Conference Handout

CVE Through Communications Seminar: Monitoring and Evaluation Techniques for CVE Communication Programs

10 – 11 February 2013

This handout is also available on Hedayah’s website:

www.hedayah.ae
Conference Handout: Evaluations, Research, Manuals & Toolkits for CVE Practitioners

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1 This selection of evaluations, research, and manuals was prepared for my conference presentation. It is by no means a comprehensive overview and I do not necessarily endorse or have applied all of its content. If you have any questions, please contact me at bnashat@worldbank.org. Bidjan Nashat, Strategy Officer, World Bank Independent Evaluation Group (IEG).
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1. Evaluations and research on communication and behavioral change

a. General Research

The Constructive, Destructive, and Reconstructive Power of Social Norms
(Schultz, Cialdini et al 2007)

ABSTRACT—Despite a long tradition of effectiveness in laboratory tests, normative messages have had mixed success in changing behavior in field contexts, with some studies showing boomerang effects. To test a theoretical account of this inconsistency, we conducted a field experiment in which normative messages were used to promote household energy conservation. As predicted, a descriptive normative message detailing average neighborhood usage produced either desirable energy savings or the undesirable boomerang effect, depending on whether households were already consuming at a low or high rate. Also as predicted, adding an injunctive message (conveying social approval or disapproval) eliminated the boomerang effect. The results offer an explanation for the mixed success of persuasive appeals based on social norms and suggest how such appeals should be properly crafted.

http://pss.sagepub.com/content/18/5/429.abstract

Communicating the Impact of Communication for Development: Trends in Empirical Research

The UN Millennium Development Goals call for not only greater financial commitment in international assistance programs but also innovative strategies to tackle the serious economic, health, education, and other basic human rights problems in the developing world. This paper is organized as follows: Chapter 2 is an overview of key theoretical models of development communication. Chapter 3 describes the characteristic patterns of recent empirical studies in development communication in terms of theoretical models and types of communication strategies. Chapter 4 presents some outstanding evidence of the impacts of communication on development initiatives. Chapter 5 discusses weak spots in the evidence. The concluding chapter will make suggestions for further research by drawing attention to the theoretical, methodological and empirical gaps in the existing academic research in development communication.

https://openknowledge.worldbank.org/handle/10986/6728

The Power Of Habit
by Charles Duhigg (NPR excerpt)

I had been in Iraq for about two months when I heard about an officer conducting an impromptu habit modification program in Kufa, a small city ninety miles south of the capital. He was an army major who had analyzed videotapes of recent riots and had identified a pattern: Violence was usually preceded by a crowd of Iraqis gathering in a plaza or other open space and, over the course of several hours, growing in size. Food
vendors would show up, as well as spectators. Then, someone would throw a rock or a bottle and all hell would break loose.


Behavioral Design: A New Approach to Development Policy
Saugato Datta and Sendhil Mullainathan 11/14/2012

In neo-classical economics, people’s decisions are generally considered to be rationally based in a world of scarce resources affected by the law of supply and demand. Behavioral economics adds to the mix psychic resources such as attention, cognition, self-control, and understanding. Doing so can dramatically improve understanding of the behaviors that can make or break development efforts and can reveal why many conventional policies have failed. In this paper, Saugato Datta and non-resident fellow Sendhil Mullainathan explore the implications of behavioral economics in policy areas as diverse as health, education, agricultural policy, and the design of cash-transfer programs. Drawing upon the latest research in these and other areas, they show how behavioral economics can provide policymakers with innovative solutions to important issues in development.

http://www.cgdev.org/content/publications/detail/1426679/
b. Evaluation examples

Lessons in evaluating communications campaigns: Five case studies

Builds on the findings of the first and second papers. It examines specifically how campaigns with different purposes (individual behavior change and policy change) have been evaluated, and how evaluators have tackled some of the associated evaluation challenges that the first three papers raised as important to address. It features five brief case studies in which the main unit of analysis is not the campaign, but the campaign’s evaluation. The case studies provide a brief snapshot of the real experiences of campaign evaluations. The paper also features cross-case lessons that highlight important findings and themes.

http://www.mediaevaluationproject.org/HFRP2.pdf

Mid-Term Evaluation of USAID’s Counter-Extremism Programming in Africa
AMEX Group, (Washington DC: USAID, 2011)

Based on a review of quantitative and qualitative information and data from the Trans-Sahara Counterterrorism Partnership (TSCTP), it can be concluded that USAID’s Niger, Chad and Mali programs have had some positive impact – most strikingly on lower-level programmatic goals such as civic engagement and listenership for USAID-sponsored radio. Results on higher-level goals, measured through surveys on attitudes towards extremism, were also positive in the aggregate but less dramatic. Despite this empirical evidence of program impact, implementation of the TSTCP has coincided with a worsening of the terrorist threat in parts of the Sahel, indicating a continued need for counter-extremism programming.


First Steps Towards Hearts and Minds? USAID's Countering Violent Extremism Policies in Africa
Daniel P. Aldrich, 26 June 2012

Abstract: The United States government has adopted new approaches to counter violent extremist organizations around the world. “Soft security” and development programs include focused educational training for groups vulnerable to terrorist recruitment, norm messaging through local radio programming, and job creation in rural communities. This article evaluates the effectiveness of one set of these multi-vectored, community-level programs through analysis of data from 200 respondents in two similar, neighboring cities in northern Mali, Africa. The data show that residents in Timbuktu who were exposed to the programming for up to five years displayed measurably altered civic behavior and listening patterns in comparison with their counterparts in the control city of Dire which had no programming (controlling for potential covariates including age, ethnicity, and political and socioeconomic conditions). However, there was little measurable difference between the groups in terms of their cultural identities and attitudes towards the West. This article suggests that the process of “winning hearts and minds” can be effective at certain levels but may require extended time and dedicated resources to have higher-level results.

Reducing intergroup prejudice and conflict using the media: a field experiment in Rwanda

Can the media reduce intergroup prejudice and conflict? Despite the high stakes of this question, understanding of the mass media’s role in shaping prejudiced beliefs, norms, and behavior is limited. A yearlong field experiment in Rwanda tested the impact of a radio soap opera featuring messages about reducing intergroup prejudice, violence, and trauma in 2 fictional Rwandan communities. Compared with a control group who listened to a health radio soap opera, listeners’ perceptions of social norms and their behaviors changed with respect to intermarriage, open dissent, trust, empathy, cooperation, and trauma healing. However, the radio program did little to change listeners’ personal beliefs. Group discussion and emotion were implicated in the process of media influence. Taken together, the results point to an integrated model of behavioral prejudice and conflict reduction that prioritizes the communication of social norms over changes in personal beliefs.

Social Transformation through Television in Macedonia
Search for Common Ground, 2004

Nashe Maalo, or “Our Neighborhood,” was a television series produced by SFCG-Macedonia aimed at promoting inter-cultural understanding among children with a view to transform conflict. The program ran from October 1999 to December 2004. All forty-two 30-minute episodes focused on the daily lives of eight children from Macedonian, Roma, Turkish, and Albanian ethnic groups, who live in the same neighborhood. If shifts in consciousness and ‘value-identities’ can be influenced via portrayals of salient social identities on a wide-scale through television programming, then mass attitudes will shift toward building a culture of peace. Results revealed the television show became a part of children’s everyday life, was watched and discussed by the family as a whole, and had very positive impacts on children’s views of themselves and others, overcoming stereotypes, and learning to live together. However, children did not appear to translate their new knowledge into changes of behavior towards children from other ethnic groups. The evaluators concluded that the reason Nashe Maalo did not cause concrete changes in behavior and action in children was because of deeply engrained group think and cultural stereotypes and because the program was not followed up by sufficient outreach and similar programs that targeted other members of the community.


Early Years—the organization for young children: The Media Initiative for Children Respecting Difference Program

One of the largest randomized control trials ever conducted in preschool settings, this evaluation examined the work of Early Years to increase awareness and positive attitudes and behaviors among Protestants and Catholics in Northern Ireland. This somewhat controversial and usually costly approach showed significant impact and results and appealed to Early Years’ donors and their constituencies, but valuable learning from questions that were not asked and potential internal capacity building were lost. The Respecting Difference program was designed to increase awareness of diversity and difference among young children (three to four years old) and promote more positive attitudes and behaviors towards those who are different. The project included cartoons, the Respecting Difference curriculum, a resource pack and training for teachers, partners, and other youth workers, and support from Early Years specialist staff. Key findings of the case studies were: practitioners highly valued the training and ongoing specialist support; parents welcomed the opportunity for their children to learn about respecting difference; committed leadership within the setting where the
Curriculum was delivered was crucial; and integration of the various aspects of the project across different settings was important to successful implementation.


Promoting handwashing behavior in Peru: the effect of large-scale mass-media and community level interventions
World Bank, 2012

Summary: This paper analyzes a randomized experiment that uses novel strategies to promote handwashing with soap at critical times in Peru. It evaluates a large-scale intervention that includes a mass media provincial campaign and a district-level community component. The analysis finds that the mass media intervention alone had no significant effect on exposure to the handwashing promotion campaign messages, and therefore no effect on handwashing knowledge or handwashing behavior. In contrast, the community-level intervention, a more comprehensive intervention that included several community and school activities in addition to the communications campaign, was successful in reaching the target audience with handwashing promotion messages and in improving the knowledge of the treated population on appropriate handwashing behavior. Those improvements translated into higher self-reported and observed handwashing with soap at critical junctures. However, no significant improvements in the health of children under the age of five were observed. The results are consistent with earlier literature, which indicates that substantively changing behavior to improve health is a complex task requiring intensive and more personalized interventions.


Handwashing behavior change at scale: evidence from a randomized evaluation in Vietnam
World Bank, 2012

Summary: Handwashing with soap, which has been shown to reduce diarrhea in young children by as much as 48 percent, is frequently mentioned as one of the most effective and inexpensive ways to save children's lives. Yet rates of handwashing remain very low throughout the world. Handwashing with soap campaigns are de rigueur in developing countries, but little is known about their effectiveness. Few have been rigorously evaluated, and none on a large-scale. This paper evaluates a large-scale handwashing campaign in three provinces of Vietnam in 2010. Exposure to the campaign resulted in a slight increase in the availability of handwashing materials in the household, and caregivers in the treatment group were more likely to report washing hands at some of the times emphasized by the campaign. However, observed handwashing with soap at these times is low, and there isn't any difference between the treatment and control groups. As a result, no impact on health or productivity is found. These results suggest that even under seemingly optimal conditions, where knowledge and access to soap and water are not main constraints, behavior change campaigns that take place on a large scale face tradeoffs in terms of intensity and effectiveness.

Effectiveness of Communication for Behavioral Impact (COMBI) strategy in increasing utilization rate of Insecticide Treated bed Nets (ITNs) – Blue Nile State, 2006

Ibrahim Elsiddig Elsheikh MPH
Public Health Specialist, UNICEF SCO, Khartoum, Sudan

Background: Malaria still remain the first killer disease in Sudan and according to epidemiological data from the National Malaria Control Program (NMCP), Blue Nile state has had high prevalence of malaria. Literature review from country and outside the country showed that Insecticide Treated bed Nets (ITNs) has great impact on decreasing the prevalence of malaria cost-effectively among whole population if it were scaled up largely and used correctly and consistently. This study is meant to examine this hypothesis with the aim of increasing the utilization rate of ITNs to combat malaria.

Method: The study followed the quasi-experimental design, consisting of two groups experimental and control. For the purpose of pre- and post-intervention surveys a sample of 73 households have been chosen from Alaardaiba village (Control) and 75 households from Shin Tashrab village (experimental) using random sampling technique. Structured questionnaire, observations, interviews and focus group discussions were used for data collection. Data analysis was conducted using SPSS. In order to outline and determine the intervention components baseline data were collected from two villages to make a clear situation analysis. A comprehensive health education and information, education, and communication (IEC) campaign was conducted in the experimental village according to the Communication for Behavioral Impact (COMBI) Strategy on the basis of the situation analysis findings.

Results: The acceptance and use of ITNs increased significantly in the experimental group from 8% at baseline to 48% in the post-intervention survey (OR= 4.8). Time of erecting and holding ITN changed from at night, to before sunset from 28% at baseline to 78.7% in the post survey in experimental group, while the control remains without change. The percentage of children under 5 years who used ITNs was increased from 64% at baseline to 85.3% in the post survey, in the experimental group. The use of ITNS on daily basis and all round the year was found highly significant (P=0.000) in experimental, while, there is no significant difference in control group. The study also indicated a high significant difference (P=0.000) of households using their ITNs the night before the survey in experimental group. The prevalence of malaria decreased by 5% in the experimental village from 29.3% at baseline to 24.3% at the post-intervention survey.

Key words: Malaria, ITNs, COMBI, Blue Nile, Sudan

http://www.siph.net.sd/files/vol2i2p103-111.pdf

Community participation in public Schools: the impact of information campaigns in three Indian states
World Bank, 2008

Summary: This study evaluates the impact of a community-based information campaign on school performance from a cluster randomized control trial. The campaign consisted of eight to nine public meetings in each of 340 treatment villages across three Indian states to disseminate information to the community about its state mandated roles and responsibilities in school management. The findings from the first follow-up 2-4 months after the campaign show that providing information through a structured campaign to communities had a positive impact in all three states. In two states there was a significant and positive impact on reading (14-27 percent) in one of the three grades tested; in the third state there was a significant impact on writing in one grade (15 percent) and on mathematics in the other grade tested (27 percent). The intervention is associated with improvement in teacher effort in two states. Some improvements occurred in the delivery of certain benefits entitled to students (stipend, uniform, and mid day
meal) and in process variables such as community participation in each of the three states. Follow-up research needs to examine whether there is a systematic increase in learning when the impact is measured over a longer time period and whether a campaign sustained over a longer time is able to generate greater impact on school outcomes.


The Effects of "Pulling Levers" Focused Deterrence Strategies
Authors: Anthony Braga, David Weisburd, Published: 03.04.2012, Group: Crime and Justice, Volume: 8, Issue nr. 6

Abstract: BACKGROUND
A number of American police departments have been experimenting with new problem-oriented policing frameworks to prevent gang and group-involved violence generally known as the “pulling levers” focused deterrence strategies. Focused deterrence strategies honor core deterrence ideas, such as increasing risks faced by offenders, while finding new and creative ways of deploying traditional and non-traditional law enforcement tools to do so, such as directly communicating incentives and disincentives to targeted offenders. Pioneered in Boston to halt serious gang violence, the focused deterrence framework has been applied in many American cities through federally sponsored violence prevention programs. In its simplest form, the approach consists of selecting a particular crime problem, such as gang homicide; convening an interagency working group of law enforcement, social-service, and community-based practitioners; conducting research to identify key offenders, groups, and behavior patterns; framing a response to offenders and groups of offenders that uses a varied menu of sanctions (“pulling levers”) to stop them from continuing their violent behavior; focusing social services and community resources on targeted offenders and groups to match law enforcement prevention efforts; and directly and repeatedly communicating with offenders to make them understand why they are receiving this special attention. These new strategic approaches have been applied to a range of crime problems, such as overt drug markets and individual repeat offenders, and have shown promising results in the reduction of crime.

OBJECTIVES
To synthesize the extant evaluation literature and assess the effects of pulling levers focused deterrence strategies on crime.

SELECTION CRITERIA
Eligible studies had to meet three criteria: (1) the program had to have the core elements of a pulling levers focused deterrence strategy present; (2) a comparison group was included; (3) at least one crime outcome was reported. The units of analysis had to be people or places.

SEARCH STRATEGY
Several strategies were used to perform an exhaustive search for literature fitting the eligibility criteria. First, a keyword search was performed on an array of online abstract databases. Second, we reviewed the bibliographies of past narrative and empirical reviews of literature that examined the effectiveness of pulling levers focused deterrence programs. Third, we performed forward searches for works that have cited seminal focused deterrence studies. Fourth, we searched bibliographies of narrative reviews of police crime prevention efforts and past completed Campbell systematic reviews of police crime prevention efforts. Fifth, we performed hand searches of leading journals in the field.
DATA COLLECTION AND ANALYSIS
For our ten eligible studies, we complete a narrative review of effectiveness and a formal meta-analysis of the main effects of these programs on reported crime outcomes.

MAIN RESULTS
Based on our narrative review, we find that nine of the ten eligible evaluations reported statistically significant reductions in crime. It is important to note here that all ten evaluations used nonrandomized quasi-experimental designs. No randomized controlled trials were identified by our search strategies. Our meta-analysis suggests that pulling levers focused deterrence strategies are associated with an overall statistically-significant, medium-sized crime reduction effect.

CONCLUSIONS
We conclude that pulling levers focused deterrence strategies seem to be effective in reducing crime. However, we urge caution in interpreting these results because of the lack of more rigorous randomized controlled trials in the existing body of scientific evidence on this approach.

http://campbellcollaboration.org/lib/project/96/

Evaluation of Baltimore's Safe Streets Program - Effects on Attitudes, Participants' Experiences, and Gun Violence

By: Webster DW, Whitehill J, Vernick JS, and Parker EM Publisher: Johns Hopkins Bloomburg School of Public Health Published: 01/11/2012

Key Findings
Safe Streets was associated with 5.4 fewer homicide incidents and 34.6 fewer nonfatal shooting incidents, on average, across all program sites during 112 months of observation after implementation of the program. All four intervention neighborhoods showed statistically significant reductions in nonfatal shootings after program implementation, and two neighborhoods showed statistically significant reductions in homicides. One intervention neighborhood, Madison-Eastend, experienced an outbreak of homicides during the intervention period due to an intense gang feud, which resulted in a homicide rate nearly three times higher than expected during the 18-month period. Evaluators measured significant changes in attitudes toward gun violence in intervention neighborhoods. Youth in intervention neighborhoods were 4 times more likely to have little or no support for using violence than young men in control neighborhoods after program implementation. By building trusting relationships, diffusing sources of conflict, and changing social norms surrounding gun use, Cure Violence has shown a significant reduction in gun violence for program participants. This evaluation suggests that effective program replication of the Cure Violence model is possible. However, some Safe Street sites were more effective in reducing gun violence than others. Future efforts should focus on understanding and improving implementation of the model and discovering the circumstances under which the program is most effective.

http://www.rwjf.org/content/rwjf/en/research-publications/find-rwjf-research/2012/01/evaluation-of-baltimore-s-safe-streets-program.html

http://www.ipr.northwestern.edu/publications/ceasefire.html
2. Manuals and toolkits
   
a. Evaluating communication in development

**Discussion Paper on the Monitoring and Evaluation of UN-assisted Communication for Development Programmes**
Recommendations for Best Practice Methodologies and Indicators — Background Paper — February 2009 — 11th UN Inter-Agency Round Table on Communication for Development Washington, DC — March 11-13, 2009

This document has been prepared as a background paper for the 11th U.N. Inter-Agency Round Table on Communication for Development, to be held in Washington from 11-13 March 2009 and serves as a discussion paper for the first theme of the Round Table: “Assessing and Demonstrating the Impact of Communication for Development.” U.N. agencies recognise Communication for Development (C4D) as a central tool in supporting development, and in particular the Millennium Development Goals (MDGs). As a consequence, much work has been carried out to understand and embed the principles of C4D within the U.N. structure. However, despite an emphasis on C4D programmes and also on results-based management within the United Nations, there are currently no commonly-agreed tools for assessing the impact of C4D programmes. This paper is designed to help round table participants explore the key issues surrounding C4D, consider case studies and best practice methodology, in order to identify key questions and indicators at the roundtable, from the draft indicators proposed at the end of this paper.

[http://www.communicationforsocialchange.org/pdfs/monitoring%20and%20evaluation%20of%20un-assisted%20cfd%20programmes.pdf](http://www.communicationforsocialchange.org/pdfs/monitoring%20and%20evaluation%20of%20un-assisted%20cfd%20programmes.pdf)


This report highlights a number of important trends, challenges and approaches associated with researching, monitoring and evaluating Communication for Development (C4D) within the UN context. It is a key component of the Research, Monitoring and Evaluation (R, M&E) Resource Pack for C4D Programmes. This Resource Pack is being developed as part of an ongoing series of strategies that aim to institutionalise C4D within the International Development Agenda, demonstrate the contributions and impacts of C4D, and thereby strengthen C4D’s institutional position within the UN. To prepare this report, we undertook a major literature review and consultations with 11 C4D Focal Points or M&E specialists from seven UN agencies and a 15 member Expert Panel, who provided extensive inputs into the project, including suggested revisions to a draft of this report which was discussed at a series of meetings at UNICEF headquarters in New York in December 2010 (see Pamer et al., 2011).


**Are We There Yet? A Communications Evaluation Guide**
Communications Network created by Asibey Consulting, 2008

This guide presents a step-by-step process for developing an evaluation strategy. After reading each section, you will be directed to the Evaluation Strategy Worksheet at the back of this guide, where you will complete the corresponding step. We recommend that you fill out each section of the worksheet as you go through the
guide and, when possible, share your thoughts with colleagues for immediate feedback. After you’ve completed all the steps, you will have an evaluation strategy that you can begin implementing immediately.

Evaluating traditional and new media communications: Although the examples featured in this guide primarily reflect experiences with more established communications such as print, television and some forms of online communications, this approach is also applicable to evaluating social media such as blogs and social networking sites. In future versions of this guide, we will feature examples of social media evaluations as more foundations and nonprofits share their experiences using these tactics.

http://dev.comnetwork.org/resources/downloads/AreWeThereYet.pdf

**DfID/OECD Monitoring and Evaluating Information and Communication for Development (ICD) Programmes**

If you work for the Department for International Development (DFID) and need advice on monitoring and evaluating Information and Communication for Development (ICD) programmes, these guidelines are for you. They don’t provide a set of rules, but do introduce a range of approaches for you to choose from at various stages in your programme. Where possible, we signpost you to sources of further information. You can use the guidelines as a reference tool or to help you work with consultants. What ICD programmes do the guidelines apply to?

- Face-to-face communication or information activities such as counseling or extension visit
- Community-level communications such as theatre, role-playing, workshops, posters and other print materials
- TV, radio, film and video
- Internet and email communications programmes
- Telecommunications-based projects


**Research, Monitoring and Evaluating Strategic Communication for Behaviour and Social Change with Special Reference to the Prevention and Control of Avian Influenza/Pandemic Influenza Essentials for Excellence, 2008**

Strategic communication is an evidence-based, results-oriented blend of advocacy, social mobilization and behaviour change communication. How do we know if strategic communication is addressing the right Avian Influenza/Pandemic Influenza (AI/PI) issues among the right people, at the right time, in the right way? And how do we know if strategic communication is actually making a difference to AI/PI preparedness and response efforts? UNICEF staff attending an inter-regional AI/PI communication meeting in Bangkok, Thailand (August 2006), requested guidance on how to research, monitor and evaluate (RM&E) strategic communication in order to strengthen the organization’s capacity to address these important questions. Government partners have likewise requested assistance in this technical field.

Essentials for Excellence has been produced in response to these requests and contains five modules on: 1. How research, monitoring and evaluation help AI/PI strategic communication. 2. How to conduct formative research at baseline. 3. How to assess immediate reactions to messages, materials and proposed behaviours. 4. How to monitor processes and early changes. 5. How to measure and report impact. Two toolboxes that provide basic advice on data collection methods and on sampling are included. A final Annex offers examples of research instruments for local adaptation that have been used in the Asia-Pacific region.

Communication for Behavioral Impact (COMBI) - A toolkit for behavioural and social communication in outbreak response
World Health Organization 2012

COMBI is a planning framework and an implementation method for using communication strategically to achieve positive behavioural and social results. COMBI stems from consumer communication, linking education and information with marketing. COMBI begins from a ‘zero base’, that nothing can be assumed. Instead, through market research, the real barriers and constraints that prevent people from choosing to adopt healthy behaviour are identified. Section 4, part 2, gives a detailed description of the marketing, behavioural and psychosocial models on which COMBI is based. COMBI can be used by communication, health education, health promotion, information, education and communication and social mobilization staff, who will follow a well-defined, robust, systematic framework. COMBI ensures that communication is appropriately applied and able to contribute to achieving tangible results.


Strategic Communication in Rural Development
World Bank, 2005

We hope this publication, Strategic Communication for Rural Development, will help clients and task managers understand the complexity of the design, implementation, monitoring and evaluation of strategic communication activities. It is also our small contribution towards the two Millennium Development Goals to “eradicate extreme poverty and hunger” and to “ensure environmental sustainability”. These goals are closely connected, especially in the more fragile ecosystems where poor, rural people struggle to give their families a chance to survive.


Communication for Social Change Consortium, 2005

Designed as an abridged version of the introductory guide 'Who Measures Change?', this publication was developed for community groups perfecting their skills in communication for social change (CFSC) and participatory monitoring and evaluation (PM & E). It is intended to help participants, including those most affected by change, to ask and consider essential questions about what they propose to change, whether or not desired change has been accomplished, and how successful the initiative has been. As a guide, it is intended to be adapted to local needs and contexts and used flexibly. Those using the guide are encouraged to document and share their experiences, which will in the future help the CFSC Consortium - which provides research, training and evidence gathering in this field - to update and revise this guide as needed. Part A introduces the guide, concepts of communication for social change (CFSC) and its relevance to HIV/AIDS prevention and care, and concepts of participatory monitoring and evaluation. Part B provides ideas for implementing participatory monitoring & evaluation, based on 6 key stages:
Stage 1. Deciding to use participatory monitoring & evaluation
Stage 2. Assembling a core participatory monitoring & evaluation team
Stage 3. Planning for PM&E
Stage 4. Selecting methods, collecting and analysing data
Stage 5. Analysing, synthesising and checking the data
Stage 6. Making use of the PM&E findings

http://www.comminit.com/hiv-aids/node/186870
b. Toolkits for planning and evaluating advocacy and communication

BetterEvaluation Planning Tool

BetterEvaluation is an international collaboration to improve evaluation theory and practice by sharing information about evaluation options (methods, strategies, processes) and approaches (collections of methods). We provide an interactive and freely accessible website (currently in closed beta version) and related events and resources.

We support evaluators, practitioners and managers of evaluation to choose options that are appropriate for their situation and to use these well. We support individuals and organizations to share their learning about evaluation across disciplinary and organisational boundaries, sectors, languages and countries, including examples of their practice and advice on choosing and using different options and approaches.

Founding partners: Institutional Learning and Change initiative of the Consultative Group on International Agriculture, Italy, Overseas Development Institute, UK, Pact (Head office (Washington D.C., USA), South Africa and Thailand offices), RMIT University (Royal Melbourne Institute of Technology, Australia)


http://betterevaluation.org/

Improving Communication with Crisis-affected Communities

Infoasaid

The infoasaid e-learning course aims to raise awareness about the key components of effective communication with crisis-affected communities and to build knowledge and skills on how to communicate in practice. The course is divided into five modules. The first two introduce learners to the course and the key concepts it covers. The remaining three modules are interactive, scenario-based challenges and involve learners having to make key decisions to do with communication during an earthquake, a post conflict situation and a hurricane/flood.

The modules are divided up as follows:

- How to use this course
- Why communication matters
- Knowing your target audience
- Crafting and adapting messages
- Communication: A two way process

http://infoasaid.org/e-learning/course/start
The Advocacy Progress Planner (APP)
Aspen Institute

The APP enables advocates to:

**Plan better**: make realistic predictions about feasible accomplishments

**Evaluate better**: record information to make improvements along the way

Each choice you make about your advocacy campaign while creating a customized APP will pave the way for your next step. You'll explore the following steps:

**Goals**: What change needs to happen?

**Audience**: Who can make it happen?

**Context**: What else is going on?

**Activities**: How will you get it done?

**Inputs**: What do you have? What do you need?

**Benchmarks**: How will you know you're on the right track?

http://planning.continuousprogress.org/node/22424
http://fp.continuousprogress.org/

Unique Methods in Advocacy Evaluation
Julia Coffman, Evaluation Consultant
Ehren Reed, Innovation Network

Evaluation methods define how data are collected. They are systematic approaches for gathering qualitative or quantitative data that can be used to determine whether a strategy is making progress or achieving its intended results. Like all evaluations, advocacy evaluations can draw on a familiar list of traditional data collection methods, such as surveys, interviews, focus groups, or polling (see box at right for other common methods). But because the advocacy process can be complex, fast-paced, and dynamic, which makes data collection challenging, and because advocacy efforts often aim for outcomes that are hard to operationalize and measure (e.g., public will or political will), new and innovative methods are being developed specifically for assessing advocacy and policy change efforts. This brief describes four new methods (summarized in the matrix on the next page) that were developed to respond to advocacy’s unique measurement challenges. All four methods have been tested in real-life evaluations, and were developed to be:

https://higherlogicdownload.s3.amazonaws.com/EVAL/Unique%20Methods%20in%20Advocacy%20Evaluation%20Brief.pdf?AWSAccessKeyId=AKIAJH5D4I4FWRALBOUA&Expires=1357751314&Signature=AERjLsp4OFG87GsrqUkk5Kg190s%3D

http://comm.eval.org/eval/resources/viewdocument?DocumentKey=c33ea193-f6e9-43c4-bd79-feba968d5a47
c. Evaluating complex environments/fragile states

Developmental Evaluation as an approach

DE 201: A Practitioner’s Guide to Developmental Evaluation
Elizabeth Dozois, Marc Langlois, Natasha Blanchet-Cohen

The J.W. McConnell Family Foundation and the International Institute for Child Rights and Development
DE 201: A Practitioner’s Guide to Developmental Evaluation is intended to build on the concepts outlined in the primer by articulating some of the key practices associated with this work. These practices were identified and developed through a three-year multi-site case study involving developmental evaluators (DEs) at six sites across the country (see text box, p. 10). While several DEs had evaluation experience, most were new to developmental evaluation. Together, we formed a learning community to document practices and challenges, and further our understanding of this emergent discipline.

Our discussions resulted in the identification of three entry points for DEs and four core practices that characterize the work. (Table 1, p. 12). In this guidebook, we explore each of these key activities, offering suggestions for practice, insights from other DEs, and further resources for you to explore.

Before we get to the how of developmental evaluation, however, we need to set a bit of context. We’ll start by briefly touching on the what, when, and who of developmental evaluation, explaining:

• The purpose of developmental evaluation (What)
• The conditions in which developmental evaluation is most appropriate (When)
• The capacities needed to be an effective DE (Who)

After setting the context with these sections, we dive into the practices associated with developmental evaluation (How) and end by briefly exploring some of the challenges and issues associated with the practice.

http://mcconnellfoundation.ca/assets/Media%20Library/Publications/DE%20201%20EN.pdf

A Developmental Evaluation Primer
Jamie A.A. Gamble

The intent of this document is to introduce the concept of developmental evaluation to potential users and to provide some tools to support its use. The work to explore developmental evaluation was part of the SSI Initiative, a two year collaboration (2005–2006) between The J.W. McConnell Family Foundation, DuPont Canada, and the PLAN Institute for Caring Citizenship. Its purpose was to examine the capacity of social innovation to address intractable social problems in Canada. The three organizations saw developmental evaluation as a means to track the methods and procedures involved in social innovation, processes that are often difficult to evaluate. The practice of developmental evaluation was further refined in a series of developmental workshops. Examples from the experiences of the workshop participants can be found throughout this text.

While this primer includes examples of developmental evaluation being applied in innovative projects, it is an embryonic discipline and new ideas about it are still emerging.


Evaluating Peacebuilding Activities in Settings of Conflict and Fragility
Improving Learning for Results, OECD 2012
Recognising a need for better, tailored approaches to learning and accountability in conflict settings, the Development Assistance Committee (DAC) launched an initiative to develop guidance on evaluating conflict prevention and peacebuilding activities. The objective of this process has been to help improve evaluation practice and thereby support the broader community of experts and implementing organisations to enhance the quality of conflict prevention and peacebuilding interventions. It also seeks to guide policy makers, field and desk officers, and country partners towards a better understanding of the role and utility of evaluations. The guidance presented in this book provides background on key policy issues affecting donor engagement in settings of conflict and fragility and introduces some of the challenges to evaluation particular to these settings. It then provides step-by-step guidance on the core steps in planning, carrying out and learning from evaluation, as well as some basic principles on programme design and management.


http://www.oecd-ilibrary.org/docserver/download/4312151e.pdf?expires=1359302800&id=id&accname=guest&checksum=852F96BD07CF339DD6DFDC7F4FAF63CC

Monitoring and evaluation in stabilisation interventions – Reviewing the state of the art and suggesting ways forward (RAND Europe 2011)

The UK Stabilisation Unit (SU) commissioned RAND Europe to assist in improving monitoring and evaluation (M&E) of stabilisation interventions. This assignment has two phases. The aim of phase 1 is to draft a think piece on what is considered current practice in M&E frameworks in stabilisation interventions and identify a number of steps that could be taken forwards to improve the M&E of stabilisation interventions. The aim of the subsequent phase, phase 2, is to develop guidance to assist strategic planners, in conjunction with the Stabilisation Unit. This report describes the conclusions of phase 1.


Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs

This manual, written by Cheyanne Church and Mark Rogers and produced by Search for Common Ground in partnership with the United States Institute for Peace and the Alliance for Peacebuilding is the first of its kind to focus on the particular needs of the conflict transformation field. It addresses the many challenges faced by conflict transformation practitioners in their attempts to measure and increase the effectiveness of their work with practical tips and examples from around the world.

http://www.sfcg.org/programmes/ilt/ilt_manualpage.html

Evaluating Media Interventions in Conflict Countries – Peaceworks Amelia Arsenault, Sheldon Himelfarb, and Susan Abbott

Recognizing media’s heightened importance in peacebuilding, governmental and nongovernmental organizations (NGOs), multilateral organizations, broadcasters, and community activists have expanded their efforts in using the media to prevent, manage, and reconcile conflicts. Poorly designed media interventions, no matter how well intentioned, may exacerbate tensions and undermine peacebuilding efforts. In the face of the global economic downturn, policymakers and politicians no longer have the economic or political capital to fund projects without evidence of their efficacy. As a consequence, implementers and donor organizations alike are under increased pressure to demonstrate the utility of the programs they produce or fund.
Improving and expanding evaluation of current and future projects is essential because evaluation provides critical evidence that can inform future programs and better direct donors and policymakers in the judicious, economical allocation of funding and policy. A wide array of media development practitioners, donors, international broadcasters, and methodologists—all with extensive experience working in media initiatives in conflict environments—met in Caux, Switzerland, in December 2010, to establish the Caux Guiding Principles, whose full text is in this report.

Based on a careful appraisal of the current status of monitoring and evaluating media interventions in conflict countries, the Caux Principles outline measures that stakeholders can take to improve evaluation. The Caux Principles urge those working in media and conflict initiatives to take several concrete steps to improve evaluation. These include enabling better collaboration between donors and implementers, expanding financial support for evaluation, encouraging realistic and honest assessments of project successes and failures, designing flexible evaluation plans that are sensitive to changing conditions on the ground, and engaging with local researchers.

http://www.usip.org/files/resources/PW77.pdf

Media in Fragile Environments: The USIP Intended-Outcomes Needs Assessment Methodology

The USIP Intended-Outcomes Needs Assessment (IONA) methodology enables NGOs, donors, and policymakers to determine which kinds of media interventions can most effectively address issues affecting a fragile society. Using a three-stage process, IONA enables an assessment team to analyze the causes of problems producing social fragility, interview members of that society to understand what changes are desirable and possible, and generate a portfolio of media programs that balance the needs of the society in conflict with the capabilities of that society’s media. IONA can be used to understand the broad sweep of conflict-related issues in a society to determine an appropriate media intervention strategy. Alternatively, sponsors may wish to use IONA to better determine an appropriate media intervention strategy to address an issue or campaign that they have already identified, such as corruption, ethnic tension, or gender violence, to name just a few. Finally, IONA is still a work in progress. Although the core methodology exists, USIP welcomes feedback necessary to refine the process and its supporting tools, template, and database.

http://www.usip.org/publications/iona
d. General overviews and guides on CVE

Countering Violent Extremism (CVE) Literature Review

Minerva Nasser-Eddine, Bridget Garnham, Katerina Agostino and Gilbert Caluya
Counter Terrorism and Security Technology Centre Defence Science and Technology Organisation

This report consists of a literature review and analysis of the existing research concerning ‘countering violent extremism’. This multifaceted report demonstrates the complexity of understanding Violent Extremism and best strategies to Countering Violent Extremism. This has been undertaken with the broader analysis of radicalisation and social cohesion theories, models and government policies and how they may impact on or contribute to best practice and policy in countering violent extremism.


Guide to Drivers of Violent Extremism

Introduction and Approach: This publication explores the drivers of violent extremism (VE), with special reference to the Muslim world in the past three decades. This publication’s primary objectives are to summarize what we know, and what we do not know, about the drivers of violent Islamist extremism (VIE); to pinpoint recurrent drivers across a wide variety of countries, so as to clue the analyst confronted with a particular situation to some of the potentially relevant dynamics and factors; and to identify some of the most common misconceptions or pitfalls in the study of VIE, so as to avoid potentially counter-productive approaches when designing development assistance programs with a counter-extremism component. This Guide does not discuss programmatic implications -- which, for reasons of space, will be developed in a separate, stand-alone document.


Countering Violent Extremism - Scientific Methods & Strategies
(2011) (Air Force Laboratory)

This paper collection, entitled, “Countering Violent Extremism: A Multi-disciplinary Perspective,” aims to provide new insights on the spectrum of solutions for countering violent extremism, drawing from current social science research as well as from expert knowledge on salient topics (e.g., development programs, cultivating community partners and leaders, conflict and deradicalization). So what is new? There is a large body of literature on terrorism and violent extremism, much of which focuses on developing a better understanding of the problem, including environmental and social/cultural factors and the role of ideology. This paper collection focuses less on root causes and more on solutions for risk management, disengagement (including delegitimization), and prevention of violent extremism. It also tackles the thorny issue of state terror, a subject that must enter any discussion of solutions for countering violent extremism. Ultimately, it is hoped that the paper collection can inform a better understanding of, and suggest sets of solutions for, motivating individuals and groups to desist from violence and preventing other individuals and groups from seeking involvement in movements/groups that seek to bring about change through violence.
Perspectives on Radicalisation and Political Violence – Papers from the First International Conference on Radicalisation and Political Violence

This booklet is the result of the First International Conference on Radicalisation and Political Violence, which took place in London on 17-18 January 2008. The purpose of the conference was to bring together policymakers, senior practitioners and leading experts, and provide them with an opportunity to exchange and develop their ideas on how best to counter the growth of radicalisation and political violence. The Perspectives on Radicalisation and Political Violence booklet contains papers concerning the thoughts developed – and conclusions reached – by the seven expert working groups during the conference.

Incredible Dialogues: Religious Dialogue as a Means of Counter-Terrorism in Yemen

The religious dialogue project in Yemen, which aimed to end the attitudes of suspected Al-Qaeda terrorists in the state’s prisons, was one of the first deradicalisation programmes in the world. It inspired similar efforts in other Gulf states, including Saudi Arabia, and proved influential across the world. Ane Birk tells the story of the religious dialogue programme in Yemen, exploring the role of the state and the detainees and evaluating its dynamics, as well as pinpointing its successes and failures.

This important contribution to the understanding of deradicalisation and disengagement programmes is the second paper in ICSR’s Developments in Radicalisation and Political Violenceseries. It is certain to influence the debate over the effectiveness of such initiatives and provides a valuable resource for experts and policymakers.