

# **Participatory monitoring and evaluation**

Readings and Resources

Volume 8, 2<sup>nd</sup> edition

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for  
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## A. The RPE Social Science Resource Kit

**What is the RPE Social Science Resource Kit?** This kit, originally developed by IDRC's Community-Based Natural Resource Management Program in Asia (1997-2004), is a reference tool to assist researchers funded through IDRC's Rural Poverty and the Environment (RPE) Program Initiative (RPE started in 2005; see for more information: <http://www.idrc.ca/rpe>) to apply concepts, analytical approaches and research methods from the social sciences in their research.

**What is the Format of the Kit?** The kit is being delivered as a set of **resource books**, each one dealing with a different key issue area related to rural poverty and environment related research. The topics/issue areas covered include: Gender (Volume 1); Community-Based Natural Resource Management (Volume 2); Participatory Research (Volume 3); Indigenous Knowledge (Volume 4); Institutional Analysis (Volume 5); Common Property (Volume 6); Conflict Management and Multi-Stakeholder Analysis (Volume 7); Participatory Monitoring and Evaluation (Volume 8); Resource Tenure (Volume 9), and The Making of Natural Resources Policy: Content, Process and Outcomes (Volume 10). Depending on feedback received from these materials, other topics or issues may be considered for coverage in the future.

**What is in the Resource Books?** The resource books contain photocopies of selected readings excerpted from books, academic journals, field-reports and training manuals. Depending on the subject, the readings include conceptual and methodological issues, research tools, and illustrative case studies. Each source book also includes an annotated bibliography, and information on electronic (internet) resources. Information on how to use the Centre's literature search services (free to IDRC-funded institutions) is also provided.

Readers will find that some of the material in each resource book is contradictory. The intent of the Kit is to expose researchers to a range of academic perspectives, rather than to choose only one view. This means that readers of this material will have to think about the different arguments presented and choose for themselves an interpretation of these concepts and methods which is sensible for their own research project. Readers should also note that the views expressed in the readings are those of the author(s) and do not necessarily represent those of IDRC.

**Why Has the Resource Kit Been Prepared?** The impetus for developing the kit originally stemmed from specific requests from IDRC research recipients for tools and resources to assist them in doing community-based natural resource management (CBNRM) focused research. For many of these researchers, CBNRM was a new concept requiring analytical tools and research methods that are quite different to those they had received through formal or other training.

Researchers wanting to learn these new concepts and methods have been constrained by a lack of access to well-stocked libraries, relevant databases and internet-sites. CBNRM approaches remain at the heart of the Rural Poverty and Environment Program Initiative's agenda; from this comes RPE's interest to keep the series alive and updated.

**Who Should Use the Kit?** If your research deals with rural poverty and environment oriented topics and questions, and is sponsored by IDRC, you will be able to benefit from the information in each volume to help you develop research proposals and to undertake your research. IDRC-supported researchers will find that the concepts, tools and methods covered in these reference books will be used repeatedly in research reports, workshops, meetings, correspondence, and in evaluation of your work.

The Kit will also be of wider interest and we hope that it can serve as a useful reference collection for researchers who otherwise would have difficulty getting access to this material.

**How Were Readings Selected for the Resource Kit?** The readings were selected from existing publications based on literature searches and consultations with academics and practitioners in the respective fields. From these sources the materials have been further selected for:

- ▶ Readability/clarity of the writing
- ▶ Suitability for an audience with limited English language skills
- ▶ Suitability to Rural Poverty and the Environment project contexts
- ▶ Emphasis on definition of terms and detailed explanation of concepts in conjunction with concrete experiences from the field, i.e., application of terms and concepts

IDRC-supported researchers are working in countries all over the world representing a wide range of cultural and educational backgrounds. Many researchers do not read English as a first language and a majority have not had formal training in the Social Sciences. For these reasons, an effort has been made to include materials that will be instructive and accessible both for newcomers to the topic and for those with a background in the subject area.

**How Might the Resource Kit be Used?** These resource books are only a starting point for researchers looking for information on a specific topic. The readings are meant to stimulate the formulation of research questions and further inquiry. The research tools provided are intended as catalysts for adaptation and innovation of new site-specific tools, methods and analytical frameworks. The (annotated) bibliographies will assist each project and researcher to pursue more targeted information beyond what is provided here.

Some specific actions you might take within your research team and/or institution to make more effective use of this material:

- ▶ Identify specific topics which are most relevant to your research and assign responsibility to specific members of the team to review these materials. Take turns briefing other team members on what you have learned from each Kit volume.
- ▶ Seek answers to your questions. Ask external project advisors or IDRC program staff if you have questions arising from your review of this material.
- ▶ Organize training sessions using these reference materials together with local resource persons, designated team members, or other experts.
- ▶ Translate the best articles for broader circulation.
- ▶ Read some of the books in the bibliography to deepen your knowledge and learn other cases and examples. Books and articles which you have read and which are relevant to your own research can be cited, if appropriate, in your research proposals or reports.
- ▶ Inform IDRC of any changes to your projects that have come about as a result of this material.

Discuss the contents of the readings within your research team and identify what adaptations you could make for the conditions of your project.

## B. Readings

*This section includes photocopied readings covering conceptual, methodological and practical issues related to participatory monitoring and evaluation with special attention to community-based natural resource management. A brief introduction and summary of the readings is provided below followed by the reference information for each reading. The readings themselves are numbered and marked with corresponding tabs for convenience.*

### I. Introduction

As a companion volume to the RPE Social science Resource Kit, this book will focus on participatory monitoring and evaluation, still a relatively new field of research and development theory and practice. Participatory monitoring and evaluation (shortly: PM&E) covers a number of approaches including auto or self-evaluation, beneficiary assessment, participatory impact monitoring, participatory assessment monitoring and evaluation. All these approaches have in common the active and meaningful involvement of one or more social actors (often labelled "stakeholders") in the design, implementation, analysis and critical review of monitoring and evaluation activities -moving beyond roles traditionally assigned to researchers or to external evaluators contracted by donors to look at project or program achievements.

Participatory monitoring and evaluation builds upon the insights, approaches and tools used in participatory (action) research, but also borrows from "conventional" social sciences approaches, and from conventional monitoring and evaluation theory and practice. PM&E has a special interest in looking at participation itself, seen both as a means to an end (the process of participation) and as an end in itself, i.e., enhanced participation in terms of number of people and/or quality of involvement. Insights from the literature on the social and political nature of knowledge, and from social and gender (stakeholder) analysis become therefore relevant as well.

Since the first edition of this volume in 1999, the literature about PM&E has continued to grow although it seems that the pace of publications has slowed down somewhat. All sections of the original source-book have been updated to include (more) recent publications, more detailed case studies, Website-links, and new or changed Website addresses. It is to note that detailed and critical accounts of how PM&E actually takes place in projects, programs, or organizations are still scarce.

## II. An Overview of the Readings

The readings, references and resources that appear here deal with conceptual, methodological and practical aspects and challenges of participatory monitoring and evaluation as related in particular to natural resource management practices and processes. The goal has been to include more recent and easily accessible materials (freely downloadable), with a direct relevance for field-oriented researchers. A number of related publications included in this section could be found in section D.

### 1. Concepts and approaches

First reading: Irene Guijt, Mae Arevalo and Kiko Saladores. 1998. **Tracking change together.** In: Arevalo, Mae, Irene Guijt, and Kiko Saladores (guest editors) 1998. PLA Notes 31: Participatory monitoring and evaluation. London, UK: IIED, pp. 1-9.

This paper provides a good introduction to the basic ideas behind participatory monitoring and evaluation or tracking the project development process together (see for a more in-depth introduction, Abbot and Guijt, 1998, in section D). The article addresses a number of issues that require careful attention: questions related to the kind of participation that projects make use of, the use of tools and indicators, the question of institutionalization, and the documentation of practical experiences. Can be found at:

[http://www.iied.org/NR/agbioliv/pla\\_notes/pla\\_backissues/documents/plan\\_03106\\_000.PDF](http://www.iied.org/NR/agbioliv/pla_notes/pla_backissues/documents/plan_03106_000.PDF)

See also: Marisol, Estrella and John Gaventa, 1998; IIRR, 1999; and Marisol, Estrella et al. (editors) 2000 (referenced in section D.)

Second reading: Ann Waters-Bayer, Wolfgang Bayerand, and Annette von Lossau. 2005. **Participatory monitoring and evaluation with pastoralists.** In: J. Gonsalves, T. Becker, A. Braun, D. Campilan, H. de Chavez, E. Fajber, M. Kipiriri, J. Rivaca-Caminade and R. Vernooy (eds.) 2005. Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook. Los Baños, the Philippines: CIP-UPWARD, and Ottawa: IDRC, pp. 113-117.

This chapter summarizes the main findings of the review study done by Wolfgang Bayerand and Ann Waters-Bayer (published in 2002, referenced in section D), entitled “Participatory monitoring and evaluation (PM&E) with pastoralists: a review of experiences and annotated bibliography” (Eschborn, Germany: GTZ and Leusden, the Netherlands: ETC). The review concluded that although there are numerous references about how to do PM&E, there are very few actual accounts of implementation of PM&E systems with pastoralists in which both the concerns of the pastoralists and intervening parties are considered. The authors argue that PM&E in pastoral areas and pastoral development make good sense,

but it will require careful design and long-term support given the low population density in these areas, their remoteness, and the poor infrastructure at hand. Although written with a focus on pastoralists and their livelihoods, the findings are relevant for other rural groups and livelihood practices as well. Can be downloaded at: [http://www.idrc.ca/books/ev-85057-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-85057-201-1-DO_TOPIC.html) and at: <http://www.cip-upward.org/main/Library/Rec.asp?qFilterPublications=0&RecID=1986&MainPage=/main/Library/Library.asp>

Third reading: Karen McAllister and Ronnie Vernooy 1999. **Action and reflection: a guide for monitoring and evaluation.** Ottawa, Canada: IDRC. 92 pages.

This guide discusses conceptual and methodological questions related to monitoring and evaluation of participatory research and development initiatives. Throughout the guide there are numerous short descriptions of suggested methods and tools. The guide has been used as the core reader/training material for various PM&E training courses (see: Vernooy, Ronnie, Sun Qiu, and Xu Jianchu, 2003, below, and referenced in section D). The guide is **not** a blue-print, but addresses issues that are at the heart of making an art of monitoring and evaluating participatory research. The guide is organized around six basic, interrelated questions that need to be answered when doing monitoring and evaluation. These questions are:

1. - **WHY** do we monitor and evaluate participatory research? (Chapter 2)
2. - **WHAT** will we monitor and evaluate? (Chapter 3)
3. - **FOR WHOM** will we monitor and evaluate? (Chapter 4)
4. - **WHO** will monitor and evaluate? (Chapter 5)
5. - **WHEN** will we monitor and evaluate? (Chapter 6)
6. - **HOW** will we do it? (Chapter 7)

Available at:

<http://www.cbnrmasia.org/modules.php?op=modload&name=DownloadsPlus&file=index&req=viewdownload&cid=7>

See also MacAllister, Karen (1999); Vernooy, Ronnie (2005a and 2005b) (referenced in section D).



## 2. Case studies

Fourth reading: Claire Hamilton, Raj Kumar Rai, Ram Bahadur Shrestha, Maksha Maharjan, Leela Rasaily and Sibongile Hood 2000. **Exploring visions: self-monitoring and evaluation processes within the Nepal-UK Community Forestry Project.** In: Estrella, Marisol, Jutta Blauert, Dindo Campilan, John Gaventa, Julian Gonsalves, Irene Guijt, Debra A. Johnson and Roger Ricafort (editors) 2000. Learning from change. Issues and experiences in participatory monitoring and evaluation. Ottawa, Canada: IDRC and London, UK: Intermediate Technology Publications, pp. 15-31.

This chapter is a case study of the use of PM&E in a project context. Four participatory monitoring tools based on pictures that allow for greater ease of understanding amongst less literate forest users group members are presented. The authors conclude that developing a PM&E process is an important strategy for making forest users more aware of their situation, and for encouraging forest users groups to adopt a learning-oriented approach. The chapter was originally published as a journal article by Raj Kumar Rai, available at:

[http://www.iied.org/NR/agbioliv/pla\\_notes/pla\\_backissues/documents/plan\\_03107\\_000.PDF](http://www.iied.org/NR/agbioliv/pla_notes/pla_backissues/documents/plan_03107_000.PDF)

The chapter is forthcoming at: [http://www.idrc.ca/books/ev-9404-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-9404-201-1-DO_TOPIC.html)

See also: Arevallo, Mae, Irene Guijt, and Kiko Saladores (guest editors) 1998 (referenced in section D).

Fifth reading: Zhou Pidong, Sun Qiu, Li Zhinan, and Yuan Juanwen 2003. "Now we manage our water well": monitoring natural resource use in Guizhou. In: Ronnie Vernooy, Sun Qiu, and Xu Jianchu (editors) 2003. **Voices for change: participatory monitoring and evaluation in China.** Kunming, China: YSTP, and Ottawa, Canada: IDRC, pp. 96-123.

This chapter documents and reflects in detail and critically upon the introduction, implementation, and assessment of an actual PM&E system in Guizhou province, China. The experiences described in this chapter are part of a PM&E training process conducted in Yunnan and Guizhou provinces from 2000-2003. The chapter and book (see section D.) illustrate how PM&E can strengthen the learning and accountability of research teams and, consequently, the effectiveness of their research work. Using concrete examples, the experiences indicate that it is not only **what** is being assessed that matters, but also **who** is doing the assessment and **for whom** the assessments are intended. Can be downloaded at: [http://www.idrc.ca/books/ev-51440-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-51440-201-1-DO_TOPIC.html)

See also Vernooy, Ronnie, Sun Qiu and Xu Jianchu (forthcoming) (referenced in section D).

### 3. Other readings

Sixth reading: Lisa Waldick 2002. **In conversation: Michael Quinn Patton**, In: IDRC Reports magazine, February 8, 2002.

In this interview, one of today's leading evaluation thinkers and practitioners, Michael Quinn Patton, explains the key elements of his utilization-focused evaluation approach. A focus on utilization is at the core of participatory monitoring and evaluation. For more details about his thinking and approach, see Michael Quinn Patton 1997, Utilization-focused evaluation: the new century text. 3<sup>rd</sup> Edition. Thousand Oaks, USA/London, UK, and New Delhi, India: Sage (referenced in section D.)

Available at: [http://www.idrc.ca/evaluation/ev-30442-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-30442-201-1-DO_TOPIC.html)

Seventh reading: Lisa Armstrong 2001. **Experience with participatory monitoring and evaluation in Yunnan, China**. e-VIEWS: Issue 7, May 2001, pp. 1-6.

This short article captures the highlights of a presentation made by Li Yan, Li Yuping, Gou Guanping, Susan Roelofs and Julia Robinson about the integration of PM&E in the Canadian CIDA-supported Maternal and Child Health project in Yunnan province. The article identifies a number of challenges emerging from the field-experience and suggestions to deal with them. The article provides insights about the use of PM&E in a different field than natural resource management and as such allows for useful comparison. Can be found at: <http://www.pdfforum.org/evIEWS7.htm#bkgrnd>

## C. Training Manuals and Handbooks

*This section provides a selected and brief, annotated list of selected PM&E training manuals and toolkits that may be of interest. For more references, see: <http://www.eldis.org/participation/pme/pme3.htm>*

- Ashby, Jacqueline A. 1990. **Evaluating technology with farmers: a handbook**. Cali, Colombia: CIAT. 95 pages.

The goal of this handbook, published as part of the IPRA (Participatory Research in Agriculture) project, is to provide techniques for conducting evaluations of new technology with end users: farmers. The book is divided into ten chapters: Chapters 1 and 2 deal with the objectives and benefits of farmer evaluations; the three following chapters discuss the skills required to manage social interaction in farmer evaluations; Chapters 6 and 7 explain key aspects of planning farmer evaluations; Chapter 8 describes several techniques which can be used in an evaluation interview; Chapter 9 discusses group evaluations and the concluding chapter summarizes the key guidelines for carrying out effective farmer evaluations. Three instructional units accompany the handbook, dealing with open-ended evaluations, preference ranking, and data analysis. Contact: [ciat-library@cqi.org](mailto:ciat-library@cqi.org)

- Bhatia, Anupam, Chandra K. Sen, Gopa Pandey, Judith Amtzis (editors) 1998. **Capacity-building in participatory upland watershed planning, monitoring and evaluation. A resource kit**. Kathmandu, Nepal: International Centre for Integrated Mountain Development and Participatory Watershed Management Training in Asia Program/Food and Agricultural Organization. 180 pages.

This resource kit consists of three sections: a trainers= manual and related context or background papers for trainers (one of the nine sessions deals with the underlying principles of PM&E), and an annotated bibliography related to participatory watershed management, monitoring and evaluation, PRA, planning, gender and community forestry. Contact: [icimod@icimod.org](mailto:icimod@icimod.org)

- Davis Case, D'Arcy 2001. **The community's toolbox: the idea, methods and tools for participatory assessment, monitoring and evaluation in community forestry**. Bangkok, Thailand: FAO/Forest, Trees and People Programme community forestry field manual No. 2. 146 pages.

A much referred to manual on participatory assessment, monitoring and evaluation (PAME) applied to the field of community forestry; includes a section on concepts (what is PAME? Where will it work?), on the methods for determining the ways in which data can be analyzed and presented, and a section with 23 tools such as mapping, group meetings and

ranking/rating/scoring. Guidelines for choosing the most appropriate tools are given as well. See: <http://www.fao.org/icatalog/inter-e.htm>

- Dayal, Rekha, Christine van Wijk, Nilanjana Mukherjee 2000. **Methodology for participatory assessment with communities, institutions and policy makers**. Washington DC, USA: The World Bank. 106 pages.

This guide presents a methodology for gender- and poverty sensitive, participatory assessments of water and sanitation services. Based on the results of local assessments in a variety of countries and contexts, the guide includes a theoretical section and a methodological section (tools). Copies can be ordered via: [info@wsp.org](mailto:info@wsp.org)

- Earl, Sarah, Fred Carden, and Terry Smutylo 2001. **Outcome mapping: building learning and reflection into development programs**. Ottawa, Canada: IDRC. 139 pages.

This book introduces outcome mapping as an alternative approach to measuring development (research) results and impact (for more information about outcome mapping: [http://www.idrc.ca/evaluation/ev-26586-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-26586-201-1-DO_TOPIC.html)).

Outcome mapping shifts the attention from programming products to changes in behaviour, relationships, actions and activities of the people, their groups and organizations involved in research and development efforts. The core of the book includes a description of the 12 steps process of the methodology. Available at: [http://www.idrc.ca/evaluation/ev-9330-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-9330-201-1-DO_TOPIC.html)

- Feldstein, Hilary Sims and Janice Jiggins (editors) 1994. **Tools for the field. Methodologies handbook for gender analysis in agriculture**. West Hartford, Connecticut, USA: Kumarian Press. 270 pages.

This handbook presents 39 cases illustrating a range of gender analysis techniques. Of special relevance to PM&E are Part II: Research planning, on-farm experimentation, and trials assessment, and Part III: On-going diagnosis and special studies. To order:

<http://www.kpbooks.com/details.asp?title=Tools+for+the+Field>

- Feuerstein, Marie-Thérèse 1986. **Partners in evaluation: evaluating development and community programmes with participants**. London, UK: MacMillan. 196 pages.

One of the first major, very well-written hand-books on participatory evaluation, with a focus on health programs. Illustrated with examples from practice. Note: No longer available from MacMillan. Inquiries: <http://www.macmillan.com/>

- Garbutt, Anne and Jerry Adams 2005. **Participatory monitoring and evaluation toolkit: Experiences from Central Asia** Praxis Guide 2\* Oxford, UK: INTRAC. 148 pages.

In this publication INTRAC has attempted to translate the policy of using fully participatory approaches to monitoring and evaluation into practice, in the context of providing capacity building support to civil society organizations in Central Asia. Contact: [publications@intrac.org](mailto:publications@intrac.org) or see: <http://www.intrac.org>

- Gosling, Louisa 2003. **Toolkits: A practical guide to monitoring, evaluation and impact assessment.** London, UK: Save the Children Fund. 250 pages.

This (revised) guide discusses the underlying principles of and approaches to assessment, monitoring, review and evaluation. Among the tools presented, are PRA, surveys, SWOC (Strengths, Weaknesses, Opportunities and Constraints) analysis and logical framework analysis. Order via: <http://www.savethechildren.org.uk/scuk/jsp/resources/details.jsp?id=594&group=resources&section=publication&subsection=details>

- Gubbels, Peter and Catheryn Koss 2000. **From the roots up: strengthening organizational capacity through guided self-assessment.** Oklahoma City, USA: World Neighbors. 184 pages.

This very practical book introduces the concept of organizational development, guidelines for a self-assessment process, and numerous tools. Can be ordered at: <http://www.wn.org>

- International Institute for Rural Reconstruction (IIRR) 1998. **Participatory methods in community-based coastal resource management.** (3 volumes) Silang, Cavite, the Philippines: IIRR. 84 + 290 + 262 pages.

This is a practical, three-volume set specifically adapted to coastal resource management. Volume one contains an introduction to community-based coastal management, community organizing and participatory tools. Volume two presents a series of tools, including purpose, material requirements, possible use, strengths and weaknesses and ideas for variation and adaptation. The third volume deals with (P)M&E and provides guidance on assessment and monitoring tools (mangrove assessment, monitoring of marine sanctuaries, fish-catch monitoring, mangrove reforestation monitoring. In addition, it has sections on resource enhancement strategies, education and extension, advocacy, documentation and cross-cutting themes. Contact: [publications@iirr.org](mailto:publications@iirr.org)

- International Union for the Conservation of Nature (IUCN) 1997. **An approach to assessing progress toward sustainability – Tools and Training Series.** Prepared by the IUCN/IDRC International Assessment team and pilot country teams in Colombia, India and Zimbabwe. Gland, Switzerland and Cambridge, UK: IUCN. 95+44+19+21+35+18+15+30 pages.

Eight volume series presenting a methodology for assessing progress toward sustainability, including methods of system assessment (people and the ecosystem), methods of self-assessment (for organizations and communities to examine their own attitudes, capacities and experiences) and tools (barometer of sustainability. Community-based indicators, questions of survival). See: <http://www.iucn.org/publications/library.htm>

- Lusthaus, Charles, Marie-Hélène Adrien, and Fred Carden 1999. **Enhancing organizational performance: a tool-box for self-assessment.** 140 pages. Ottawa, Canada: IDRC.

This guidebook presents an innovative and thoroughly tested model for organizational self-assessment. The tools and tips presented go beyond measuring the impact of programs, products, and services. They integrate techniques of formative assessment, in which the assessment team becomes involved in helping its organization become more effective in meeting its goals. The tools and techniques are flexible, and the model can be adapted to any type or size of organization. Worksheets and hands-on exercises are included. The guide will be useful for any organization that is initiating a process of self-assessment, internal change, or strategic planning. It will particularly appeal to heads and staff of research organizations, university administrators, staff of research-granting agencies, and academics and professionals in organizational development and evaluation. See: [http://www.idrc.ca/evaluation/ev-9370-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-9370-201-1-DO_TOPIC.html) See also: C. Lusthaus et al. 2002: [http://www.idrc.ca/evaluation/ev-23987-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-23987-201-1-DO_TOPIC.html)

- Margoluis, Richard and Nick Salafsky (1998) **Measures of success. Designing, managing, and monitoring conservation and development projects.** Washington DC/Covelo, California: Island Press. 363 pages.

This practical, well-organized guide presents a methodology for the improvement of the focus, effectiveness and efficiency of community-oriented, biodiversity conservation and development projects. The text has eight chapters that follow the structure of a planning process from design to completion and the chapters are linked by four scenarios that serve as teaching case studies. Numerous examples from these scenarios are given to illustrate the use of tools. Recommended. Can be ordered at: [info@islandpress.org](mailto:info@islandpress.org)



- McAllister, Karen and Ronnie Vernooy 1999. **Action and reflection: a guide for monitoring and evaluation.** Ottawa, Canada: IDRC. 92 pages.

This guide discusses conceptual and methodological questions related to monitoring and evaluation of participatory research and development initiatives. The guide is **not** a blue-print, but addresses issues that are at the heart of making an art of monitoring and evaluating participatory research. The guide is organized around six basic, interrelated questions that need to be answered when doing monitoring and evaluation. These questions are:

1. - **WHY** do we monitor and evaluate participatory research? (Chapter 2)
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5. - **WHEN** will we monitor and evaluate? (Chapter 6)
6. - **HOW** will we do it? (Chapter 7)

Throughout the guide there are numerous short descriptions of suggested methods and tools. The guide has been used as the core reader/training material for various PM&E training courses (see: Ronnie Vernooy, Sun Qiu, and Xu Jianchu, 2003, below, and referenced in section D.). Available at:

<http://www.cbnrmasia.org/modules.php?op=modload&name=DownloadsPlus&file=index&req=viewdownload&cid=7>

- Maine, R.A., B. Cam, D. Davis-Case 1996. **Participatory analysis, monitoring and evaluation for fishing communities. A manual.** Rome, Italy: Food and Agricultural Organization.

This hands-on, easy to use manual presents 26 participatory monitoring tools for use by local field staff and community members engaged in fishing activities and projects (makes ample use of drawings and diagrams). Examples given relate to fishing communities, but could be adapted to other ecosystems as well. See:

<http://www.fao.org/icatalog/inter-e.htm>

- Pretty, Jules N., Irene Guijt, John Thompson and Ian Scoones 1995. **A trainer's guide for participatory learning and action.** IIED Participatory Methodology series. London, UK: International Institute for Environment and Development. 270 pages.

A useful and practical guide for the facilitation of training events dealing with the use of participatory methods. Includes: sections on the principles of adult learning, the skills necessary for effective training, group dynamics and how to build interdisciplinary teams, the process of training, suggestions for the organization of workshops and 101 interactive training games and exercises. Can be ordered from IIED: <http://www.iied.org/bookshop/pubs/6021.html>

- United Nations Development Program (UNDP) 1997. **Who are the question-makers? A participatory evaluation handbook.** New York: UNDP.

This to-the point guide is divided into two parts. Part one provides a brief description of the evolution of the participatory approach, a comparison of participatory and more conventional evaluation approaches, a discussion of the role of participation in the UNDP and a framework for doing participatory evaluation. Part two consists of a training module which can be used in a workshop setting to introduce what is participatory evaluation all about. The module makes use of a case study entitled “Money and mambas,” and focuses on a water supply and sanitation project. Could be used in conjunction with another UNDP publication: **Empowering people: a guide to participation**, 1998. See: <http://www.undp.org/eo/documents/whop5.htm>

- Vernooy, Ronnie, Sun Qiu, and Xu Jianchu (editors) 2003. **Voices for change: participatory monitoring and evaluation in China.** Kunming, China: YSTP, and Ottawa, Canada: IDRC. 174 pages. (Also published in Chinese by YSTP, 2005.)

This book documents and reflects upon the introduction, implementation, and assessment of a PM&E training program in support of two CBNRM projects in South-west China. Although not a manual in the strict sense, the book includes the details of the followed training approach (workshop programs and exercises, and discussion of training results). The book also presents, in three detailed chapters, the actual implementation of PM&E practices in the Chinese rural field-settings. Can be downloaded at: [http://www.idrc.ca/books/ev-26686-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-26686-201-1-DO_TOPIC.html)



## D. Bibliography

*This section provides a very selective list of annotated/abstracted references.*

- Abbot, Joanne and Irene Guijt 1998. **Changing views on change: participatory approaches to monitoring the environment.** London, UK: IIED-SARL Discussion paper 2. 96 pages.

This is an excellent review paper of the major issues related to PM&E, illustrated with ten case studies. The paper also identifies the major gaps in our understanding of PM&E. Can be ordered from IIED:

<http://www.iied.org/bookshop/pubs/6140.html>♣

- Arevallo, Mae, Irene Guijt, and Kiko Saladores (guest editors) 1998. **PLA Notes 31: Participatory monitoring and evaluation.** London, UK: IIED.

A very useful series of (short) articles on conceptual, methodological and practical aspects of PM&E. All papers are available at:

[http://www.iied.org/sarl/pla\\_notes/pla\\_backissues/31.html](http://www.iied.org/sarl/pla_notes/pla_backissues/31.html)

See also Marisol Estrella and John Gaventa, 1998; IIRR, 1999; and Marisol Estrella et al. (editors) 2000.

- Bayer, Wolfgang and Ann Waters-Bayer 2002. **Participatory monitoring and evaluation (PM&E) with pastoralists: a review of experiences and annotated bibliography.** Eschborn, Germany: GTZ and Leusden, the Netherlands: ETC. 89 pages.

A useful overview of the still scarce literature on PM&E experiences with pastoralists. See also the next reference.

- Ann Waters, Wolfgang Bayer, and Annette von Lossau. 2005. **Participatory monitoring and evaluation with pastoralists.** In: J. Gonsalves, T. Becker, A. Braun, D. Campilan, H. De Chavez, E. Fajber, M. Kapiriri, Joy Rivaca-Caminade and R. Vernooy (eds.) 2005. *Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook.* Los Baños, the Philippines: CIP-UPWARD, and Ottawa: IDRC, pp. 113-117.

This chapter summarizes the main findings of the study done by Wolfgang Bayer and Ann Waters-Bayer (see the reference above). Can be downloaded at:

[http://www.idrc.ca/books/ev-85057-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-85057-201-1-DO_TOPIC.html) or at: <http://www.cip-upward.org/main/Library/Rec.asp?qFilterPublications=0&RecID=1986&MainPage=/main/Library/Library.asp>

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♣ All Web-references checked August 8, 2005.

- Dayal, Rekha, Christine van Wijk, Nilanjana Mukherjee 2000. **Methodology for participatory assessment with communities, institutions and policy makers.** Washington DC, USA: The World Bank. 106 pages.

This guide presents a methodology for gender- and poverty sensitive, participatory assessments of water and sanitation services. Based on the results of local assessments in a variety of countries and contexts, the guide includes a theoretical section and a methodological section (tools). Copies can be ordered via: [info@wsp.org](mailto:info@wsp.org)

- Earl, Sarah, Fed Carden, and Terry Smutylo 2001. **Outcome mapping: building learning and reflection into development programs.** Ottawa, Canada: IDRC. 139 pages.

This book introduces outcome mapping as an alternative approach to measuring development (research) results and impact (for more information about outcome mapping: [http://www.idrc.ca/evaluation/ev-26586-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-26586-201-1-DO_TOPIC.html)). Outcome mapping shifts the attention from programming products to changes in behaviour, relationships, actions and activities of the people, their groups and organizations involved in research and development efforts. The core of the book includes a description of the 12 steps process of the methodology. Available at: [http://www.idrc.ca/evaluation/ev-9330-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-9330-201-1-DO_TOPIC.html)

- Ellis, Patricia 1997. **Gender-sensitive participatory impact assessment: useful lessons from the Caribbean.** *Knowledge and policy: the international journal of knowledge transfer and utilization*. Volume 10, No. 1/2, pp. 109-122.

This article draws the attention to (the need for) a gender sensitive approach to PME, highlighting that men and women often experience project results in a different way.

- Estrella, Marisol and John Gaventa 1998. **Who counts reality? Participatory monitoring and evaluation: a literature review.** 76 pages. Prepared for the “International workshop on participatory monitoring and evaluation: experiences and lessons” held at the International Institute for Rural Reconstruction (IIRR) campus, Cavite, Philippines, November 24-27, 1997. IDS Working Paper 70. Sussex, UK: Institute of Development Studies.

This useful literature review (although not up to date) is divided into three main sections: Purposes of PM&E, Principles of PM&E and Themes and issues for further discussion and future research. The chapters are illustrated with examples of the applications of PM&E. The report also includes a bibliography including manuals and toolkits. Can be ordered from IDS, see: <http://www.ids.ac.uk/ids/particip/index.html>

- Estrella, Marisol, Jutta Blauert, Dindo Campilan, John Gaventa, Julian Gonsalves, Irene Guijt, Debra A. Johnson and Roger Ricafort (editors) 2000. **Learning from change. Issues and experiences in participatory monitoring and evaluation.** Ottawa, Canada: IDRC and London, UK: Intermediate Technology Publications. 274 pages.

This book, based on the workshop referred to in the previous reference, provides an overview of the common themes and experiences in participatory approaches to monitoring and evaluation across different sectors and institutions. Includes case studies and discussions. Available at: [http://www.idrc.ca/books/ev-9404-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-9404-201-1-DO_TOPIC.html) See also IIRR, 1999.

- Feuerstein, Marie-Thérèse 1986. **Partners in evaluation: evaluating development and community programmes with participants.** London, UK: MacMillan. 196 pages.

One of the first major, very well-written hand-books on participatory evaluation, with a focus on health programs. Illustrated with examples from practice. Recommended.

- Gonsalves, Julian, Thomas Becker, Ann Braun, Dindo Campilan, Hidelisa de Chavez, Elizabeth Fajber, Monica Kapiriri, Joy Rivaca-Caminade, and Ronnie Vernooy (editors) 2005. **Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook.** Los Baños, the Philippines: CIP-UPWARD, and Ottawa: IDRC

Research and development can no longer be the exclusive domain of scientists. To find sustainable solutions to development problems, a wider range of actors must be involved. It is crucial, for example, that local stakeholders provide input to the process. Participatory research and development (PR&D) offers such an inclusive model.

This three-volume sourcebook provides easy access to field-tested PR&D concepts and practices including PM&E for practitioners, researchers, and academic. As well, it presents a comprehensive overview of PR&D and will serve as a general reference for trainers, policymakers, donors, and development professionals. The sourcebook captures and examines PR&D experiences from over 30 countries, illustrating applications in sustainable crop and animal production, forest and watershed management, soil and water conservation, and postharvest and utilization. See: [http://www.idrc.ca/books/ev-84706-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-84706-201-1-DO_TOPIC.html) or: <http://www.cip-upward.org/main/Library/Rec.asp?qFilterPublications=0&RecID=1986&MainPage=/main/Library/Library.asp>

- Guijt, Irene 1998. **Participatory monitoring and impact assessment of sustainable agriculture initiatives: an introduction to the key elements**. London, UK: IIED-SARL Discussion paper 1. 112 pages.

This excellent paper introduces the key concepts and a methodology for developing a participatory monitoring system. Steps in the process are illustrated with experiences from a research project in Brazil.

- Gubbels, Peter and Catheryn Koss 2000. **From the roots up: strengthening organizational capacity through guided self-assessment**. Oklahoma City, USA: World Neighbors. 184 pages.

This very practical book introduces the concept of organizational development, guidelines for a self-assessment process, and numerous tools. Can be ordered at: <http://www.wn.org>

- Hambly, Helen and Tobias Onweng Angura (editors) 1996. **Grassroots indicators for desertification: experience and perspectives from Eastern and Southern Africa**. Ottawa, Canada: IDRC. 168 pages.

As an example of a study about indicators formulated by local people (villagers) and derived from local knowledge systems and experiences, this book aims to demonstrate the usefulness of grassroots indicators for monitoring environmental change over time and spatially. Published online, see:

[http://www.idrc.ca/books/ev-9320-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-9320-201-1-DO_TOPIC.html)

- Horton, D., A. Alexaki, S. Bennett-Lartey, K. N. Brice, D. Campilan, F. Carden, J. de Souza Silva, Le Than Duong, I. Kadar, A. Maestrey Boza, I. Kayes Muniruzzaman, J. Perez, M. Somarriba Chang, R. Vernooy, and J. Watts 2003. **Evaluating organizational development: experiences from around the world**.

The international aid community is placing a growing emphasis on developing local capacity as the key to alleviating poverty and hunger in the developing world. Although ensuring the effectiveness of a capacity-building effort requires appropriate use of evaluation, few organizations have implemented a system for monitoring or evaluating the changes taking place during organizational development. This book explains how to use an action-learning approach for the assessment of organizational development. Based on six case studies from around the world, the authors give examples and draw lessons from the evaluation studies as a basis for making more general conclusions regarding how capacity-development efforts and evaluation can help organizations to achieve their missions. Available at: [http://www.idrc.ca/books/ev-31556-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-31556-201-1-DO_TOPIC.html)

- International Institute for Rural Reconstruction (IIRR) 1999. **Participatory monitoring and evaluation: Experiences and lessons. Workshop proceedings.** Silang, Cavite, the Philippines: IIRR. 131 pages.

This publication presents the outcomes of an international workshop held in the Philippines that brought together PM&E practitioners from around the world. Case study findings are presented by region, but also from a sectoral perspective (agriculture and natural resource management, integrated development, and health), and from an institutional perspective (community-based, non-government, government and donor organizations). In addition, the publication includes a chapter on concepts and methods. Can be ordered from IIRR in the Philippines.

- Jackson, Edward T. and Yusuf Kassam (editors) 1998. **Knowledge shared. Participatory evaluation in development cooperation.** West Hartford, Connecticut, USA: Kumarian Press. Ottawa, Canada: IDRC. 252 pages.

This book presents a collection of articles dealing with the theory and practice of participatory evaluation around the world. Part I focuses on issues, strategies and methods and addresses, among others, the ethics of participatory research. Part II presents a series of case studies from fields such as health care, rural development and water management. See: [http://www.idrc.ca/books/ev-9377-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-9377-201-1-DO_TOPIC.html)

- Margoluis, Richard and Nick Salafsky (1998) **Measures of success. Designing, managing, and monitoring conservation and development projects.** Washington DC/Covelo, California: Island Press. 363 pages.

This practical, well-organized guide presents a methodology for the improvement of the focus, effectiveness and efficiency of community-oriented, biodiversity conservation and development projects. The text has eight chapters that follow the structure of a planning process from design to completion and the chapters are linked by four scenarios that serve as teaching case studies. Numerous examples from these scenarios are given to illustrate the use of tools.

Recommended. Can be ordered at: [info@islandpress.org](mailto:info@islandpress.org)

- McAllister, Karen. 1999. **Understanding participation: monitoring and evaluating process, outputs and outcomes.** Ottawa, Canada: IDRC.

This paper examines the challenges and proposes an approach for monitoring and evaluating participatory research, with a special focus on community-based natural resource management projects. The paper proposes PM&E as a tool for adaptive learning and project management, and pays special attention to integrating social theory into participatory methods -addressing questions related to participation such as power, knowledge, gender and representation. The paper is accompanied by a PM&E guide for researchers; see Karen MacAllister and

Ronnie Vernooy, 1999 (next reference). Available at: <http://www.cbnrmasia.org/modules.php?op=modload&name=DownloadsPlus&file=index&req=viewdownload&cid=7> See also: [http://web.idrc.ca/en/ev-85758-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-85758-201-1-DO_TOPIC.html)

- McAllister, Karen and Ronnie Vernooy 1999. **Action and reflection: a guide for monitoring and evaluation**. Ottawa, Canada: IDRC. 92 pages.

This guide discusses conceptual and methodological questions related to monitoring and evaluation of participatory research and development initiatives. Throughout the book there are short descriptions of suggested methods and tools. The guide has been used as the core reader for various PM&E training courses (see: Ronnie Vernooy, Sun Qiu, and Xu Jianchu, 2003). Available at: <http://www.cbnrmasia.org/modules.php?op=modload&name=DownloadsPlus&file=index&req=viewdownload&cid=7> See also: [http://web.idrc.ca/en/ev-85758-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-85758-201-1-DO_TOPIC.html)

- Mebrahtu, Esther 2004. **Putting policy into practice: participatory monitoring and evaluation in Ethiopia**. Oxford, UK: INTRAC. 236 pages.

This book analyses the attempts made by eight UK-based international NGOs engaged in rural development interventions in Ethiopia to use PM&E systems as a means of assessing and strengthening local participation. See: <http://www.intrac.org/publications.php?id=5>

- Mukherjee, Amitava. 2004. **Participatory learning and action: monitoring and evaluation and participatory monitoring and evaluation (Essays in honour of Robert Chambers)**. New Delhi, India: Vedams Books. 425 pages.

This book offers reflections on the concept of PM&E as well as case studies from India, Nepal, and Sri Lanka. See: <http://www.vedamsbooks.com/no38690.htm>

- Patten, Michael Quinn 1997. **Utilization-focused evaluation: the new century text**. 3<sup>rd</sup> Edition. Thousand Oaks, USA/London, UK, and New Delhi, India: Sage. 431 pages.

This is a classic text arguing that in order for evaluations to be useful, the first thing to do is fostering intended use by intended users. Illustrated by numerous examples from practice, this book presents conceptual, methodological and practical aspects of utilization-focused evaluation, a concept and practice that should be at the heart of participatory monitoring and evaluation. For an interview with the author, see: [http://www.idrc.ca/evaluation/ev-30442-201-1-DO\\_TOPIC.html](http://www.idrc.ca/evaluation/ev-30442-201-1-DO_TOPIC.html)



- Probst, Kirsten 2002. **Participatory monitoring and evaluation: a promising concept in participatory research. Lessons from two case studies in Honduras.** Weikersheim, Germany: Margraf Verlag. 220 pages. See: <http://www.uni-hohenheim.de/i3ve/00068900/25978041.htm>

Based on PhD field-research, this book offers a detailed description and analysis of the use of PM&E in the context of Honduran hillside agriculture. The book starts with a good review of M&E concepts and approaches, followed by 2 detailed case studies (of the Community Forestry Project AFOCO, and of the Participatory Research in Central America IPCA project).

- Pound, B.; S. Snapp; C. McDougall and A. Braunn (editors) 2003. **Managing natural resources for sustainable livelihoods: untiring science and participation.** London, UK: Earthscan and Ottawa, Canada: IDRC. 260 pages.

Management of local resources has a greater chance of a sustainable outcome when there is partnership between local people and external agencies, and agendas relevant to their aspirations and circumstances. This book analyses and extends this premise to show unequivocally that the process of research for improving natural resource management must incorporate participatory and user-focused approaches, leading to development based on the needs and knowledge of local resource users. Drawing on extensive and highly relevant case studies, this book presents innovative approaches for establishing and sustaining participation and collective decision-making, good practice for research, and challenges for future developments. It offers insights on how to make research participatory while maintaining rigour and high-quality biological science, different forms of participation, and ways to scale up and extend participatory approaches and successful initiatives. See: [http://www.idrc.ca/books/ev-34000-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-34000-201-1-DO_TOPIC.html)

- Salmen, Lawrence 1987. **Listen to the people. Participant-observer evaluation of development projects.** Oxford: Oxford University Press/The World Bank. 149 pages.

This book -the title reflecting a principle now widely accepted in participatory research, describes the experiences and lessons learned by a World Bank social scientist working in South America on the evaluations of two urban sewage and water projects in the cities of La Paz, Bolivia and Guayaquil, Ecuador, funded by the World Bank. The book also describes the “challenge of transferability:” the application of the insights and method to other World Bank projects in Thailand, Brazil and Bolivia.

- Uphoff, Norman 1992. **Learning from Gal Oya. Possibilities for participatory development and post-Newtonian social science.** Ithaca, New York: Cornell University Press. 448 pages.

Another example of an influential book, in which Uphoff describes in detail an innovative, participatory action research and monitoring methodology used in a large-scale irrigation program in Sri Lanka. Although lengthy and detailed, it is recommended reading for those interested in the everyday practice of participation.

- Users' Perspectives with Agricultural Research and Development (UPWARD) 1997. **Self-assessment: participatory dimensions of project monitoring and evaluation.** Los Baños, Laguna, the Philippines: UPWARD.

This volume is a collection of papers drawn mainly from a session on the institutionalization of PM&E held during the UPWARD annual conference and a post-conference workshop about the same theme. The chapters cover both UPWARD projects and non-UPWARD projects: together they present a synthesis of the strengths, constraints, and challenges of introducing and institutionalizing PM&E.

- Vernooy, Ronnie 1999. **Participatory monitoring and evaluation. Readings and resources for Community-Based Natural Resource Management researchers. Volume 8.** Ottawa, Canada: IDRC.

This 1<sup>st</sup> edition volume of the original CBNRM Social Science Resource kit (see: [http://web.idrc.ca/en/ev-85758-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-85758-201-1-DO_TOPIC.html)) offers photocopies of selected readings excerpted from books, journals, reports and training manuals dealing with PM&E (divided in 3 sections: concepts, tools, and case studies). The sourcebook also includes an annotated bibliography, a list of manuals, and a list of websites. The 2005 resource book replaces this volume.

- Vernooy, Ronnie 2005a). **The quality of participation: critical reflections on decision-making, context and goals.** In: J. Gonsalves, T. Becker, A. Braun, D. Campilan, H. De Chavez, E. Fajber, M. Kipiriri, Joy Rivaca-Caminade and R. Vernooy (eds.) 2005. *Participatory Research and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook.* Los Baños, the Philippines: CIP-UPWARD, and Ottawa: IDRC, pp. 32-40. [http://www.idrc.ca/books/ev-85046-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-85046-201-1-DO_TOPIC.html)
- Vernooy, Ronnie 2005b). **Monitoring and evaluating participatory research and development: some key elements.** In: J. Gonsalves, T. Becker, A. Braun, D. Campilan, H. De Chavez, E. Fajber, M. Kipiriri, Joy Rivaca-Caminade and R. Vernooy (eds.) 2005. *Participatory Research*



and Development for Sustainable Agriculture and Natural Resource Management: A Sourcebook. Los Baños, the Philippines: CIP-UPWARD, and Ottawa, Canada: IDRC, pp. 104-112. [http://www.idrc.ca/books/ev-85046-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-85046-201-1-DO_TOPIC.html)

These two chapters from the new sourcebook on participatory research and development, address in particular the conceptual aspects of participation (through the lens of decision-making, goals, and context), and participatory monitoring and evaluation (through a discussion of the questions of Why doing PM&E? and What to monitor and evaluate?) See also: [http://web.idrc.ca/en/ev-85758-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-85758-201-1-DO_TOPIC.html) or <http://www.cip-upward.org/main/Library/Rec.asp?qFilterPublications=0&RecID=1986&MainPage=/main/Library/Library.asp>

- Vernooy, Ronnie, Sun Qiu, and Xu Jianchu (editors) 2003. **Voices for change: participatory monitoring and evaluation in China.** Kunming, China: YSTP, and Ottawa, Canada: IDRC. 174 pages. Available from: (Also published in Chinese, 2005.)

The new and powerful methodology of participatory monitoring and evaluation (PM&E) is gaining wide use amongst international development agencies and research institutions around the world. PM&E brings together both researchers and stakeholders, such as farmers, government officials, and extension workers, to monitor and assess development activities. This book is the first to reflect upon the introduction, implementation, and assessment of a PM&E training program. It documents a PM&E training process in Yunnan and Guizhou provinces, China, illustrating how PM&E can strengthen the learning and accountability of research teams and, consequently, the effectiveness of their research work. Using concrete examples, this book shows that it is not only **what** is being assessed that matters, but also **who** is doing the assessment and **for whom** the assessments are intended. See also the next reference. Can be downloaded at: [http://www.idrc.ca/books/ev-26686-201-1-DO\\_TOPIC.html](http://www.idrc.ca/books/ev-26686-201-1-DO_TOPIC.html)

- Vernooy, Ronnie, Sun Qiu, and Xu Jianchu. **The power of participatory monitoring and evaluation: insights from South-west China.** Forthcoming (2006) in: *Development in practice*.

Focusing on ongoing participatory research in China (see previous reference) this article contributes to the still scarce literature on participatory monitoring and evaluation. Participatory monitoring and evaluation emphasizes participation of the stakeholders in deciding how project progress should be measured and results acted on. Broadening the involvement of the various stakeholders in analysing change creates a clearer picture of what is really happening on the ground. It allows the effective sharing of successes and shortcomings. The field experiences from Yunnan and Guizhou provinces also point to the potential of PM&E to contribute to broader processes of rural socio-political change slowly

getting underway in China. However, mainstreaming of PM&E has still a long road to go.

- Woodhill, Jim and Lisa Robins 1998. **Participatory evaluation for landcare and catchment groups. A guide for facilitators.** Yarralumla, Australia: Greening Australia. 53 pages.

This simple and to-the point guide presents a four step M&E model for adaptive management and evaluation covering design, the collection of information, the analysis of information and the use of the conclusions. The guide includes a short description and illustration of twenty PM&E tools. Can be found at the NRM\_Changelinks website: <http://nrm.massey.ac.nz/changelinks>

## E. Websites

*This section presents, in alphabetical order, selected websites related to participatory monitoring and evaluation, and participatory research and development more generally.*

- **The ELDIS resource guide on participation**

<http://www.eldis.org/participation/index.htm>

A comprehensive source providing information about projects, events, and publications from around the world with a participation-focus. The resource guide on PM&E can be found at: <http://www.eldis.org/participation/pme>

- **The Evaluation Unit of the International Development Research Centre**

<http://www.idrc.ca/evaluation>

A useful source providing project information as well as conceptual and methodological guidance. There are direct links to IDRC's evaluation focused publications (see for several references sections D and E.).

- **The IUCN Monitoring and Evaluation Initiative**

<http://www.iucn.org/themes/eval/search/iucn/sustassess.htm>

Information about the IUCN Monitoring and Evaluation Initiative (1997). Includes information about the approach/methods and tools used in the Assessing progress toward sustainability project, tools for M&E, and M&E workshop reports.

- **MandE (Monitoring and Evaluation) News**

<http://www.mande.co.uk>

A useful news service focusing on developments in monitoring and evaluation methods relevant to development projects. Includes: coming events, new documents, editor's opinion, wanted (information, consultants), books noted, newsletters.

- **NRM\_Changelinks**

<http://nrm.massey.ac.nz/changelinks/>

This is a very useful and readable on-line resource guide for those seeking to develop sustainable change in the way we manage our natural resources. Has a large number of interesting sections (pages), among others, on capacity building, collaborative planning and management, participatory monitoring and evaluation, conflict management. The PM&E site contains articles, references to projects and programs, and to other reading materials. The site is hosted by Massey University's Natural Resource Management Program, New Zealand. See:

[http://nrm-changelinks.net/par\\_eval.html](http://nrm-changelinks.net/par_eval.html)

- **The Participation Group at Institute of Development Studies**

<http://www.ids.ac.uk/ids/particip/index.html>

This group, working at IDS in Sussex, UK, supports participatory approaches to development. The group is involved in research about: participation in policy and governance; the theory and practice of participation; and institutional learning. The site contains, among others: an information exchange page, a reading room, and listings of events and training activities. It also provides links to networks in over 50 countries. See on PM&E in particular: Issue 12, November 1998 of the IDS Policy Briefing.

- **The Participatory Development Forum**

<http://www.pdforum.org>

A network of people interested in promoting participation. Has a Virtual Resource Centre (VRC) offering useful information for researchers, practitioners and managers. Managed from Ottawa, Canada.

- **The Participatory Research and Gender Analysis Program**

<http://www.prgaprogram.org/prga>

This program, one of the so-called CGIAR (the Consultative Group for International Agricultural Research) system-wide programs, aims to assess and develop methodologies and organizational innovations for gender sensitive participatory research and to promote their use in plant breeding, and in crop and natural resource management. Assessment of participatory methods and tools is one of the program's areas of research.

- **The Resource Centre of the International Institute for Environment and Development**

<http://www.iied.org/resource>

The resource centre houses, among others, the Participatory Learning and Action collection including over 1700 documents on participatory approaches and tools from around the world.

- **RIMISP: the International Network for Farming Systems Research Methodology**

<http://www.rimisp.org>

RIMISP, based in Chile, as one of its activities, is coordinating a small grants research program on methodologies for the (participatory) monitoring and evaluation of projects for the management of natural resources in Latin America and the Caribbean.

- **The Society for Participatory Research in Asia (PRIA)**

<http://www.pria.org/index.html>

The PRIA is a non-profit voluntary development organization based in New Delhi, India.

- **The Virtual Resource Centre/Community-Based Natural Resource Management, International Development Research Centre**

<http://www.cbnrmasia.org>

The CBNRM VRC is an interactive communication platform for CBNRM researchers and practitioners, with a focus on Asia. The VRC provides information about projects, events, and publications, as well as direct access to documents. The link to PM&E documents:

<http://www.cbnrmasia.org/modules.php?op=modload&name=DownloadsPlus&file=index&req=viewdownload&cid=7>

## F. Obtaining More Information

The **IDRC Library** supports IDRC-funded researchers through access to international information and knowledge. The following resources and services are available to you:

### Research Databases

Thousands of scholarly periodicals can be searched through a variety of research databases. Many of the available journals provide full-text articles.

For more information on the databases available, see [http://web.idrc.ca/en/ev-50579-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-50579-201-1-DO_TOPIC.html) or follow the path: [www.idrc.ca](http://www.idrc.ca) > Library > Resources for Projects > Research Databases.

Contact your Program Officer to arrange for access.

### Document Delivery

IDRC-funded researchers can request copies of journal articles directly from the IDRC Library. Not all articles found in the research databases are available in full-text and some researchers are not able to download large files. When these articles cannot be obtained through local document providers (libraries, research institutions, etc.) contact [reference@idrc.ca](mailto:reference@idrc.ca) for assistance.

### IDRC Project Information

Information on active and past IDRC projects is available through three databases:

**IDRIS**: summaries of IDRC projects

**BIBLIO**: project reports and books, articles, videos and speeches related to IDRC research activity

**IMAGES**: the IDRC photo library

### Other Resources

Visit the IDRC Library web site for further initiatives of interest. [www.idrc.ca](http://www.idrc.ca) > Library > Resources for Projects

### Research Literature for the South

HINARI, INASP PERI and other programs which enable free or low cost access to scholarly literature for researchers in developing countries. Check each program for eligibility requirements.

### Open Access Publishing

Initiatives which promote scientific dissemination through open access journals.