C4i
Communication for Integration

IMPACT AND CHANGE EVALUATION: METHODOLOGY OUTLINE

DELIVERABLE 1. IMPACT AND CHANGE EVALUATION: METHODOLOGY OUTLINE

Contents

Author: **Kseniya Khovanova-Rubicondo**

Date: April 2014 - Version 1.0

1. Preface

This document offers a methodological outline (general objectives, tasks, and analytical techniques) of the Impact and Social Change (I&C) Evaluation within the framework of the *Communication for Integration: social networking for diversity - C4i* project.

2. Context of the Mission

Communication for Integration: social networking for diversity - C4i is a joint Council of Europe/European Union action implemented through a partnership of 10 European Cities under the leadership of the Council of Europe. C4i seeks to involve public authorities, migrants and NGOs in mobilizing social networks to foster well-informed public debate on migration and diversity and combat unfounded myths and misconceptions which undermine the integration strategies at local level. The two primary objectives of the C4i project are:

- to test the applicability of social communication and networking approach (*anti-rumor campaign*) experimented successfully in Barcelona, Spain;
- to assess the impact of this approach among the population in project locations in order to devise replicable methodology and tools that can be used across Europe and beyond.

The I&C Evaluator's mission is regarded here as a continuous monitoring and evaluation exercise, which contributes to the success of the C4I project through accomplishment of the tasks defined by the project proposal. In the context of this project, evaluation is understood as a process that offers "an independent opinion on the relevance, consistency, economy, efficiency, effectiveness, added value and sustainability of the policy, programme or activity evaluated in the light of its objectives."[1]

This mission is built around five major objectives. They are to:

1. Develop impact and change evaluation methodology and guidance for participatory monitoring of the project activity.
2. Lead the development and piloting of key indicators - in line with attitude/behavior change objectives - for measuring the impact of anti-rumor campaigns in the cities.
3. Assess the impact of communication interventions implemented in partner cities using quantitative and qualitative approaches.
4. Develop and articulate the C4i theory of change vs. behavior change hypotheses and critical assumptions.

---

[1] EC: Communication C(2002)5267 - 23.12.2002

5. Delineate a replicable results-based monitoring and evaluation methodology for anti-rumor communication interventions.

3. Methodology

In order to fulfill the above presented objectives, the following methodology is proposed by the I&C Evaluator. It contains three main Modules.

3.1. Module 1
The first module of the Evaluator's mission will focus on its first two primary objectives and include a few separate stages.

1. **Develop impact and change evaluation methodology and guidance for participatory monitoring of the project activity.**
2. **Lead the development and piloting of key indicators - in line with attitude/behavior change objectives - for measuring the impact of anti-rumor campaigns in the cities.**

3.1.1. Step 1
First, the initial meetings, consultations, and brainstorming will be carried out by the Evaluator in all C4i project participating cities aiming to identify and analyze the core elements and framework for the future communication interventions, i.e. analysis of the city groups, communities; their behavior, environment; knowledge gaps classification, communication channels analysis, identification of the preconditions necessary to achieve the project goals.

It is important to note that *Step 1* builds on the C4D methodology assumption that a dialogue with and active participation of individuals, social groups, local actors and communities represent a primary step of the communication4change strategy development.[2] Open dialogue and active participation of the city representatives/stakeholders are crucial for understanding of the local context and city environments *before* any campaign intervention and for achieving social and behavior change goals.

This work will allow to establish a set of core common indicators for I&C evaluation in the cities. The indicators will be designed as a result of individual city

---

[2] Strategic Communication for Behavior and Social Change. Working Paper. UNISEF, 2005

meetings/workshops/consultations held by the Evaluator during her first round of city visits in April-June 2014, as indicated in the project schedule and before any local anti-rumor activities take place. This set of indicators will serve as a common basis for the 1st wave of city surveys development.

Indicators[3] are the very spine of the monitoring and evaluation system, and their soundness determines the effectiveness of this system as a whole. In its turn, a sound monitoring and evaluation system needs to ensure a set of well-selected and reflective of the project objectives and environment indicators. In case of the C4I project, the priority will be given to indicators for measuring strategic communication; and behavioral and social change indicators, which should extend beyond individuals and their groups to local community, local authorities, policies and institutions. Three main groups of indicators are proposed to embrace C4i project related impacts and estimate its efficiency. They include:

1. *Strategic Communication Group*

The indicators within the Strategic Communication Group are aimed to assess immediate reactions to the proposed behaviors, interventions, messages and materials including brochures, booklets, print, radio /TV ads, audio or video; to determine messages clarity and outreach; identify unintended messages and unpredictable responses; validate the anti-rumor agents' qualification and capacity to conduct social communication activities in a given city. They also aim to provide evidence that the target audiences are paying attention to and comprehend the strategic communication/interventions.

2. *Behavioral Monitoring Group*

Behavioral Monitoring Group indicators are intended to assess the quality of communication outreach and examine changes and progress made against initial baseline situation in the city/community. They will measure the behavioral results produced by the project activities involving selected participants. These behavioral results may include but are not limited to change in individual behavior, change in a group attitude/capacity, in a policy, in social conditions, etc. These indicators will help to systematically collect and analyse the reality of change from the viewpoint of the C4i project participants and stakeholders, and to explain what is happening as a result of inputs – e.g. training, strategic communication interventions - and how these results link to long-term changes, as envisaged by the project. The Behavioral Monitoring Group measures will be also used to report on the likelihood of achieving the long-term goals of the C4i project.

---

[3] Indicator refers to information on a particular circumstance that is measurable in some form.

3. Indicators of Long-term Impact

Indicators of Long-term Impact will measure long-term effects of strategic communication interventions in the communities (social networks) on the level of integration and behavioral change within these communities/networks and their surroundings (including citizens, local authorities, civic organizations, policies, institutions, etc.) Possible - positive and unpredicted - multiplier effects of the C4I project activities will be also assessed using the measures developed within this group.

3.1.2. Step 2

Based on the elaborated set of indicators, a selection of indicator-relevant questions will be elaborated and proposed to the cities. This will be done with the goal to guide the cities in their methodological work and to offer them a common comparative basis for measuring the impact and behavioural and social changes of the C4i communication campaign. This selection of indicator-relevant questions will thus establish a common framework that can be used by the cities in their 1st (and with some necessary adjustments, in the 2nd) wave surveys.

It is the responsibility of the cities to conduct and monitor their own surveys in their communities, and to finalize and complete these surveys by questions specific for their unique city environments, needs, rumour types and communication campaign features.

3.1.3. Step 3

Finally, once the surveys are finalized by the cities, their C4i teams and survey conducting entities will be additionally advised by the Evaluator on the methods of survey data collection and coding. Those cities/entities that will choose to use other approaches for survey data collection/recording, etc. will be asked to present their data sets/information in the suggested by the Evaluator form.

3.2. Module 2

Continuous monitoring of the impact and change produced by the C4i communication campaigns will be carried out by the Evaluator through the duration of the project. Relevant monitoring and consultations will be conducted locally, particularly, in the period between 2nd and 3rd coordination meeting. Impact of specific communication interventions will be assessed in the cities using quantitative and qualitative approaches, and the C4i Theory of Change will be developed to fulfill the following two goals of the consultant's mission:

3. **Assess the impact of communication interventions implemented in partner cities using quantitative and qualitative approaches.**
4. **Develop and articulate the C4i theory of change versus behavior change hypotheses and critical assumptions.**

3.2.1. Step 1

This step will be focused primarily on the impact assessment of the C4i communication interventions in the cities. As envisaged by the character of the C4i project activities, the C4i CoE team, the C4i project manager, local (city) coordinators, and consultants will work closely together throughout the lifetime of the project. Such close collaboration will be particular important to maintain following the period of communication strategy implementation by the cities.

This is due to the fact that collecting relevant data, opinions and inputs concerning the most functional and efficient communication interventions, strategies, channels, approaches, appeals, etc. in the context of different cities is essential for the C4i project success, and requires high quality coordination and timely data/knowledge sharing between the project team and participants.

Availability of such data and information in an agreed with the I&C Evaluator form will allow for a quality evaluation of the impact produced by individual (or groups of) communication interventions implemented in partner cities. These data and information will contribute largely to the development of the C4i theory of change and articulation of its critical assumptions.

As a tool for developing solutions to complex social issues the theory of change is the product of a series of critical-thinking exercises that provides an opportunity for stakeholders (in this case for the C4i team members at all levels) to assess what they can and cannot influence, what impact they/their initiatives can have, and whether it is realistic to expect to reach their goal with the time and resources they have available.

3.2.2. Step 2

This step will focus exclusively on the development and articulation of the C4i specific theory of change. Within the framework of the project, the theory of change means making explicit the underlying assumptions about how particular communication actions/interventions create desired consequences. In order to develop and articulate a

theory of change for the C4I project specifically, the I&C Evaluator will use the following six-step approach:

- Identification of the long-term goals of the project
- Recognizing the preconditions necessary to achieve these goals
- Formulation of the basic assumptions about the context of the project
- Classification of the interventions the C4i project will perform to create necessary preconditions
- Assessment of the general performance of the communication interventions
- Articulating the C4i theory of change, i.e. summarizing various components, principles and "moving parts" of the theory.

3.3. Module 3

This Module will be focused on delineating a replicable results-based monitoring and evaluation methodology (developed and tested within the course of the C4i project) for anti-rumor communication interventions. More precisely, the following I&C Evaluator's objective will be fulfilled:

5. **Delineate a replicable results-based monitoring and evaluation methodology for anti-rumor communication interventions to:**

- present relevant and replicable methodology/tools to be used by similar initiatives across Europe; and
- provide well-informed conclusions and recommendations for local communities, authorities and political leadership.

Results-based monitoring will be logically based on the results-based C4i communication interventions planning and implementation (conducted by the cities with the help of the Engagement and Campaign consultant), as the role of the C4i communication campaign is to support the realization of the predetermined by the C4I project goals. Monitoring in this context implies assessing the changes from the baseline data and reporting on the likelihood of achieving the established goals. Results-based monitoring will help to verify and validate that the communication interventions contribute to the planned results. This module will include three main steps and cover the period of C4i project activity between the time of communication campaign launching in the project participating cities and January 2015.

3.3.1. Step 1

First of all, the evaluation of the results-based communication interventions by I&C Evaluator will help to understand the causality and to answer the question of whether or

not the communication strategy/interventions have yielded expected (or unexpected) behavior and social change results. The quality of the communication interventions will be assessed and the lessons learned recorded within this Module. This will include both city level empirical analyses (communication strategy approaches, channels of communication, anti-rumor campaign materials, content, etc.) and broader project impact assessment (in order to estimate the efficiency of the interventions). This methodology will help to assess actual and potential impact of the C4i anti-rumor communication interventions in each city along with possible reasons of non-completion/lower efficiency of certain activities (if applicable).

3.3.2. Step 2
Second, the I&C evaluation will draw lessons that would assist in designing future anti-rumor communication interventions, provide illustrations of behavior change progress and unexpected results that support or undermine the C4i argument, as well as offer relevant and well-informed conclusions and recommendations for local communities, authorities and political leadership.

3.3.3. Step 3
A replicable evaluation methodology for anti-rumor communication interventions will be designed as a result of this exercise focusing mainly on the period since the beginning of the project (April 2014) and taking into account all results available by the end of January 2015. This will be done with the goal to suggest relevant and replicable methodology/tools for the use of similar initiatives across Europe and beyond.

C4i - Communication for Integration