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| **Eàrr-ràdh 26** | Appendix 26 |
| **Sgrùdadh is Measadh**  Gheibh daoine barrachd fiosrachaidh bho Mheasadh is Taic Alba aig  <http://www.evaluationsupportscotland.org.uk/>  Comhairle a thaobh mar a sheallas sibh do chàch cho cudromach a tha an obair/pròiseact agaibh agus a’ bhuaidh a th’ aige.  Bidh a’ mhòr-chuid de dhaoine a tha ruith buidheann, agus gu dearbh an fheadhainn a tha air cur a-steach airson tabhartas, air an abairt, ‘sgrùdadh is measadh’, a chluinntinn. Nuair a thèid a chur an sàs gu ceart, faodaidh sgrùdadh is measadh a bhith air leth feumail, nuair a sguabas sibh air falbh a’ chainnt oifigeil, chan eil e cho doirbh sin:   * ***Sgrùdadh*** -a’ cruinneachadh is a’ clàradh fiosrachadh mu na tha a’ bhuidheann agaibh a’ dèanamh * ***Measadh*** - a’ cleachdadh fiosrachadh a tha sibh air a chruinneachadh, còmhla ri fiosrachadh eile is an t-eòlas iomlan agaibh, gus dealbh soilleir a thoirt seachad air a’ bhuidhinn agaibh agus an obair a nì sibh.   Ma choimheadas sibh air mar sin, faodaidh sibh a ràdh gu bheil cha mhòr a h-uile buidheann a’ sgrùdadh is a’ measadh na tha iad a’ dèanamh, fiù ’s ann an dòigh neo-fhoirmeil: ma chunntas sibh cia mheud duine a nochdas aig coinneamh, ’s e sgrùdadh a tha sin, agus ma bhruidhneas sibh airson beagan mhionaidean mu mar a chaidh do thachartas nuair a tha e seachad, ’s e measadh a tha sin. | **Monitoring and Evaluation**  Groups can access further information from Evaluation and Support Scotland <http://www.evaluationsupportscotland.org.uk/>  Tips to help to show others the value and impact of your work/project.  Most people involved in running a group, and certainly all of those who have applied for a grant, will have heard the phrase ‘monitoring and evaluation’. When used properly, monitoring and evaluation can be a very useful tool and, stripped of the jargon, it isn’t too complicated:   * ***Monitoring*** is collecting and recording information about what your group is doing * ***Evaluating*** is using the information you have collected, together with other information and your overall experience, to get a good clear picture of your group and its work.   Looked at like this almost every group does monitor and evaluate what they do, if only informally: counting how many people turn up at a meeting is monitoring, and chatting about how an event went for a few minutes at the end is evaluation. |
| **Carson a tha sgrùdadh is measadh ann?**  Tha dà adhbhar math ann carson a bhiodh sibh ag iarraidh barrachd structair a bhith san dòigh a nì sibh sgrùdadh is measadh air cùisean. Sa chiad àite, agus ’s e as cudromaiche, tha e gur cuideachadh gus tomhas a dhèanamh air cho èifeachdach agus a tha an obair agaibh agus gus obrachadh a-mach dè b’ urrainn dhuibh a dhèanamh airson gum biodh an obair agaibh nas èifeachdaiche. An dàrna adhbhar, agus am fear a tha a’ toirt air a’ mhòr-chuid de bhuidhnean a bhith coimhead air na dòighean-sgrùdaidh aca ann am barrachd doimhneachd, tha barrachd is barrachd bhuidhnean-maoineachaidh a’ sùileachadh gun dèan sibh e.  Faodaidh sgrùdadh is measadh ur cuideachadh gu sònraichte gus   * dearbhadh gu bheil a’ bhuaidh a tha sibh ag iarraidh aig na tha sibh a’ dèanamh * piseach a thoirt air cùisean le bhith comharrachadh rudan nach eil ag obair * na tha sibh a’ dèanamh atharrachadh ma tha an suidheachadh air atharrachadh * fianais a thoirt do luchd-maoineachaidh, no daoine a dh’fhaodadh maoineachadh a thoirt dhuibh, gu bheil na sibh a’ dèanamh a’ coileanadh na bu chòir dha a bhith | **Why do monitoring and evaluation?**  There are two good reasons why you might want to make your monitoring and evaluation more structured. The first, and most important, reason is that it helps you judge how effective your efforts are and what you could do to make them more effective. The second reason, and the one which prompts most groups to look at monitoring seriously, is that people who give out funds increasingly expect it.  In particular, monitoring and evaluating can help you   * check that what you are doing is actually having the effect you want * improve things by identifying things that aren’t working * change what you are doing if the situation changes * provide evidence for funders or potential funders that what you are doing is working |
| **A’ planadh airson sgrùdadh is measadh**  Bidh dòigh eadar-dhealaichte aig a h-uile buidheann air an obair aca a sgrùdadh is a mheasadh, agus sin a rèir dè an obair a nì iad. Ge-tà, tha dà phrionnsapal ann air am bu chòir do bhuidhnean cuimhneachadh nuair a tha iad a’ planadh airson sgrùdadh is measadh. | **Planning your monitoring and evaluation**  Every organisation will have a different way of monitoring and evaluating their work, depending on what work they do. However, there are two principles that are worth all groups bearing in mind when planning monitoring and evaluation. |
| **Dà phrionnsapal …**   1. Iarraibh air grunn dhaoine a dhol an sàs ann a bhith co-dhùnadh dè tha sibh a’ dol a dhèanamh, agus ann a bhith ag obrachadh a-mach ciamar a tha sibh a’ dol ga dhèanamh. Tha sibh ag amas air fiosrachadh feumail a thoirt don bhuidhinn agaibh, *chan e* càrn mòr uabhasach de phàipear a chruinneachadh. 2. Cumaibh cho sìmplidh sa ghabhas e. Chan eil sibh ag iarraidh cus uallaich a bhith oirbh, gu h-àraidh ma tha sibh dìreach air tòiseachadh a’ sgrùdadh na h-obrach agaibh. Faodaidh sibh a bhith nas mionaidiche san ùine ri thighinn, ma dh’fheumas sibh. | **Two principles …**   1. Involve several people in deciding what you are going to do, and working out how you are going to do it. The aim is to provide useful information to your group, *not* to build up reams of paperwork. 2. Keep it as simple as possible. You don’t want to take on too much, especially if you are only just starting to monitor your work. You can always get more detailed later, if you need to. |
| **…agus ceist no dhà**  ’S e as adhbhar do sgrùdadh, fiosrachadh a thoirt dhuibh air an dèan sibh measadh, mar sin nuair a tha sibh a’ planadh, tha e nas fheàrr tòiseachadh a’ smaoineachadh air a’ mheasadh. | **…and some questions**  The aim of monitoring is to provide the basis for your evaluation, and so when planning it is best to start with thinking about the evaluation. |
| **Feumaidh sibh faighneachd dhuibh fhèin**   * Dè na prìomh nithean a tha sinn airson a mheasadh? Bu chòir dhuibh beachdachadh an seo air na prìomh nithean a tha a’ bhuidheann no am pròiseact agaibh a’ feuchainn ri choileanadh. * Dè am fiosrachadh a chuidicheas sibh gus na nithean sin a mheasadh? * Cò tha a’ dol a chlàradh an fhiosrachaidh seo, agus ciamar?   ’S e a’ chiad cheist an tè as cudromaiche, agus feumaidh sibh a bhith cho soilleir ’s a ghabhas nuair a fhreagras sibh a’ cheist sin. Airson tòrr bhuidhnean, tha e doirbh dhaibh sgrìobhadh sìos gu soilleir dè tha iad a’ feuchainn ri choileanadh. Gu tric, air aon làimh bidh amas farsaing sa bhonn-stèidh aca, agus air an làimh eile bidh sreath de nithean sònraichte a tha iad a’ dèanamh. Bidh na tha iad a’ feuchainn ri choileanadh ri lorg eadar an dà rud sin.  Mar eisimpleir, dh’fhaodadh bonn-stèidh buidheann ro-sgoile a bhith ag ràdh gu bheil e na amas dhi, ‘piseach a thoirt air foghlam agus adhartas cloinne a tha, san fharsaingeachd, fo aois sgoile.’ Dh’fhaodadh gur e a tha iad a’ dèanamh, a’ ruith buidheann ro-sgoile airson 20 pàiste eadar 9.30m is 12.15f gach latha seachdaine. Gu follaiseach, chan eil adhbhar ann àiteachan a thabhann mura h-eil duine a’ dol ann, mar sin ’s e pàirt den amas a bhios aca, na h-àiteachan sin a lìonadh. Dh’fhaodadh gu bheil iad air co-dhùnadh a dhèanamh cuideachd feadhainn de na h-àiteachan a thabhann do chloinn bho theaghlaichean nach urrainn an làn chìs a phàigheadh, agus prìs nas lugha a thabhann do chloinn bho theaghlaichean a tha faighinn creideasan cìse.  Dh’fhaodadh seo uile a bhith ciallachadh gu bheil amas aca, ‘20 àite a thabhann eadar 9.30m is 12.15f gach latha seachdaine, far a bheil co-dhiù 90% de na h-àiteachan air an gabhail thar na bliadhna. Bidh co-dhiù 25% den chloinn a’ tighinn bho theaghlaichean a gheibh creideasan cìse.’ Gabhaidh seo a sgrùdadh – le bhith cunntadh na cloinne, a’ cumail figearan airson an fheadhainn a tha pàigheadh prìs nas ìsle – agus gabhaidh measadh a dhèanamh air le bhith dearbhadh gun deach na targaidean a choileanadh.  ’S e an rud as cudromaiche a thaobh a bhith planadh airson sgrùdadh is measadh, gu bheil sibh soilleir mu dheidhinn na tha sibh an dòchas a choileanadh às na tha sibh a’ dèanamh. Mura faigh sibh sin ceart, thèid a h-uile rud eile troimh-a-chèile gu cinnteach.  Faighnichibh dhuibh fhèin   * A bheil aithris shoilleir againn air na tha sinn a’ feuchainn ri dhèanamh? * A bheil targaidean soilleir san aithris a ghabhas a thomhas? * A bheil e ag innse gu soilleir dè tha sinn gu bhith meas mar shoirbheachadh?   Sgrìobhaibh sìos seata soilleir is mionaideach de thargaidean a ghabhas cleachdadh gus measadh a dhèanamh air na tha sibh a’ dèanamh. ’S e an rud mu dheireadh a nì sibh ann am planadh, co-dhùnadh a dhèanamh air mar a tha sibh a’ dol a dh’innse do dhaoine mu na toraidhean bhon sgrùdadh agaibh. Mar as trice bidh foirmichean aig luchd-maoineachaidh iad fhèin, agus bidh agaibh ri an lìonadh a-steach, ach dh’fhaodadh gum bi sibh ag iarraidh fios a sgaoileadh gu farsaing air cho math agus a tha sibh a’ dèanamh. Dh’fhaodadh sibh artaigeil a chur don chuairt-litir agaibh, no fios a chur don aithisg bhliadhnail? Dh’fhaodadh gum bi sibh ag iarraidh brath-naidheachd a sgaoileadh mu na toraidhean, ma tha sibh air soirbheachadh gu mòr. | **You will need to ask yourself**   * What are the main things we want to evaluate?  These should be the central things your group or project is trying to achieve. * What information will help us to evaluate these? * Who is going to record this information, and how?   The first of these is the key question, and you need to be as clear as possible about answering it. For many groups there is a problem in writing down clearly what they are trying to achieve. They often have, on one hand, a very general aim in their constitution and, on the other, a series of quite specific things they are doing. What they are trying to achieve lies somewhere in between.  For example, a pre-school’s constitution may give its aim as being ‘to enhance the development and education of children primarily under statutory school age’. Their activity may be to run a pre-school with 20 places between 9.30 and 12.15 every weekday. Providing places is obviously pointless if no one takes them up, so part of their aim will clearly be to fill places. They may also have decided that they want to ensure that some of the places are available for children of families who are unable to pay the full fee, and so offer reduced rates for children where the family is on tax credit.  All of this may translate into an aim of ‘providing 20 places between 9.30 and 12.15 every weekday, with a take up of at least 90% over the course of a year. A minimum of 25% of all children to come from families in receipt of tax credit.’ It is possible to monitor this – by counting the children, and keeping figures on those paying the reduced rate – and to evaluate it by checking whether the targets set have been achieved.  Being clear about exactly what you hope to achieve from what you are doing is the most important part of planning your monitoring and evaluation. If you don’t get this right then everything else will inevitably be muddled.  Ask yourself   * Do we have a clear statement of what we are trying to do? * Does it contain clear targets which are measurable? * Does it spell out what we will regard as a success?   Write down a clear and detailed set of targets against which to judge what you are doing. The last part of your planning is to decide how to let people know the results of your monitoring. Funders are likely to have their own forms you will need to fill in, but you may also want to get news of how well you are doing out more widely. Perhaps an article in your newsletter, or some details in your annual report? You might even want to distribute a press release on the results if they reflect particularly well on your work. |
| **Mar a nì sibh e – Sgrùdadh**  Bidh sibh ag iarraidh fiosrachadh a chruinneachadh air na tha sibh a’ dèanamh, ach bidh sibh cuideachd ag iarraidh fiosrachadh air a’ bhuaidh a th’ aig an obair agaibh. (Tha luchd-maoineachaidh nas buailtiche a bhith ag ràdh ‘toraidhean’ ris na tha sibh a’ dèanamh agus ‘builean’ ris a’ bhuaidh a bhios aca.)  Tha leabhar feumail aig Maoin Mhòr a’ Chrannchuir, ‘Explaining the difference your project makes’. Tha sin a’ dèanamh soilleir an seòrsa chlàran a tha iad an dùil gun cùm buidhnean, agus tha earrainn mhath aige air ‘a’ sgrùdadh bhuilean’. Barrachd is barrachd tha luchd-maoineachaidh a’ cleachdadh briathrachas sònraichte airson na rudan a tha iad ag iarraidh oirbh a sgrùdadh agus ma tha sibh a’ faighinn suimeannan mòra bhuapa, feumaidh sibh am briathrachas sin a thuigsinn. ’S e toiseach tòiseachaidh math is soilleir a th’ anns an leabhar aig Maoin Mhòr a’ Chrannchuir. Gabhaidh a luchdachadh a-nuas bho <http://www.biglotteryfund.org.uk/er_eval_explaining_the_difference.pdf> | **How to do it – Monitoring**  You will want to collect information about what you are doing, but you also need to try and get information on the effect your work is having. (Funders increasingly call the things you are doing ‘outputs’ and their effect ‘outcomes’.)  The Big Lottery Fund produces a useful booklet called ‘Explaining the difference your project makes’. This clarifies the kind of records they expect groups they fund to keep, and is also a good introduction to ‘outcome monitoring’. Increasingly funders are using a special vocabulary for what they want monitored and if you are receiving significant amounts of money you will need to understand it. The Big Lottery Fund booklet is a clear introduction. It is available to download at  <http://www.biglotteryfund.org.uk/er_eval_explaining_the_difference.pdf> |
| ’S e cunntadh rudan as motha a bhios sibh a’ dèanamh nuair a tha sibh a’ cruinneachadh fiosrachadh mu na tha sibh a’ dèanamh. A-rithist, ’s e an rud as cudromaiche, gun cruinnich sibh am fiosrachadh a h-uile turas, agus gun sgrìobh sibh sìos e san aon dòigh feuch gun urrainn dhuibh coimeas a dhèanamh eadar am fiosrachadh thar ùine.  Faodaidh e a bhith nas duilghe fiosrachadh a chruinneachadh mun bhuaidh a th’ agaibh (‘builean’ na h-obrach agaibh). Feumaidh sibh feuchainn ri faighinn a-mach dè tha daoine a’ smaoineachadh agus dè a’ bhuaidh a th’ agaibh air am beatha.  Tha grunn rudan a dh’fhaodadh sibh a dhèanamh gus am fiosrachadh sin a chruinneachadh: | Collecting information about what you are doing will mainly consist of counting things. Again the most important thing here is to collect the information every time, and write it down in a consistent form so you can compare it over time.  Collecting information about the effect you are having (the ‘outcomes’ of your work) can be more complicated. You need to try and find out what people think and the effect that you are having on their lives.  There is a range of things you could do to collect this information: |
| **Beachdan fhaighinn air ais bho dhaoine a chleachdas an t-seirbheis**: ’S e a’ chiad cheum beachd fhaighinn bho dhaoine air mar a’ dol do chùisean. ’S dòcha gum bi sibh ag iarraidh leabhar-bheachdan no bogsa-mholaidhean a chleachdadh; no foirmichean-measaidh a thoirt do dhaoine aig deireadh gach seisein; ceisteachan a dhèanamh airson a h-uile duine a thig air seachdain shònraichte. Dh’fhaodadh gum biodh e feumail na beachdan neo-fhoirmeil aig daoine a chlàradh, gu h-àraidh na beachdan a th’ aca airson piseach a thoirt air cùisean. | **Feedback from users:** Getting the ideas of users about how things are going is a first step. You might want to use a comments book or suggestions box; give users evaluation forms at the end of sessions; produce a questionnaire for everybody who comes in a particular week. You might also find it useful to record informal comments from users, and especially their comments about how things could be improved. |
| **Beachdan air ais bho luchd-obrach**: Co-dhiù mas e luchd saor-thoileach no luchd-obrach pàighte a th’ annta, tha e feumail beachdan fhaighinn bho dhaoine a tha dèanamh na h-obrach. Mas e tachartas fa leth a th’ ann a thachras aon turas feuch ri daoine fhaighinn cruinn còmhla aig an deireadh, dìreach airson beagan mhionaidean fiù ’s, gus bruidhinn mu na rudan a dh’obraich agus na rudan nach do dh’obraich. Ma tha luchd-obrach agaibh, cuiribh air a’ chlàr-ghnothaich e aig na coinneamhan cunbhalach agaibh leis an luchd-obrach gus faighinn a-mach mu mar a tha dol dhaibh. | **Feedback from workers:** Whether they are volunteers or paid staff it is useful to get the ideas of people who are actually doing the work. If it is a one-off event then try and get people together at the end, if only for a few minutes, to talk about what went right and what went wrong. If you have staff then make it a regular item in staff meetings to talk about how things are going. |
| **Mar a nì sibh e – measadh**  Aon uair ’s gu bheil sibh air fiosrachadh a chruinneachadh, feumaidh sibh obrachadh a-mach dè tha e a’ ciallachadh. Feumaidh sibh gabhail ris gur dòcha gun toir seo greis agus feumaidh sibh ùine reusanta a chur mu seach air a shon.   * Tha e nas fheàrr ma tha àireamh mhòr de dhaoine an sàs seach àireamh bheag. Tha sibh ag iarraidh dealbh soilleir fhaighinn air na tha sibh a’ dèanamh gu math agus nach eil sibh a’ dèanamh gu math. Mar as motha de bheachdan ’s ann as fheàrr. * Dèanaibh cinnteach gun tarraing sibh air a h-uile seòrsa fiosrachaidh a th’ agaibh. Nuair a tha sibh air figearan ùra fhaighinn, chan eil sin a’ ciallachadh gum bu chòir dhuibh dìochuimhneachadh mun eòlas a th’ aig daoine sa bhuidhinn agaibh. Cuiribh na dh’ionnsaicheas sibh ann an co-theacsa a rèir na tha fios agaibh air mu thràth. * Thoiribh an aire dha mar a tha daoine sa bhuidhinn air ùine a chosg is oidhirp a dhèanamh gus cùisean a thoirt gu buil. Ma tha an sgrùdadh agaibh a’ sealltainn nach do dh’obraich tachartas san dòigh a bha sibh an dùil, cuimhnichibh gur ann an urra ris a’ bhuidhinn air fad a tha sin agus chan ann dìreach ris na daoine a bha gu dlùth an sàs ann a bhith ga chur air dòigh. | **How to do it – evaluating**  Once you’ve collected your information you need to work out what it is telling you. Accept that this can be quite a long process and needs a reasonable amount of time.   * Include more rather than less people. Your aim is to get a clear picture of what you are doing well and what you are doing badly. The more viewpoints the better. * Make sure you draw on all the sources of information you have. Just because you have some new statistics don’t ignore the experience of people in the organisation. Put what you have learnt into the context of what you already know. * Recognise that people in the group have invested time and effort into making things happen. If your monitoring is showing that an event didn’t have the effect you hoped then be aware that this is the responsibility of the whole group, not just the people who were most closely involved. |
| **Mu dheireadh**  Às dèidh dhuibh obair mar seo a dhèanamh gus am fiosrachadh a chruinneachadh, agus gus obrachadh a-mach dè tha e a’ ciallachadh, bu chòir dhuibh a’ bhuannachd as motha as urrainn dhuibh fhaighinn às. Ma gheibh sibh a-mach gu bheil sibh air obair mhath a dhèanamh, dèanaibh sin follaiseach do dhaoine. Innsibh dha na daoine a bhios a’ cleachdadh na buidhne agaibh agus don luchd-mhaoineachaidh agaibh gu bheil sibh a’ dèanamh obair mhath, agus gu bheil fianais agaibh a sheallas sin. Nuair a tha sibh air fhaicinn nach do dh’obraich cùisean cho math ’s a bha dùil, beachdaichibh air cùisean atharrachadh. Bidh a h-uile duine a’ dèanamh mhearachdan, ’s e an gnothach sin a thuigsinn agus ionnsachadh bho na chaidh ceàrr. | **Finally**  Having put this effort into collecting information, and working out what it means, get the most benefit you can from it. Where you find you have done a good job then let people know. Tell your users and your funders that you are doing a good job, and have the facts to prove it. Where you find things haven’t gone so well then think about changing what you are doing. Everybody makes mistakes, the trick is to recognise them and to learn from them. |