TECH3501-18 Community Media Leadership

Workshop 014: Project Monitoring

1 Activity – International Community Media Expo Engaging Participants

- Open the DMU Commons Wiki International Community Media Expo page.
- https://wiki.our.dmu.ac.uk/w/index.php/International_Community_Media_Expo
- Open Talk on the DMU Commons https://talk.our.dmu.ac.uk
- Use the topic '**Community Media Expo**' to share ideas about collaborative activities for the expo.
- Use the Community Media Expo category if you want to start other threads that are related.
- Review the information listed and identified on the wiki about International Community Media Projects.
- https://wiki.our.dmu.ac.uk/w/index.php/International_Community_Media_Projects

2 Discussion – International Community Media Expo Development Evaluation

- Use the whiteboard to create a mind map of the status of your planning for the International Community Media Expo – i.e. the 5W's.
- Take extensive notes during this discussion – this is a point at which decisions are taken.
- Can you confirm a venue has been booked?
- Can you confirm an outline schedule for the day?
- Can you confirm who will be involved in undertaking activities during the day?
- Can you confirm who will be invited to participate in these sessions?
- Can you confirm that an outline of the event has been written up on https://civic.our.dmu.ac.uk/projects/international-community-media-expo-2018/
- Do you have sufficient information to maintain regular contact with the people that you want to invite to participate and contribute?
- Have you decided what form the activities you will be holding during the day will take?
- Have you identified how you will communicate with participants, supporters and visitors in the run-up to the day?
- Have you established any key issues that you feel are relevant to the participants and which will benefit from being discussed?
- What do you need to do, and how do you intend to communicate with potential participants that will encourage people to want to attend the events as collaborators?
- What do you need to do that will encourage your potential participants to communicate about the event with their networks and supporters?

3 Activity – International Community Media Expo Activity Planning

- Open the DMU Commons Wiki page for the Expo.
- https://wiki.our.dmu.ac.uk/w/index.php/International_Community_Media_Expo
- The information that you have agreed on above needs to be structured as separate organisational sections and activities on the wiki page.
- Divide the wiki page into sections, identify who will take responsibility for which activity.
- What is the likely timescale that these activities will need to be undertaken?
- Identify the themes and issues that you want the communication about the expo to include.
- How can you write this information so that a potential volunteer or guest speaker can read the wiki page and make sense of what is being planned and what they can expect from the forms of communication you are using?
- Log in and open the Expo 2018 page on https://civic.our.dmu.ac.uk
- https://civic.our.dmu.ac.uk/projects/international-community-media-expo-2018/
- What public information can you add to this page that you can use to advise volunteers, guests, supporters, participants, and so on, about the forms of communication that you will be using?

4 Activity – CiviCRM Database Input

- Log-in to https://civic.our.dmu.ac.uk
- Locate CiviCRM on the dashboard.
- Locate the 'Configuration Checklist'
- Use the Configuration Checklist to ensure that the information contained in CiviCRM is up relevant and up to date.
- If there are any sections that you are unable to complete, note them and tag John and Rob in a post on DMU Talk using the Expo category (https://talk.our.dmu.ac.uk).
- Is each section of ClviCRM set up so that you can add data to the system in coming sessions?

5 Research Activity – Evaluating Communication for Development Projects

- Visit http://www.betterevaluation.org/toolkits/equal_access_participatory_monitoring
- Open the link for **Module 6: Getting started and planning for PM&E and impact assessment** (Lennie & Tacchi, 2013).
- http://www.betterevaluation.org/sites/default/files/EA_PM%26E_toolkit_module_6_planning_for_publication.pdf
- "This module aims to help you get started with developing a Participatory Monitoring and Evaluation (PM&E) and impact assessment framework that will result in a practical, well thought out plan. It explains how to do research and evaluation based on ethical principles and an awareness of key issues such as power, gender and literacy."

5.1 Developing an Evaluation Plan

Each time you develop a PM&E plan you need to ask a series of questions:

- Why are we undertaking this evaluation?
- What information are we seeking?
- What methods are best suited to each PM&E activity?
- Where will we carry out these activities?
- What resources will we need?
- How will we analyse the data?
- How will we use the results?
- How will we share the results with others?

"Once you have asked yourself these questions, you can develop your plan. The selection of methods and participants is just one part of the PM&E planning process, which also includes developing a theory of change, setting objectives and indicators and developing a communication and reporting strategy. Your plan will specify what methods you will use, what questions you will ask, who you will ask, and when. Once you start to implement the plan, you may decide you want to add some questions, or methods, or groups of people to involve. This is fine, you can adjust your plan as you go – but you must have a plan to start with, to ensure you are able to make the work meaningful for your organisation."

6 Steps to Developing a Participatory M&E and Impact Assessment Framework

- Step 1: Identify stakeholders
- Step 2: Develop a theory of change
- Step 3: Clarify expectations and outcomes from the evaluation
- Step 4: Clarify the boundaries and scope of the impact assessment
- Step 5: Identify objectives and indicators
- Step 6: Identify key questions
- Step 7: Develop monitoring and evaluation tables
- Step 8: Decide which methodologies and methods to use
- Step 9: Consider the resources and support available
- Step 10: Develop your communication and reporting strategy
- Step 11: Develop your PM&E training plan
- Step 12: Develop your implementation strategy
- Step 13: Develop your learning and improvement strategy
- Step 14: Develop your critical review strategy

6.1 Step 1: Identify stakeholders

This step involves identifying key stakeholders and staff members who you want to participate in your PM&E planning and capacity development activities. These are the people who are important to achieving the changes or outcomes that are sought from your programs.

They could include:

- Representatives of your outreach partners and other relevant organisations in the community
- Content Advisory Groups
- Local community reporters
- Community researchers
- Organisational staff (M&E, content production and outreach staff)
- Donors and other supporters

This process includes:

- Holding a meeting with staff to come up with an initial list of stakeholders
- Identifying ways that each of the groups and individuals could be involved in the process and what sort of time they are prepared to commit to the process
- Considering the ways that they can be involved.

6.2 Step 2: Develop a theory of change

Developing a theory of change is an important step in impact assessment and project development. We recommend using the Theory of Change (TOC) approach as it fits well with the PM&E framework and the principles which this toolkit is based on. You might already be using a Logical Framework (logframe) approach, and if that works well for you, you can simply try to incorporate some of the more participatory aspects of a TOC. Whichever approach you use, it is important to see your model of change as dynamic and flexible and open to regular revision:

What changes are you trying to bring about?

6.3 Step 3: Clarify expectations and outcomes from the evaluation

It is important to clarify what your key stakeholders (including funders) expect from the PM&E and impact assessment process and what sort of information they need. Findings must be useful to you and your stakeholders and other interested groups (such as listener club members). Use findings to improve your programs and to improve your understanding of social and behaviour change and the role of your programs in bringing about change, whether directly or indirectly, and whether changes are positive or negative, expected or unexpected.

This step includes asking:

- Who is the evaluation for?
- What is it for?
- What expectations do various stakeholder groups have for the evaluation?
- What information do they need?
- Why do they need this information?
- Who are the intended users of the evaluation?
- How will the findings be used by different stakeholders?
- How will the process itself empower those involved and strengthen communication for social change processes?

6.4 Step 4: Clarify the boundaries and scope of the impact assessment

Be clear about what you are trying to find out. Link your PM&E to your program objectives and your TOC or program logic. Which aspects of your work are you evaluating? You should aim to capture expected, unexpected, positive and negative impacts. To capture unexpected impacts it is important not to limit your questions to 'Have we achieved our objectives?' but rather, 'What has changed in people's lives?' It is also necessary to consider who the impact may be on and what level the impact assessment will focus on: individuals, households, particular groups such as listener clubs, community organisations or whole communities. Key questions to ask in relation to the scale and scope of the evaluation and obtaining the most trust worthy and meaningful results are:

- How many participants or respondents are needed?
- Which particular groups of people need to be involved? (i.e. female and males, people from different caste or ethnic groups, older and younger people etc.)
- How many communities or sites need to be involved in the evaluation?
- How can we best select those sites?

6.5 Step 5: Identify objectives and indicators

It is essential to clarify and agree on your program objectives before you begin the process of indicator setting. You also need to decide which particular program objectives your evaluation and impact assessment will be focused on in a given period of time (for example, as part of a six-month M&E plan). Otherwise you might spend a lot of time collecting data that is not useful. It is more useful to develop a small number of meaningful indicators which can be reviewed regularly and carefully than a long list of indicators which is too time - consuming to use effectively.

You should be aware that indicators are good ways of measuring change but not of capturing the reasons behind social change. For this reason, you may want to consider sometimes using alternatives to indicators, such as Most Significant Change stories or 'verifying assumptions', which can be more useful in assessing the impacts of your programs.

6.6 Step 6: Identify key questions

- *What do you want to know?*
- *Which questions do you need answered?*

Do not have too many questions at any one time, and to try to answer these questions thoroughly. This process could involve making a list of the key information that various stakeholders need and holding a workshop to decide which of these questions are the most important to focus on in the initial phase of the PM&E.

6.7 Step 7: Develop monitoring and evaluation tables

This step includes identifying existing information that your organisation or other organisations hold which could provide answers to the key questions you have developed. You should always try to gather some contextual information that can help you to better understand the communities you are researching and any barriers to social change. From this process you can assess what new information you need to gather.

6.8 Step 8: Decide which methodologies and methods to use

A number of questions need to be asked when selecting the most appropriate methodologies and methods to use in your PM&E:

- What methods and methodologies can help you answer your questions?
- How well do they engage our primary stakeholders?
- What mix of methodologies and methods will you use?

Key questions here are:

- Will the particular methodologies and methods provide the type of information you want, when you want it?
- Will they help you answer our particular questions?
- To ensure the methods and methodologies you have selected are appropriate, ask yourself the following quest
- ions...

Do the methodologies and methods selected:

- Help you actively and meaningfully include a range of stakeholders?
- Provide an opportunity to strengthen PM&E capacities?
- Help you understand the wider social, cultural and communication context and its effect on the program?
- Help you understand how and why social change happens?
- Help you look at the issues of concern from multiple perspectives?

Engaging stakeholders

How well will the methodologies and methods you choose engage your stakeholders? Ask yourself:

- Are our stakeholders engaged with and interested in these methodologies and methods (including program staff and listeners)?

- Which methodologies and methods have you used before, and how well did they work?
- Which methodologies and methods will work best for the particular groups involved? (i.e. taking into account issues such as the local culture, gender, age, literacy and education levels).

6.9 Step 9: Consider the resources and support available

A crucial stage of the planning process involves thinking through the different resources and support that you will need.

Key questions you need to ask are:

- TIME: How long will it take to complete each part of the PM&E plan?
- PEOPLE: Who needs to be involved in each part of the PM&E plan, and how will you encourage their participation?
- RESOURCES: How much will it cost in money and other resources to complete each part of this plan?

Key questions to consider here include:

- How much time do you have to conduct the evaluation?
- How much time do you need to prepare?
- How much time will be needed to gather and record the data?
- How much time will be needed to analyse and prepare reports?
- What skills, knowledge and experience in particular methods do the staff and others who will take part in the PM&E process have?
- What sort of training might be required in particular methods to increase the quality of the
- process, the data collected, and the analysis and reporting of that data?
- How open is your organisation to the use of 'alternative' or unfamiliar approaches to M&E?
- If it is not very open to alternative approaches, what strategies could be used to help foster greater support?
- What level of technical and other support can your organisation provide that could help your team to more effectively conduct the evaluation?
- How many participants are needed?
- Which groups of people need to be involved?
- How many communities or sites need to be involved to provide meaningful and useful findings?

6.10 Step 10: Develop your communication and reporting strategy

It is important to find ways of communicating your PM&E results in effective, appropriate and timely ways in order to meet different stakeholder and organisational needs. There are many questions to consider here such as:

- Are there any communication barriers that may be affecting our PM&E process?
- Can we improve communication flows and connections between the M&E team and various stakeholder groups?
- What is the best way to communicate our PM&E findings and recommendations to different stakeholders?
- Are you able to communicate findings to different stakeholders?

6.11 Step 11: Develop your PM&E training plan

Some ongoing training of staff and community - based researchers will be needed if you are using new or unfamiliar methods and techniques. This needs to be part of your planning process. Ask yourself these questions:

- What level of skills, knowledge and experience in the methodologies and methods we have selected do those
- who will conduct the research have?
- Where are the gaps in their skills, knowledge and experience that need to be filled?
- What level should our training be aimed at? (i.e. beginner level or more advanced level)
- What sort of ongoing mentoring or support will we need to give community researchers?
- How can we best provide this support?

6.12 Step 12: Develop your implementation strategy

It is a good idea to develop a Gantt chart (or something similar) that shows all the key tasks down the left-hand side and the time frame along the top of the page. The time taken for each activity is shown by a line on the chart. It is important that your monitoring and evaluation activities are well integrated with each other and using such a chart can help you to do this.

6.13 Step 13: Develop your learning and improvement strategy

Evaluation is a constant learning and program improvement process. The outcomes of your PM&E activities can regularly inform the development of new knowledge about your program, your listeners and their communities and the most effective way to influence social and behaviour change in those communities.

A learning and improvement strategy could include:

- Holding bi-monthly Critical Listening and Feedback Sessions.
- Preparing quarterly reports that identify key findings from your PM&E work and suggest ways that programs could be improved or refined.
- Holding quarterly staff and stakeholder meetings to discuss the contents of your quarterly reports and how programs can be improved or refined.
- Holding annual stakeholder meetings to share your learnings and identify other strategies and ideas for improving your program and your PM&E processes.

6.14 Step 14: Develop your critical review strategy

- An effective PM&E or EAR process includes ongoing critical reviews of the effectiveness of these processes
- and the capacity development strategies used by your organization.
- The aim here is to encourage continuous critical reflection on your research, monitoring and evaluation processes and
- how they can be done more effectively and appropriately to meet the aims of gathering good quality evidence and stakeholder empowerment, participation and inclusion.

7 Activity – Blogging & Wiki Reflection Coursework C

- Visit the assessment criteria for Coursework C: https://wiki.our.dmu.ac.uk/w/index.php/TECH3501_Community_Media_Leadership#Component_C_-_Running_International_Community_Media_Day_.2830.25.29
- How will you write-up your planning activities in your blogs, so that they illustrate and demonstrate the thinking, researching and planning that you are undertaking?
- What process of evaluation do you need to undertake to understand how the planning and organising for the International Community Media Expo is proceeding?
- How will you undertake these evaluation tasks?
- How will you share your thoughts an insight about the principles you have established for the development of the expo?
- How will you keep a check of your progress?
- Are there any resources or support that you need to help along the way?
- What are your thoughts and feelings about this project and how it is being developed?
- What do you think will be a useful measure of success?

8 References

Lennie, J., & Tacchi, J. (2013). *Evaluating Communication for Development*. London: Routledge.