Monitoring, Evaluation, and Learning
Useful Resources

1. MEL in general....1
Books....1
Courses....1
Platforms and Communities....2
Articles....2
2. Specific MEL Tools....2
Stakeholder Analysis....2
Theory of Change....2
Survey design....2
Focus groups....2
Outcome harvesting....2
Outcome mapping....3
3. MEL for Specific Areas or Interventions....3
MEL for policy interventions....3
MEL for (public) advocacy interventions....3
4. Evaluations....3
4a. Evaluations in general....3
4b. Causal Inference / Counterfactual Impact....3

1. MEL in general

Books

- The Monitoring and Evaluation Playbook: a great overview of what MEL is, with different tools. It focuses on MEL for community building.
- The Goldilocks Deep Dive (9-pager)
- The Goldilocks Challenge Book
  Also available as an e-book on Kindle or Google Books

Courses

- Clear Horizon, different courses
- Aga Khan Foundation, Designing M&E systems- Free Course
- Udemi, Advanced M&E- Course € 50
- Philanthropy University, multiple free courses
- IDinsight bootcamp re applied social science research (emphasis is on quantitative methods/research). Content of this training program: Theory of Change, Causal Inference, Power Calculations, Sample Survey Design, Data Collection Practices, Questionnaire Design, Digital Tools, Qualitative Data Collection (shallow), Data Cleaning, Statistical Inference, Regression Analysis, Visualization - Communication

Platforms and Communities

- Anne-Murray Brown, M&E Academy (webinars, resources), € 81.50/year
- Intrac: Overview of the MEL Universe
- Intrac: Monitoring and evaluation for small NGOs
- IDinsight, e.g. M&E Health Check
- Better Evaluation, frameworks, guides, directory of academic evaluation programs

Articles

- A simple introduction to Monitoring, Evaluation, and Learning, The Mission Motor
- Why Anima International Suspended the Campaign to End Live Fish Sales in Poland
- Why Anima France changed their strategy
- Why Organizations Fail to Benefit from Monitoring & Evaluation

2. Specific MEL Tools

Stakeholder Analysis

- Stakeholder Analysis Toolkit, Ann-Murray Brown

Theory of Change

- NPC Theory of Change in ten steps
- IdInsight online guide to ToC
- Measurably Better, Template Theory of Change

Survey design

- Faunalytics: Examples of survey questions per topic
- Faunalytics: Designing effective surveys webinar
- Faunalytics: Example Post-Event Survey

- https://scholar.harvard.edu/files/stantcheva/files/How_to_run_surveys_Stantcheva.pdf

Focus groups

- Community Toolbox: Conducting Focus Groups
- Eliot & Associates: Guideline for Focus Groups, includes templates
- Faunalytics: Example Focus Group Discussion

Outcome harvesting

- Clear Horizon, Introduction to Impact Logs (free course)

Outcome mapping

- Better evaluation, Outcome Mapping (pdf book)
- Outcome mapping learning community
    - The OM manual (155 pages long) but all the theory is explained in Chapter 1
    - Presentation by Kaia Ambrose showing what an OM planning / monitoring tool looks like in practice using an example project (Pathways to resilience in semi-arid economies)
    - Poster of a diagnostic tool for when not to use OoutM

3. MEL for Specific Areas or Interventions

MEL for policy interventions

- ODI, A guide to monitoring and evaluating policy influence
- ODI, Extensive working paper on monitoring and evaluation policy influence
- Julia Coffman & Ehren Reed, Unique methods in Advocacy Evaluation (also covers public advocacy)
- Oxfam, Influencing for Impact Guide (also covers public advocacy)

MEL for (public) advocacy interventions

- UNICEF, Monitoring and Evaluating Advocacy
- Julia Coffman & Ehren Reed, Unique methods in Advocacy Evaluation (also covers policy influencing)
- Oxfam, Influencing for Impact Guide (also covers policy influencing)

4. Evaluations

4a. Evaluations in general

- What is “evaluation”: Gullickson_2020_the_whole_elephant (includes steps how to design an evaluation)
- How to define value: Gargani and King 2024 - Principles and methods to advance value for money
- The Logic of Evaluation Gargani_notes_2025_03_25

4b. Causal Inference / Counterfactual Impact

- Impact Evaluation in Practice - See Chapter 3: Causal Inference & Counterfactuals
- Overview: Strategies for Causal Attribution
- An Introduction to Counterfactual Impact Evaluation
- The Rigor of Case-Based Causal Analysis
- Investigate causal attribution and contribution

Proceed with the 25 accessible ones by adding them into the Notion database ('MEL Resource Bank').
Here are the direct URLs for the ones you had trouble accessing.
1. Playbook - https://arrow-prawn-de8.notion.site/Monitoring-Evaluation-cb13052f619e4dad83e07ac13ea7be1c
2. Simple intro to MEL - https://docs.google.com/document/d/1KVVH-h9CW9wttHmJMWH0jf3NFt-HknIWLGb415W6P8g/edit?usp=sharing
3. Why orgs fail to benefit from MEL - https://www.linkedin.com/pulse/why-organizations-fail-fully-benefit-from-monitoring-alois-nyamazana#:~:text=Poorly%20designed%20results%20frameworks%20and,its%20objectives%20and%20set%20goals.
4. Measurably better ToC template - https://docs.google.com/document/d/1IYDK8zFC2_-xB0QVWjXl--PX6-ZXpTUY/edit
5. Faunalytics
   1. Part 1 - https://faunalytics.org/survey-questions/
   2. Part 2 - https://faunalytics.org/webinar-designing-effective-surveys/
   3. Part 3 - https://docs.google.com/document/d/17tGXDe62DL8ya58Ci52HR1hoL-bF02cQ9nfw9VT4r14/edit?usp=sharing
   4. Part 4 - https://faunalytics.org/public-weighs-in-on-animal-welfare-and-animal-rights/
(Original study - https://www.tandfonline.com/doi/abs/10.1080/08927936.2020.1799548?journalCode=rfan20)
6. Eliot and Associates - the resource no longer exists publicly. Here is the link where a PDF version of it is stored on the drive (https://drive.google.com/file/d/1GUkNQEzdf4ujK4aZHekrd0J-72m44NHx/view?usp=drive_link).
7. Gargani and King 2024 - https://drive.google.com/file/d/18L0yBTwEC5j8gEQ5azgCienGuc6daxGz/view?usp=sharing
   1. Gargani notes 2025 - Logic of Evaluation - https://drive.google.com/file/d/1qFFjNACba-8lvKjGnPg8dZeAgrsskqOr/view?usp=sharing
Hopefully you are able to access these resources with these links now.