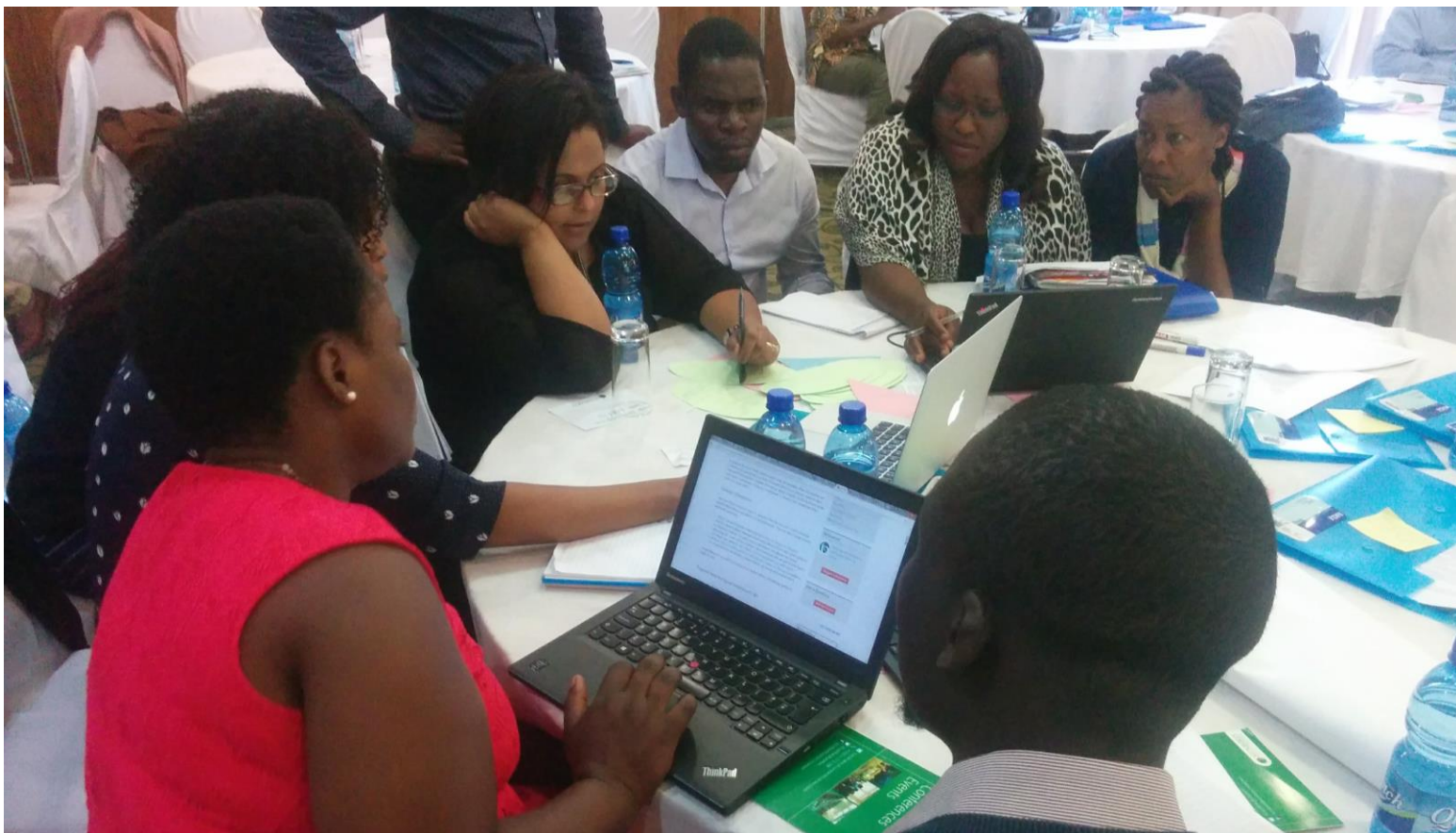


Navigation Guide



The **Evaluating C4D Resource Hub** is designed to help you make informed choices about approaches and tools for research, monitoring and evaluation (R,M&E) that are consistent with the values and needs of Communication for Development (C4D).

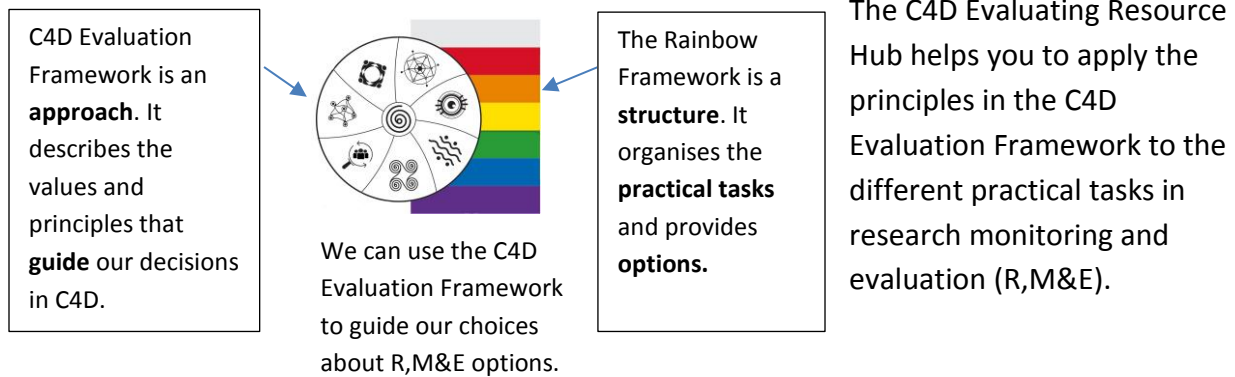
It is an online resource. It contains a growing collection of the best available guides, toolkits, tools and methods for R,M&E of C4D initiatives.

This navigation guide will explain the approach and structure of the Evaluating C4D Resource Hub to give you the confidence to use the Hub and guide others.

Contents

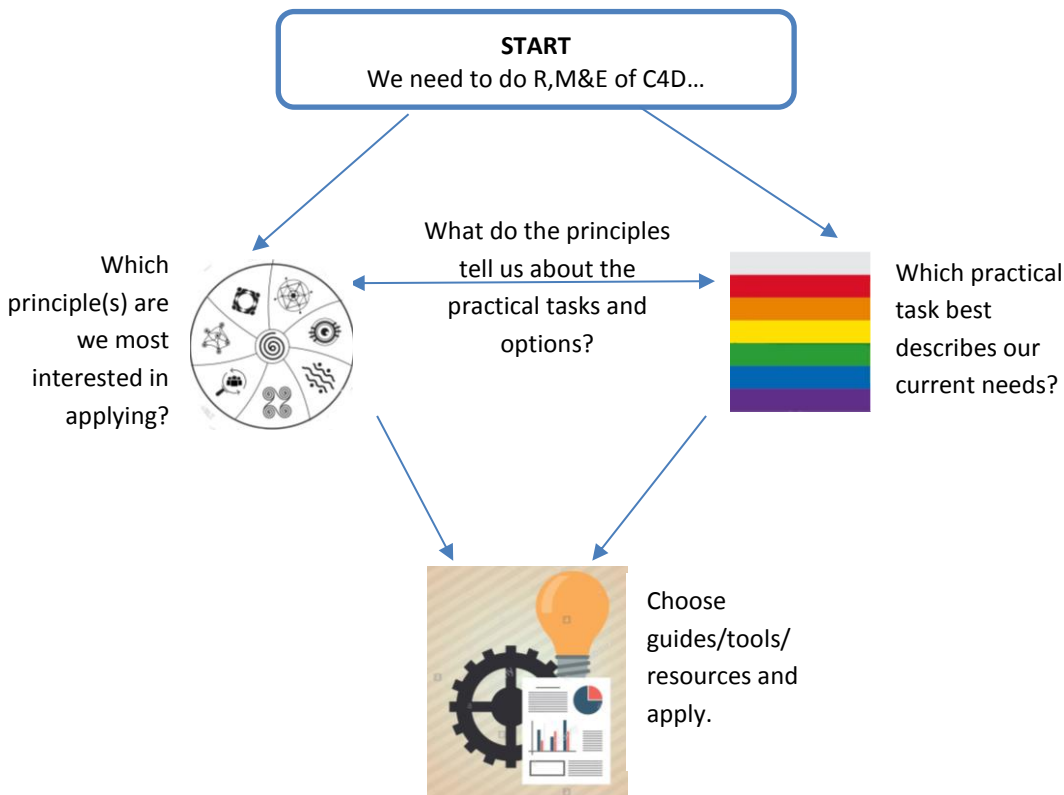
1. How the Evaluating C4D Resource Hub works
2. The C4D Evaluation Framework
3. Overview of each principle
4. Navigating principle pages
5. Understanding the Rainbow Framework
6. Navigating the Rainbow Framework pages
7. Common scenarios and starting points

How the Evaluating C4D Resource Hub works



Finding your way through the Evaluating C4D Resource Hub

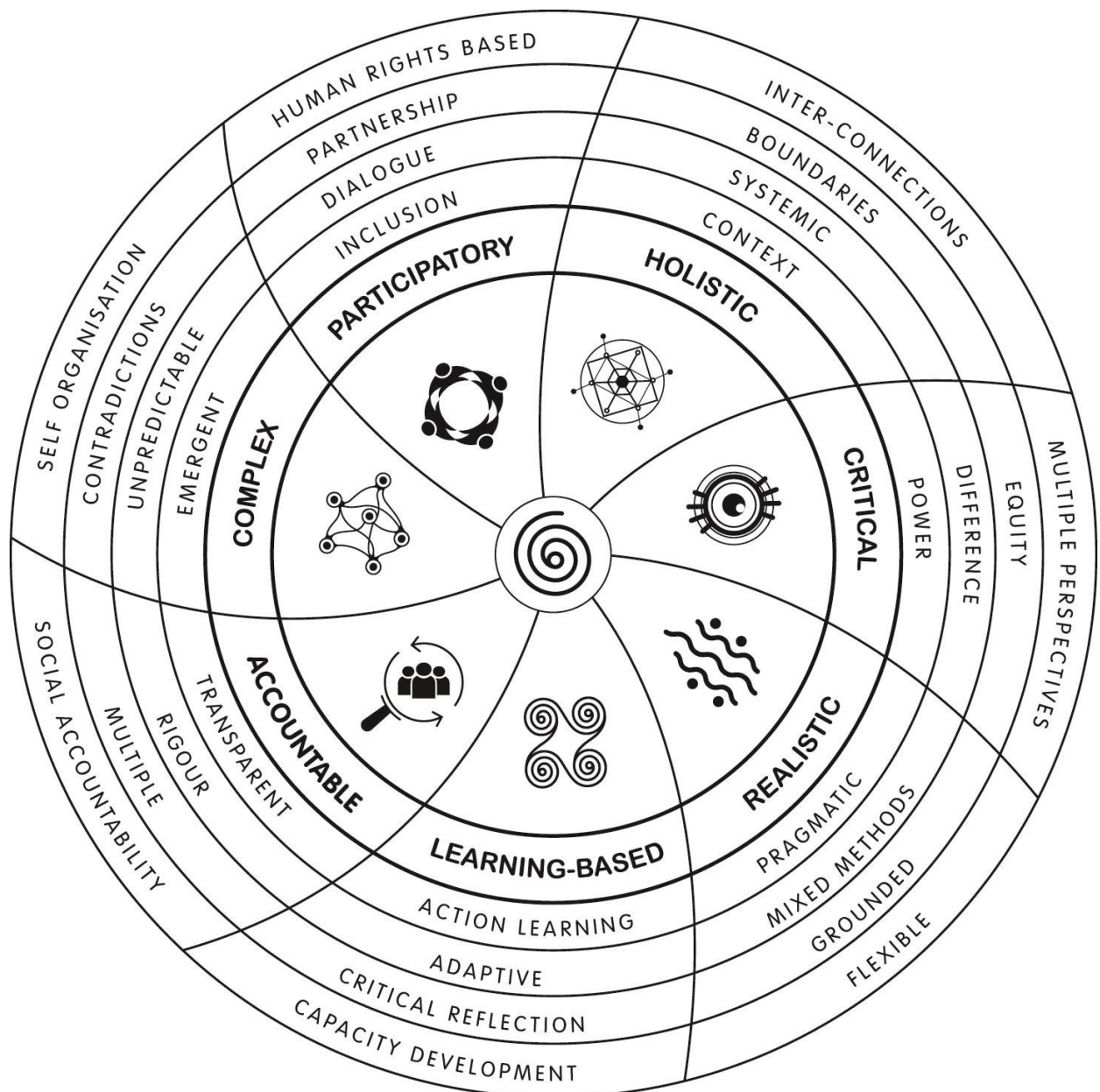
The goal of the Evaluating C4D Resource Hub is to help you find options, tools and resources to suit your practical needs and match the approach you want to take. You will consider both the principles and the tasks to find the best tools for your situation.



Understanding the approach: the C4D Evaluation Framework


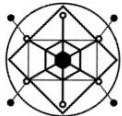
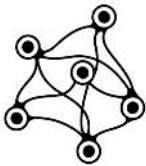


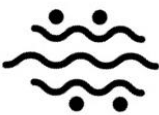

To use the Evaluating C4D Resource Hub it is important to understand the approach.

The C4D Evaluation Framework (adapted from Lennie & Tacchi, 2013) is made up of seven interconnected principles. This framework can be applied to all practical tasks to guide our choices about R,M&E options.



This diagram shows the seven principles in bold. Each has added ideas and values to help describe its meaning.

Overview of each principle

 <p>Participatory</p>	<p>Participation is a central principle for C4D, and therefore should be incorporated in the R,M&E of C4D. Participatory R,M&E is undertaken in partnership with children and adolescents, community members and other stakeholders, using processes that are culturally and socially appropriate, creative, and based on mutual trust, openness and dialogue.</p>
 <p>Holistic</p>	<p>Taking a holistic approach means considering the systems, structures and contexts within which people operate. This means seeking to understand the broader contexts and inter-connections between organisations, groups and individuals involved in a C4D initiative (directly or indirectly). This might include the different 'communicative ecologies' (or communication contexts) that people experience.</p>
 <p>Complexity</p>	<p>The principle of complexity draws our attention to the multiple and changing 'interconnections' and 'inter-relationships' in C4D initiatives. It highlights complicated aspects: where there are multiple organisations working in similar ways, multiple components or parts of the initiative, or where we know that C4D interventions will work differently in different contexts. It also highlights complex aspects: where change is not predictable but comes about through 'adaptive' responses to changing circumstances.</p>
 <p>Critical</p>	<p>Including different perspectives highlights the importance of paying attention to power. Our approach to R,M&E needs to actively address issues of equity and diversity by paying attention to gender, caste, ethnicity, class, age, status, education and other relevant differences. Design and implementation of RM&E can build upon the strengths and limitations of different evaluation approaches and methods; to find the right approaches for your evaluation questions, and include all relevant voices and perspectives.</p>
 <p>Accountable</p>	<p>Accountability means demonstrating results to communities, partners, funders and policy makers. R,M&E that is rigorous, transparent and relevant will produce evidence for accountability. In C4D our primary responsibility is to listen to, learn from and report to community groups and partners. Achieving accountability depends on having clear and shared expectations about what is to be evaluated, what the evaluation questions are, and how you will go about answering them. Understanding who you are accountable to also requires clarity.</p>
 <p>Realistic</p>	<p>To be most effective, R,M&E approaches and methods need to be grounded in local realities. This requires openness, freedom, flexibility and realism in planning and implementing R,M&E and in the selection of approaches, methodologies and methods. This approach aims to increase the usefulness of evaluation results, which should focus on intended, unintended, expected, unexpected, negative and positive change. Long-term engagement with organizations and communities ensures effectiveness and sustainability, and a long-term perspective on both evaluation and social change.</p>
 <p>Learning-based</p>	<p>In a learning-based approach R,M&E is integrated into the whole programme cycle and involves all staff and stakeholders. This principle draws on some of the core principles of action learning and participatory action research (PAR), including iterative reflection on implementation for continual improvement. Involving a broad group of stakeholders in R,M&E requires attention to capacity development and learning processes and events.</p>

Navigating Principle page

1. C4D Hub – if you see this phrase you know you are in the Evaluating C4D Resource Hub

2. Where do we start? – Too much advice can be overwhelming, so we have identified simple, practical ideas on how to get started.

3. Incorporating and implementing – Shows how you can apply the principles with links to the most relevant tasks from the Rainbow Framework

4. Challenges and strategies – listing real-world challenges with advice on ways forward

5. Resources – links to tools, toolkits, guides and other recommended resources

6. Examples – links to strong examples of this principle in action

7. Navigation bar –so you can easily find what you need

Home > Principles > Participatory

C4D Hub: Participatory 1

INCLUSION; DIALOGUE; PARTNERSHIP; HUMAN RIGHTS BASED

- _____

Where do we start? 2

- _____

Incorporating and implementing participatory approaches in practice 3

- _____
- _____

Challenges and strategies: 4

- _____

Resources: 5

- _____

Examples 6

- _____

Share

Share



C4D Hub Menu 7

Principles

Participatory

Holistic

Complexity

Critical

Accountable

Realistic

Learning-based

Tasks

Manage

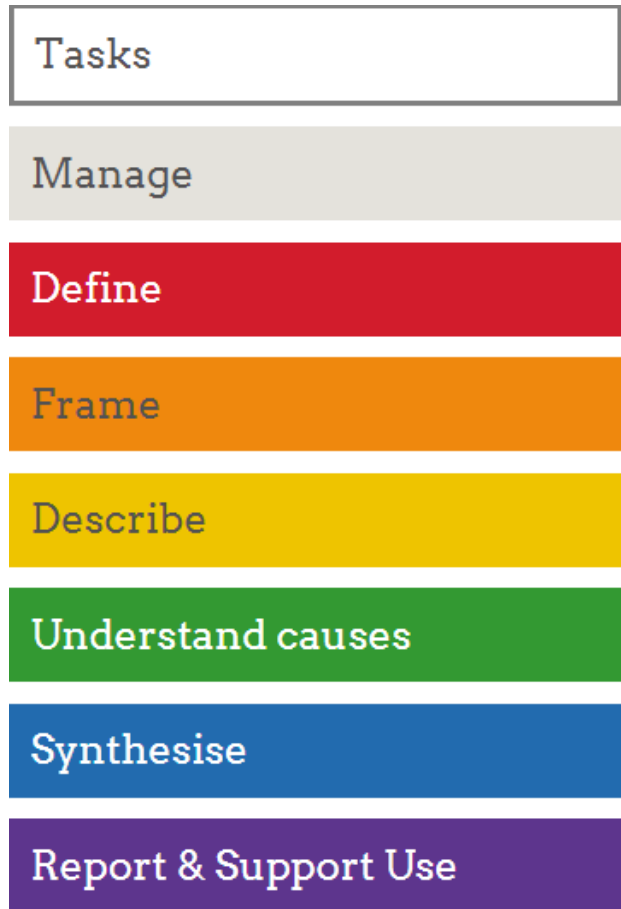
Define

Frame

Describe

Understanding the Rainbow Framework

The Rainbow Framework organizes all the main R,M&E tasks into seven themes or clusters. These are **not** sequential steps. Instead you can dip in to a specific task and look for good resources, options, toolkits and guides; OR you might pull together a number of tasks into a package.



It is a good idea to try to become familiar with the key terms in the Rainbow Framework, and the tasks associated with each. This makes it much easier to navigate the Evaluating C4D Resource Hub.

MANAGE	MANAGE is one of the seven clusters of tasks in the Rainbow Framework. Managing R,M&E involves agreeing on how decisions will be made and ensuring decisions are implemented well. Decisions and choices may need to be revisited and revised throughout implementation.	<ul style="list-style-type: none"> - Understand and engage stakeholders - Establish Decision making processes - Decide who will conduct the research - Determine and secure resources - Define ethical and quality standards for RM&E - Develop Planning Documents - Document management processes and agreements - Review RM&E systems and studies - Develop RM&E capacity
DEFINE	The DEFINE tasks involves developing a description of the program and how it is understood to work.	<ul style="list-style-type: none"> - Develop initial description - Develop program theory/logic model - Identify potential unintended results
FRAME	Framing R,M&E involves being clear about the boundaries of the R,M&E. Why is the R,M&E being done? What are the broad R,M&E questions it is trying to answer? What are the values that will be used to make judgments about whether it is good or bad, better or worse than alternatives, or getting better or worse?	<ul style="list-style-type: none"> - Identify primary intended users - Decide purpose - Specify the key Research/M&E questions - Determine what 'success' looks like
DESCRIBE	The DESCRIBE cluster of evaluation tasks involves collecting or retrieving data and analyzing it to answer R,M&E questions about situations and what has happened (the activities, outcomes and impacts) and other important contextual information.	<ul style="list-style-type: none"> - Sample - Use measures, indicators or metrics - Collect and/or retrieve data - Manage data - Combine qualitative and quantitative data - Analyse data - Visualise data
UNDERS TAND CAUSE	Most evaluations need to investigate what is causing any changes observed. This involves selecting options for investigating causal attribution and contribution.	<ul style="list-style-type: none"> - Investigate Causal Attribution and Contribution
SYNTHESISE	These tasks involve bringing together data and evidence into an overall conclusion and judgement.	<ul style="list-style-type: none"> - Synthesise data from a single study/evaluation - Synthesise data across studies - Generalise findings
REPORT AND SUPPORT USE of findings	These tasks involve creating reports and content from the R,M&E, sharing findings, and supporting use of and learning from the R,M&E with the primary users. Although this may be one of the lasts tasks, planning should begin from the very first steps.	<ul style="list-style-type: none"> - Identify reporting requirements - Develop reporting media - Ensure accessibility - Develop recommendations - Support use

Navigating the Rainbow Framework tasks pages

1. C4D Hub – if you see this phrase you know you are in the Evaluating C4D Resource Hub

2. What is it? – basic description of the task

3. General Information – Background about this task for any type of initiative (beyond C4D)

4. Applying the C4D principles – An overview of what the C4D Evaluation Framework tells us about how to approach this task

5. Recommended options and adaptations – specific advice for doing this task in C4D

6. Examples - links to strong examples of this task in action

7. Recommended Resources – links to tools and resources

8. Navigation bar –so you can easily find what you need

Home > Manage > Understand and engage stakeholders

C4D Hub: Understand and engage stakeholders 1

What is it? 2

- _____

General information 3

- _____

Understanding and engaging stakeholders and C4D

Applying the C4D principles 4

• _____	• _____
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Recommended options and adaptations for understanding stakeholders in C4D 5

- _____

Recommended options and adaptations for engaging with stakeholders and C4D

- _____

Example 6

- _____

Recommended Resources 7

- _____

Share

Share



C4D Hub Menu

Principles

Tasks

Manage

Understand and engage stakeholders

Establish Decision making processes

Decide who will conduct the research/ evaluation

Determine and secure resources

Define ethical and quality standards for RMSE

Develop Planning Documents (Evaluation/Research Plans and MSE Frameworks)

Document management processes and agreements

Review RMSE systems and studies (meta evaluation)

Develop RMSE capacity

Define

Frame

Bringing it all together: Some common scenarios and starting points

Select and develop indicators to monitor C4D Programmes

Make sure you have looked at:



DEFINE → Develop Program Theory/Logic Model

And:



MANAGE → Develop Planning Documents (Evaluation Plans and M&E Frameworks)

Then use:



DESCRIBE → Use measures, indicators or metrics

Identifying our project's contributions to outcomes and impacts

Start at the:



Understand Causes → Investigate Causal Attribution and Contribution

Develop an M&E Plan

You will most likely need to cover all or most of the different tasks, but a good place to start is:



MANAGE → Develop Planning Documents (Evaluation Plans and M&E Frameworks)

Undertake formative research to inform the design of programs

You will need to go through a number of different tasks, but it is good to start with:



FRAME → Identify primary intended users

→ Decide purpose

→ Specify the key Research/M&E questions

From there you can move through other tasks as useful.

Develop a dissemination plan

Start at the:



REPORT AND SUPPORT USE → Identify reporting requirements

This resource was created as part of a collaborative research project between the following partners, with funding from the Australian Research Council (LP130100176) and UNICEF:



You can contact us at jnt8@leicester.ac.uk or J.A.Tacchi@lboro.ac.uk.