



EVALUATION GUIDELINES

Designed by Sociolab
November 2019
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WHY AN EVALUATION?

As you know, BRIDGES requires that at the end of the integration initiatives, an overall evaluation of the integration practices be carried out by Sociolab, analysing evaluations conducted at national level and producing a general evaluation report, illustrating the identified good practices. The term evaluation can evoke the idea of an external judgement brought on the way we work, on our organizations and on our projects. We would like to go beyond this negative perception and try to do something together that is useful to all of us. **We would like to acknowledge that for projects of this kind, results and impact are more about the people than the numbers. The change we want to achieve is better measured in thoughts and words (our own, our team members', our participants', our partners') and cannot be reduced only to quantitative data gathering. Numbers are of course very important, but they do not tell the full story.**

Most importantly, we would like the evaluation to be a moment of reflection among our team members and the consortium. We would like it to be a learning experience for us all. This is why we designed the evaluation, like the needs assessment, not as a mere project requirement, but as an opportunity for you to reflect on your work. The evaluation is first and foremost an activity that should be useful to you.

HOW TO CONDUCT IT?

In order to capture the most elusive dimension of change and in order for this evaluation to be an internal learning process as well as something that can be useful for people outside the project, we would like to experiment with different kind of evaluation techniques:

- 1) COLLECTING CHANGE STORIES:** an activity inspired by the Most Significant Change (MSC) technique. MSC is a form of participatory evaluation that is based on collecting and selecting stories of change, produced by project members and people on the ground. More on the technique [here](#). Based on the dimensions of change we have identified together during the training in Tortosa (18-20 September 2019), we will collectively gather stories through interviews and conversations that illustrates some aspect of change, we will select those that are most significant for us and share them with the rest of the project partners. We can collect stories from: event attendees, local actors, community organizers and other relevant people involved in local events.
- 2) WRITING PROFILES OF OUR PARTICIPANTS:** the writing of full profiles of people whose story is particularly significant to describe the activity and/or the context and getting their authorisation to share them as part of the project narrative. With "participants" we intend here community members that have played a significant role in the project and are willing to keep designing organizing community initiatives to foster cohesion and inclusion.



- 3) **QUANTITATIVE INDICATORS AND TOOLS FOR GATHERING THEM:** the gathering of data about participants attendance to our activities throughout the project cycle, using different tools to capture the numerical dimension of the project: registration sheets, photos, headcount during events, maps, etc.

TIPS

This kind of evaluation is a collective endeavour. Sociolab will analyse the data and collate it, but we need you to gather the data in a way that it is useful. For this reason, we encourage you to be:

- **Continuous:** Especially with numerical indicators related to events and participants, it is essential that you record your data along the way. This is why we will provide you with an excel template where to store it and with periodical deadlines to send it to us.
- **Empathetic:** as with everything with this project, try to put yourself in other people's shoes, practice active listening when collecting change stories, be flexible in documenting project results;
- **Participatory:** as for the needs assessment, this is the work of all the team, not just one person. Involve and engage others, as well as your participants and partners in this exercise.

COMMITMENT

We expect to receive from our project partners a reasonable amount of data in order to proceed with the global evaluation of Bridges project. To do so, we kindly ask to each pilot location to provide us at least:

- **10 STORIES OF CHANGE** (per pilot city) that highlight different dimensions of change among participants, community organizers and other relevant people involved in local events. Stories can be anonymous and can be organized with a short description of the context and participants' quotes. More info in the next pages.
- **3 PERSONAL PROFILES** of special participants. Profiles have to provide a general idea of the type of protagonists of your events. More info below.
- **FULFILLED SPREADSHEET** with quantitative indicators of each event have been implemented on the ground. More info below.

Don't forget to ask participants for permission to record and publish the story in the project evaluation report, social media account, website page etc.



BRIDGES IN NUMBERS

Our long term goal is to **create cohesive and inclusive local communities** that foster participation and exchange between old and new residents. To do this, we have agreed to:

1. Foster partnerships and cooperation among all the actors involved in promoting integration at community level through a common methodology.

Through:

- ✓ 4 needs assessments (assessments documents);
- ✓ 1 common methodology (guidelines document);
- ✓ 8 people trained in the methodology (1 training in Tortosa + training report);
- ✓ 8 local networks composed of host and third country nationals (2 local networks in each pilot city);
- ✓ 20 participatory meetings of the local networks (5 meetings in each pilot city);
- ✓ 400 people involved in local networks and participatory meetings (approximately 100 people in each pilot city);

2. Support community building activities aiming at the integration of third country nationals at local level. Through:

- ✓ 48 community events around sports, culture and community services (integration initiatives) (12 integration initiatives in each pilot city);
- ✓ 960 people involved in community events (approximately 240 people in each pilot city);

3. Raise awareness about the importance of promoting integration, fostering intercultural dialogue and mutual understanding. Through:

- ✓ 4 national evaluations (1 document in each pilot city);
- ✓ 1 European evaluation (1 European handbook)
- ✓ 8 local public community events (2 meetings in each pilot city);
- ✓ 1 Final conference;
- ✓ 3500 people reached from printed materials (900 people in each pilot city);
- ✓ 500 people reached from the public community events;
- ✓ 130.000 reached by videos and online campaign.

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COLLECTING CHANGE STORIES

“The most significant change” approach to evaluation is a participatory technique which relies on engaging stakeholders in a process of recording, discussing and analysing change brought forward by a project or action. This approach involves generating and analysing personal accounts of change and deciding which of these accounts are the most significant – and why.

The first step of the approach is that of exploring the dimensions of change we wish to achieve with our action. We did this in Tortosa ([see training report](#)) by assessing dimensions in which we want to have an impact **by the end of the project**: individually, in the community and in our work. Partners identified “small but powerful changes” in all dimensions explored, confirming the complexity and multidimensional impact that a project like BRIDGES can have.

To collect stories of change, you should engage in **personal conversations** with participants and project actors: conversations/interviews with 1 or 2 persons max allow personal accounts of impact and change to emerge more freely.

In collecting **at least 10 stories of change**, we should engage in conversations with different people involved in the project to explore what participating in BRIDGES provoked in them.

Below is a table with the dimensions of change we identified in Tortosa, next to some questions that will help you in your conversations with key actors/participants to explore the changes/results that the project have generated. Depending on the actor involved in the conversation (one time participant/ active community champion/community organizer/staff member/etc) you should be able to explore one or more dimensions of change.



DIMENSIONS OF CHANGE	Questions to explore change in a conversation
<p>1. Individual changes</p> <p>Individuals involved in the activities:</p> <ul style="list-style-type: none"> - feel more connected to each other and find new opportunities to socialize, - feel more positive, - are more conscious of the need to be open and to find common spaces, - feel empowered to continue and create new spaces/activities/projects that foster dialogue, 	<p><i>How did you get to know the project? (for everyone)</i></p> <p><i>If you think about yourself/your life/for you:</i></p> <ul style="list-style-type: none"> - <i>Do you see anything differently after participating in the event/activity/project?</i> - <i>What was the most significant change that comes from your/personal involvement in this project/activity/event?</i> - <i>Why do you think it was important for you?</i>
<p>2. Changes happening at the collective/community level</p> <ul style="list-style-type: none"> - We can see a more positive image of community, through a change in narrative around new residents; - We see an improvement in interactions and interpersonal relations among people in the local community, in particular between locals and migrants, - We have promoted a change in mentality, developed ownership of local projects and broken down walls of stereotype. - Community organizers have received institutional legitimization. 	<p><i>If you think about the community/the group/the people involved:</i></p> <ul style="list-style-type: none"> - <i>What do you see differently after being part of this?</i> - <i>What was the most significant change you saw happening in the community through this project?</i> - <i>Why is this significant for the community according to you?</i>
<p>3. Changes in our work</p> <ul style="list-style-type: none"> - We have engaged more diverse groups of people, not just the usual participants; - We have learned to move away from the posture that makes us say “I know” and towards “we find out together”. - We have experimented with less frontal methods to work together and with communities; - We have included participatory practices in our work and in other EU projects. 	<p><i>If you think about your work/our work/the way we work:</i></p> <ul style="list-style-type: none"> - <i>What changed in the way you work with this project?</i> - <i>What significant impact do you think it had on our work?</i> - <i>Why is this significant to you?</i>



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Stories should be 1 page long/maximum 2 pages. They should include reference to when/where they were collected, and by whom. Here a template to help you collect them:

Significant change story TEMPLATE

Collected by: Margherita Mugnai - Sociolab
the 10/10/2019 in District 5, Florence, Italy

Short description of the context in which the story has been collected: ex. a story from after our local cricket tournament. There was a small group of people participating, but the day was lively. I interviewed one participant to the event that came from Pakistan.

How did you get to know this event/project? Nunc ac lobortis ligula. Praesent mattis diam quis erat condimentum, facilisis consectetur diam tempus. Vestibulum luctus metus nulla, at gravida mauris porttitor nec. Curabitur in efficitur lectus, eu tristique eros. Nunc tempor nisi id lorem vehicula iaculis. Donec condimentum nisl ultrices tincidunt convallis.

What was the most significant change (individual/community/work)? Nunc a erat quis est maximus semper non sit amet urna. Vestibulum sapien neque, sollicitudin eget nunc eu, sodales tincidunt elit. Aenean auctor dolor at diam sollicitudin, ac auctor magna sollicitudin. Etiam sed vulputate diam. Cras eros libero, iaculis non velit eu, blandit imperdiet felis. Duis id iaculis est. Aliquam ullamcorper vestibulum ipsum id elementum.

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Why was it significant for you/your community/your work? tristique sapien et finibus gravida. Nullam at elit finibus, luctus purus nec, tempus tellus. Integer sit amet ligula neque. Aliquam lectus ante, consequat volutpat ipsum ut, ornare ullamcorper enim. In bibendum quis libero et ultrices. Donec orci erat, posuere non dui sit amet, fringilla vestibulum elit. Vivamus id sapien tincidunt, viverra sapien at, mollis metus.

WRITING PROFILES OF OUR PARTICIPANTS

Bridges approach is based on promoting integration, fostering intercultural dialogue and mutual understanding among local communities. When evaluating the project, it results particularly relevant to describe those protagonists that have played and/or are willing to play a significant role in the community. That is why we ask you to choose at least **2 community members that have played a significant role in the project and are willing to keep designing and organizing community initiatives to foster cohesion and inclusion**. You should ask them the permission to collect more insights of their personal story through a [small interview](#), so to have more information to share in the project's impact general narrative. When identifying the participants you should make an effort to ensure gender balance and diversify between locals and third country nationals. Here are some questions to ask:

- *What is your usual activity/occupation?*
- *How did you learn about this project/event? Why did you decide to come?*
- *What happened today/ during the project? What did you do?*
- *What was significant about the people you met? the things you did? The way you did them?*
- *What part of the activity did you particularly like/dislike?*
- *What do you wish to do/ will do/want to keep supporting the creation of a more inclusive community?*

Information gathered through these questions should be accompanied by a clear good quality photo, elaborated and summarized in a short text, adding a brief description of the interviewee and some relevant quotes (see the template below for inspiration). In order to maximise your effort, the interview can be also used as a tool for recording one of the two short video required by Bridges' communication activities.



Personal profile TEMPLATE

Margherita Mugnai - trainer in the BRIDGES project - Sociolab, Florence, Italy

Short description of the person., where did you meet him/her, what does he/she do, why did you interview him/her.



“significant quote...”

Question? Nunc ac lobortis ligula. Praesent mattis diam quis erat condimentum, facilisis consectetur diam tempus. Vestibulum luctus metus nulla, at gravida mauris porttitor nec. Curabitur in efficitur lectus, eu tristique eros. Nunc tempor nisi id lorem vehicula iaculis. Donec condimentum nisl ultrices tincidunt convallis. Nunc a erat quis est maximus semper non sit amet urna. Vestibulum sapien neque, sollicitudin eget nunc eu, sodales tincidunt elit. Aenean auctor dolor at diam sollicitudin, ac auctor magna sollicitudin. Etiam sed vulputate diam. Cras eros libero, iaculis non velit eu, blandit imperdiet felis. Duis id iaculis est. Aliquam ullamcorper vestibulum ipsum id elementum.

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“significant quote...”

Question? tristique sapien et finibus gravida. Nullam at elit finibus, luctus purus nec, tempus tellus. Integer sit amet ligula neque. Aliquam lectus ante, consequat volutpat ipsum ut, ornare ullamcorper enim. In bibendum quis libero et ultrices. Donec orci erat, posuere non dui sit amet, fringilla vestibulum elit. Vivamus id sapien tincidunt, viverra sapien at, mollis metus.

QUANTITATIVE INDICATORS & TOOLS FOR GATHERING THEM

The information pertaining to this kind data gathering, should be recorded by each organization on a copy of **this spreadsheet**. 1 spreadsheet per organization

Event Category	Event type and description (sport, cultural event, voluntary activity etc)	Date	Location	Number of participants	Stakeholder engaged	Nationalities	Age (%): -under 18 -18-39 -40-55 -56-65 -over 65	Inclusion and diversity (nationals to TCNs ratio)	Gender Equality (women to man ratio)	Did you take pictures or video?	Tools to gather data

QUESTIONS AND DOUBTS: Please do not hesitate to contact Margherita at anytime: margherita.mugnai@sociolab.it

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