intervention has been implemented as planned.
- Economic evaluation; this is related to the costs of the intervention. It could be a cost benefit analysis, cost-utility analysis, cost effectiveness analysis or cost-consequence analysis.
- Realistic evaluation; what works, in which context, for who and how? The aim is to identify the combination of mechanisms and contexts leading to outcome patterns.
- A mix of these types of evaluations

The type of evaluation you choose may also correlate with the stage the programme or intervention is in. In general, the earlier you start working on the evaluation, the better. Preferably, evaluation is already part of the design of the intervention or programme before it is implemented. This will ensure you are able to create a theory-of-change² for the intervention, collect the relevant data, and carry out before and after measurements.

Answer the following question:

5. What kind of evaluation will be carried out?

² <https://www.youtube.com/watch?v=gAkajtmYnNg>



Step 4: What information

To evaluate you need to analyse outcomes, output and/or how the process or the strategy or intervention works. What information or types of data collection would be suitable for the evaluation (e.g. interviews, survey, participant observation)? You need to determine which factors actually contribute positively to reaching the goal of the used CVE/PVE intervention or strategy, the key success indicators. An example of this could be measuring changes in behaviour and activities of an individual, but also how many persons asked CVE/PVE related questions at the newly opened helpline.

Answer the following question:

- 6. What kind of information and data is needed to carry out this evaluation?**
- 7. How do we get this information and data?**
- 8. Who will get this information and data?** (List who is responsible for what kind of info/data.)
- 9. What are the key success indicators of the intervention or strategy that is being evaluated?** (Needed to be able to analyse.)

Step 5: Plan the evaluation (action plan)



Draft an action plan of this specific evaluation.

This action plan should at least list:

- what is evaluated
- why is this evaluated and with what goal
- who is carrying out the evaluation (the evaluation team)
- how the evaluation is being financed (resources)
- what the key success indicators are of the intervention or strategy that is being evaluated
- what type of evaluation
- what information/data is needed
- how this info/data is collected and who will do this
- who will analyse the info/data
- what will happen with the results of the evaluation (follow up)
- how the outcomes will be communicated
- the timetable of the evaluation

Answer the following question:

- 10. Is there an action plan?**



Step 6: Evaluate & Analyse



Start the evaluation conform the action plan. Monitor with the evaluation team if everything is going according to plan. Just plan 2-3 brief meetings with the evaluation team to exchange information on how it is going and where you would need some extra effort. You might need to adjust something or deal with unforeseen challenges.

Once all data is collected and the analyses are being made, you discuss the outcomes with the evaluation team and formulate what this actually means. Do the outcomes mean you have to adjust the intervention/process/strategy, get more information, revise the strategy, keep continue to use the intervention etc.

Answer the following questions:

- 11. Who will monitor the carrying out of the evaluation and how will this be done (meetings etc.)?**
- 12. What are the outcomes of the evaluation and who will discuss what these mean?**

Step 7 : Share and adjust



The outcomes of the evaluation need to be shared with the right persons. Preferably those persons who are involved with the CVE/PVE intervention or strategy. Plan a meeting with these persons. Prepare this meeting with the evaluation team. Discuss during the outcomes-meeting with the invited relevant persons what these outcomes mean. Which follow-up is needed? Collect the discussed follow-up actions and make an overview of the outcomes of the evaluation and the follow-up actions that were agreed. Preferably with a list of who is responsible for what action.

Answer the following questions:

- 13. Who needs to know about the outcomes of the evaluation?**
- 14. What follow up actions are needed and who will carry out what? (Make SMART agreements)**



The Checklist: 7 basic steps- to do it right

<p>1. Why do we want to evaluate? What is the goal of this evaluation? (Be very specific, use SMART. Note: the goal of this evaluation, not the goal of the intervention/strategy you are evaluating)</p>	
<p>2. What are we going to evaluate?</p>	
<p>3. How are we financing the evaluation?</p>	



<p>4. Who is participating in the evaluation team? (List the names of the people and their organisations)</p>	
<p>5. What kind of evaluation will be carried out?</p>	
<p>6. What kind of information and data is needed to carry out this evaluation?</p>	
<p>7. How do we get this information and data?</p>	



<p>8. Who will get this information and data? (List who is responsible for what kind of info/data)</p>	
<p>9. What are the key success indicators of the intervention or strategy that is being evaluated? (Needed to be able to analyse)</p>	
<p>10. Is there an action plan?</p>	<p>YES/NO</p> <p>List the elements of the action plan here:</p>



<p>11. Who will monitor the carrying out of the evaluation and how will this be done (meetings etc)?</p>	
<p>12. What are the outcomes of the evaluation and who will discuss what these mean?</p>	
<p>13. Who needs to know about the outcomes of the evaluation?</p>	
<p>14. What follow up actions are needed and who will carry out what? (Make SMART agreements)</p>	

