CDAC NETWORK

GROUND TRUTH SOLUTIONS

PERFORMANCE ASSESSMENT

A Framework for Assessing Success of National CCE Platforms

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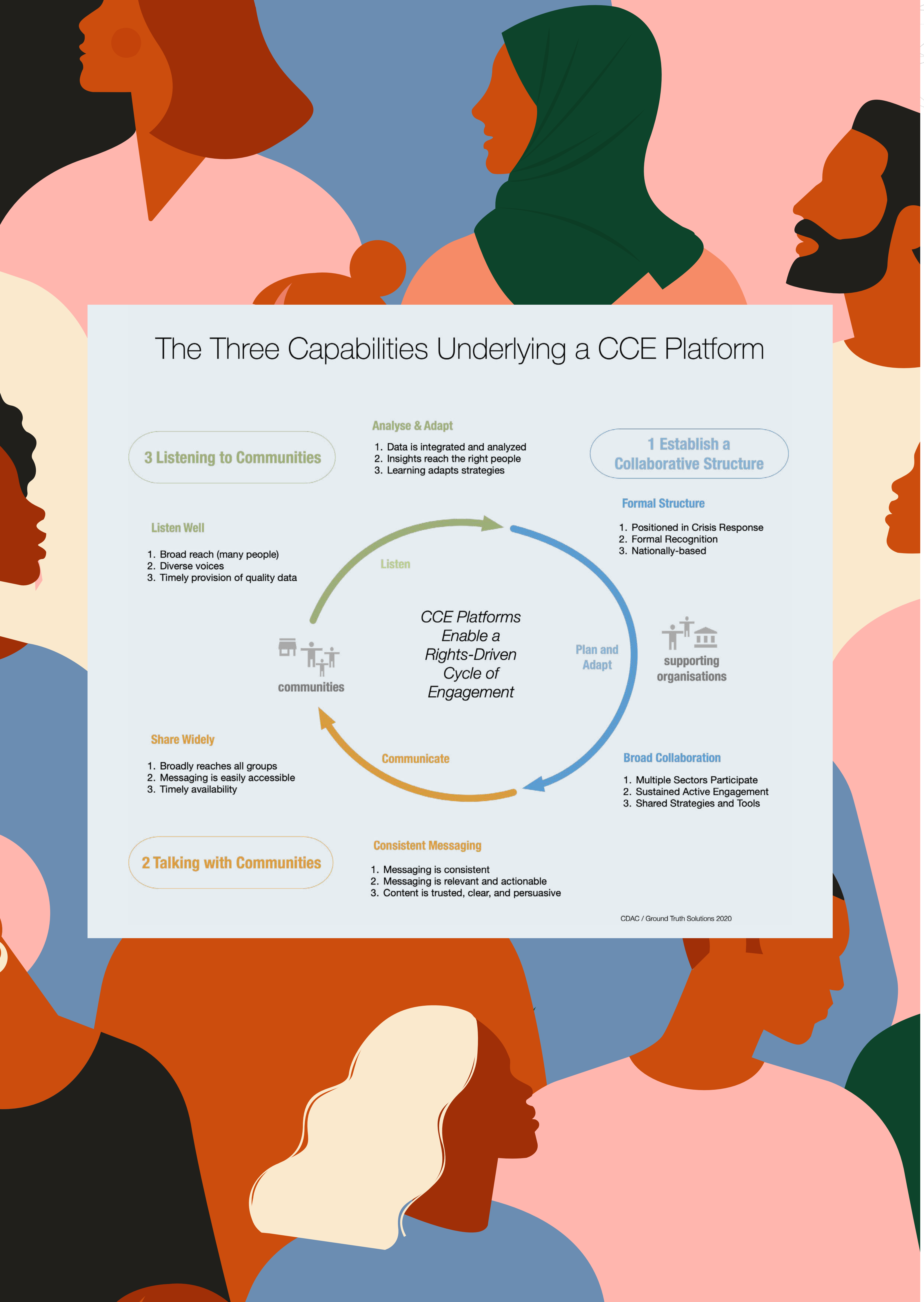

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A Framework for Assessing Success of National CCE Platforms

Overview

This framework lays out the multiple elements needed to successfully build and assess the performance of a national Communications and Community Engagement (CCE) Platform. These Platforms enable a broad range of government and disaster response organisations to implement coordinated communication and engagement strategies based on the belief that "information saves lives during a crisis".

CCE - Communication and community engagement is an area of humanitarian action based on the principle that communication is aid. It gives priority to sharing life-saving, actionable information with people affected by disaster using two-way communication channels so aid providers listen to and act on people's needs, suggested solutions, feedback and complaints, and people receiving assistance have a say in and lead decisions that affect them. It also prioritises keeping people in crisis connected with each other and the outside world.

CDAC 2019 HOW TO GUIDE

What is a CCE Platform, and How it Supports a Full Cycle of Engagement

National CCE Platforms are designed to provide a countrywide capability that supports a full life-cycle of engagement between communities and those that support them during a crisis. This is a nationally-based effort to listen to communities, use those insights to guide and adapt response strategies, and then effectively communicate information that communities and individuals need. In this full cycle of engagement, communities and the organisations that provide support in a crisis are on an equal basis, exchanging information with each other and then using that information to guide their respective choices and actions.

While some might think of platforms as technical projects, these initiatives include far more than just technology. They are built upon three major components. Each of these "systems" has multiple moving parts that need to work together, linking diverse organisations, communities, and groups in a collaborative effort to speak and listen to one another.

System 1 – Establish a Collaborative Structure: One of the principle challenges of communications and engagement during a crisis is that many different organisations are actively engaged in a crisis response. Their efforts to communicate with communities and interview those affected by the crisis often overlap or leave gaps in coverage. Because organisations communicate independently, practices vary widely with the potential for inconsistent quality. To address this fragmented approach to communications and engagement, the first component of the Platform is a Collaborative Network which links together the diverse organisations that support a crisis response. This collaboration is supported by formal structures that are embedded within the national disaster response system. It allows organisations to develop consistent strategies for designing communications, tracking and managing rumors, supporting connectivity, and listening to communities. It also allows multiple organisations to benefit from shared best practices, tools, and resources, helping foster consistent high-quality communication practices.

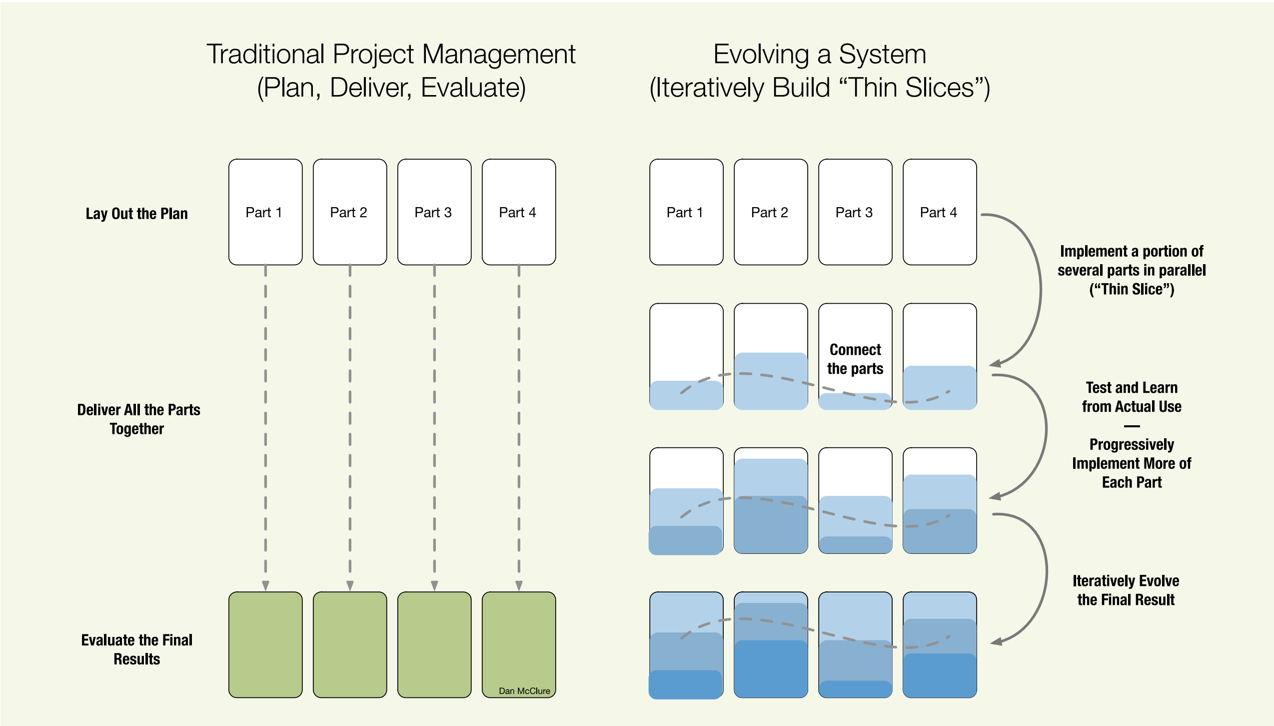
System 2 – Talking to Communities (Disseminate): The second major Platform component focuses on enabling clear, accurate, and consistent communications from disaster response organisations to communities in crisis, provided in a language and terminology that members of a community understand. To realise this mission, there is a need to understand the preferences of different groups within a community, including those who live outside traditional positions of power and influence. These insights can then be used to craft messages and information that are appropriate to their needs and are delivered through channels that they most easily access and trust. Leveraging the collaborative network (systems 1), message development can be coordinated so that information is consistent across many different crisis responders.

System 3 – Listening to Communities (Listen): A key aspect of the Cycle of Engagement is that the varied members of a community facing crisis have important information, insights, and feedback that can help shape and direct effective crisis response efforts. The ability to engage with diverse groups within a community is a crucial capability that closes the loop of communication and learning, so that information doesn't simply flow on a one-way path from crisis response organisations to people in crisis. As before, this work is rooted in an understanding of the different groups within a community and their engagement preferences. Many different channels can support this work from formal surveys to highly unstructured social media feeds. Many different organisations may participate in this listening effort, so there is a need to bring the information together and then share it across different response organisations.

A Success Framework that Supports Evolutionary Results

This framework is designed to clearly lay out the different elements that combine to build a complete platform. Each element in the framework includes measures that can be used to assess whether the part is complete and performing as expected.

Because national CCE Platforms have so many interconnected pieces, including complex organisational and capacity building elements, they are difficult to deliver with traditional project management practices. It is seldom practical to establish a fixed plan, with specific features that will be executed in a fixed time frame, producing specific predefined results.

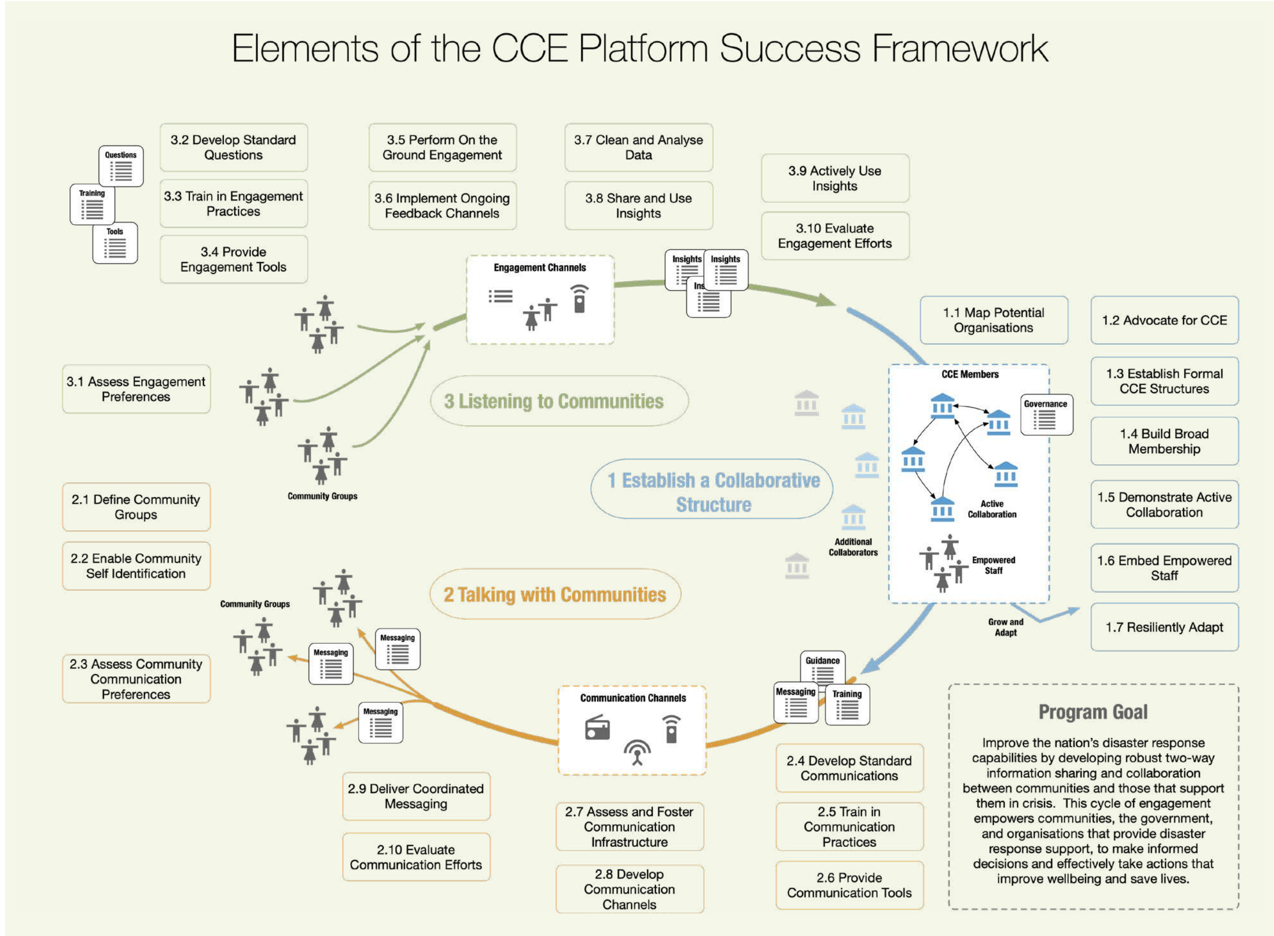


Teams working to build a CCE Platform will be more successful if they progressively evolve the platform, learning and adapting their approach as work progresses. With this strategy, work on several parts are undertaken in parallel and then quickly tested together. This "thin slice" of the ultimate platform vision provides early insights into how the platform will perform. This allows the team to learn and adjust, before adding the next thin slice.

This framework is intended to support this kind of evolutionary development. It provides a complete picture of all the key elements that ultimately must come together and provides ways to measure progress with each iteration. The framework is based on high level goals for the overall Platform and for each of the three component systems, along with the desired impact that each goal seeks to deliver.

The building blocks of the three systems are then described through Objectives, concrete things that can be built and put into action. Each element (objective) then has a number of measures that can be used to assess the success and effectiveness of efforts to deliver the Objective. Because this is a generalised framework which is designed to be used in a variety of national contexts, and because specific outputs will shift during the evolution of a platform, the measures of success are not specified as fixed outputs. Rather, they are framed as questions that can be asked about the work, guiding teams to focus on the factors that contribute to successful implementation.

This cycle of engagement empowers communities, the government, and organisations that provide disaster response support, to make informed decisions and effectively take actions that improve wellbeing and save lives.



Success Framework Development

This framework has been developed by the CDAC Network and Ground Truth Solutions based on practical experience with National CCE Platform development in multiple countries facing frequent disasters. These insights have been bought together as part of the CCE Platform initiatives with the governments of Fiji and Vanuatu and sponsored by the Australia Department of Foreign Affairs and Trade (DFAT).

General National CCE Platform Success Framework

Overall Goal: CCE Cycle of Engagement in a National Platform

Improve the nation's disaster response capabilities by developing robust two-way information sharing and collaboration between communities and those that support them in crisis. This cycle of engagement empowers communities, the government, and organisations that provide disaster response support, to make informed decisions and effectively take actions that improve wellbeing and save lives.

This approach to CCE platforms is based on a national leadership model, with additional support provided by international and civil society organisations. While grounded in national governments it can be located in different areas, such as the National Disaster Management Authority, Ministry of Health, Ministry of Communication, or Ministry of Information.

System 1 Objective: Create an Integrated CCE Capability

OBJECTIVE: Create a sustainable system of collaboration which integrates the communication strategies, resources, and processes of the diverse government, private sector, civil society and international organisations that contribute to an emergency response.

Impact 1.1: Creation of Consistent and Complete Messaging

Communities are provided the consistent, relevant, and actionable information. Information provided to communities by multiple organisations through varied channels is consistent, complete, relevant and accessible. This creates communications that avoid confusing, contradictory, and incomplete information.

Impact 1.2: Shared Use of Community Insights

Community insights are effectively used. Community insights and feedback are appropriately shared among diverse organisations, providing a broad continually updated view of community needs that improve response strategies and actions.

Impact 1.3: Timely Creation and Use of Information

Information is more timely. Both the creation of messaging and the use of community insights can be done more quickly, increasing the value of information to all those acting on a response.

System 1 – Collaborative Structures

	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
1.1	**Map Potential Organisations** – Develop an understanding of existing communications and engagement capabilities and practices within the country, ***so that*** proposed CCE development can collaborate with existing crisis response organisations and leaders.	1.1.1	**Government Organisations:** Has the structure of the country's national disaster response system been identified? Are there visual diagrams to describe the structure? Are key individuals within key organisations defined?
		1.1.2	**Non-Governmental Organisations:** Have key international aid organisations, NGO's and civil society organisations that participate in communications and engagement activities with communities been identified? Are there visual diagrams to describe the structure? Are key individuals within key organisations defined?
		1.1.3	**Validated View:** Have the organisational maps been validated with key members of organisations that will be strategic collaborators in CCE platform building?
1.2	**Advocate for CCE** – Develop awareness of the reasons for coordinated CCE communication and engagement and the role of information as aid, ***so that*** there will be broad support for investments in CCE platform development and implementation.	1.2.1	**CCE Message / Materials:** Has an appropriate message been developed to explain the value of communication and engagement in this context? Have supporting materials been created? Do materials use appropriate local language, concepts, and examples?
		1.2.2	**CCE Advocacy:** How many CCE advocacy presentations have been made? How broadly inclusive of different organisations and groups have the sessions been? Has the response of the participants been measured? How effective were the sessions at high level education and advocacy for CCE?
		1.2.3	**Collaborative Partners:** How many strategic partners have emerged from the advocacy efforts? What key roles do they fill in the crisis response system?
1.3	**Establish Formal CCE Structure:** Create a formal organisational unit that provides a focal point for engaging with multiple stakeholders, coordinating CCE activities, and supporting staff that can take a leading role in advancing the CCE platform, ***so that*** sustained CCE efforts and coordinated communication strategies can systematically be developed and implemented.	1.3.1	**Recognised Organisation:** Has a formal working group or other recognised organisation been created? Has it been formally recognised by other organisations?
		1.3.2	**Empowered Position:** Has the formal CCE group been located within the formal crisis response system? Has the group been endorsed by key participants in the crisis response system?
		1.3.3	**National Leadership:** Is the formal CCE group being led by national government leadership? Is the group positioned to engage with national government agencies? Are international agencies working in a supporting role (rather than as the primary leaders of the group)?
		1.3.4	**Formal Governance:** Are formal practices in place? Are there written terms of reference? Are the terms of reference endorsed by key participants in the group? Is there clear designated leadership of the group?
1.4	**Build Broad Membership:** Engage diverse organisations responsible for crisis response as CCE members and active participants, ***so that*** CCE communication strategies include those at different levels of government, private sector, and civil society, as well as international organisations.	1.4.1	**Broad Solicitation**: How many different organisations have been informed about the CCE group's work? Has the engagement been sustained over a period of time? Have multiple forms of contact and engagement been used? Are there ongoing efforts to explain and promote the CCE group's work? Are new members / supporters continuing to be added over time?
		1.4.2	**Broad Membership:** How many different organisations have actively become members or supporters of the CCE group's work? How much variety is there among the type of members?

System 1 – Collaborative Structures			
	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
1.5	**Demonstrate Active Collaboration:** Utilise the CCE structure and relationships to collaborate on CCE strategies and problem solving, particularly during a crisis, ***so that*** communication and engagements are better integrated and aligned with high standards of performance.	1.5.1	**Regular Engagement:** How often do key members of the CCE platform meet? What portion of the key members attend? What indicators show that their participation is seen as a strategic priority by their organisations?
		1.5.2	**Collaboration Outputs:** Has the CCE group worked together to address significant challenges? What tangible decisions and actions have resulted from CCE collaborations?
		1.5.3	**Extended Collaboration:** In what ways have organisations outside the central CCE group been actively engaged in working session such as meetings, discussions, and collaborative efforts? How diverse is the range of organisations engaged? How many organisations have been engaged in the working sessions?
1.6	**Embed Empowered Staff:** Provide skilled resources that are well integrated within the crisis response system, ***so that*** sufficient resources and focus will be available for sustained work on hard communication and engagement challenges.	1.6.1	**Defined Role(s):** Are there defined roles with responsibilities for supporting CCE activities? Does the position of the role within the crisis response system provide sufficient access and influence? Are these role definitions documented and shared across the CCE group?
		1.6.2	**Role Support:** Are responsibilities separate from other day to day tasks? Do individuals in CCE roles have sufficient time to perform the work? Is there formal time set aside for the work? Are the roles supported by the individual's management and organisations?
		1.6.3	**Role Expertise:** Are the roles filled by individuals with sufficient expertise and appropriate levels of experience? Is turnover within the role at a level that doesn't disrupt CCE work?
1.7	**Resiliently Adapt:** Put in place practices and policies that encourage and enable the overall CCE programme to learn and evolve, ***so that*** the CCE efforts will retain relevance and impact through adaptation.	1.7.1	**Adaptive Policies:** How do policies and practices explicitly allow for adaptive change? Are there barriers to adaptive change that have been identified and addressed?
		1.7.2	**Adaptive Practices:** Are there scheduled opportunities to reassess strategies, structure, and practice? Are there efforts to track innovations in communication and engagement that could inspire change? Have there been formal efforts to plan and execute adaptive change? What improvements in performance have resulted from adaptive changes?

Utilising the CCE structure and relationships, engage in ongoing communication coordination and problem solving, particularly during a crisis.

System 2 Objective: Share Information from Supporting Organisations

OBJECTIVE: Create a sustainable system for sharing life-saving, actionable information with all community members through trusted and accessible channels, in a form that is easily used and understood.

Impact 2.1: Equitable Access

Information is treated as a right: All members of a community have access to the information they need, regardless of their particular circumstance.

Impact 2.2: Consistent Communication Through Trusted Channels

Information is trusted and accessible: Information is provided through the channels that people use and trust which enables better access and ultimate use of important communications.

Impact 2.3: Respects Varied Preferences and Needs

Different information needs are supported: Information presentation, content, and language is tailored to the unique needs and preferences of varied audiences making it easier for diverse community members to understand and act on messages.

SYSTEM 2 OUTCOMES

System 2 – Communications			
	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
2.1	**Define Community Groups:** Identify varied groups within the community that could have unique needs, insights, and preferences, focusing on those outside traditional the power structure. Consider a wide range of factors such as gender, disability, age, and economic conditions, ***so that*** organisations planning communication and engagement strategies can intentionally include a full range of community members.	2.1.1	**Profile Coverage:** How many community profiles have been created? How much detail is included in the profile? How many community profiles remain to be created?
		2.1.2	**Diversity:** Are groups outside the traditional power structure accounted for? What practices were used to assure that marginalised groups were identified? How often is the information updated?
		2.1.3	**Documentation / Sharing:** How has the profile data been documented? Have the profiles been systematically shared among appropriate organisations for communications and engagement planning?
		2.1.4	**Privacy:** Have privacy rights and data security be appropriately respected in the collection and reporting of personal and group data?
2.2	**Enable Community Self Identification:** Create a mechanism for groups within a community to self-identify and be included with engagement planning, ***so that*** emerging and unidentified groups can be included in communication strategy planning.	2.2.1	**Process Available:** Is there a mechanism in place to allow groups to self-identify either during or after the creation of the Group Profiles?
		2.2.2	**Awareness:** Has a mechanism for self identification been shared with the community, and particularly made accessible to marginalised individuals and groups? How often have groups self-identified, and asked to be included in the Group Profile?

System 2 – Communications

	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
2.3	**Assess Community Communication Preferences:** Determine which channels, formats and languages are most trusted and accessible for identified groups, ***so that*** information can be delivered in a way that will be most useful to those receiving it.	2.3.1	**Assessment Reach:** How many preference assessments have been created? Are groups outside the traditional power structure accounted for? What practices were used to assure that marginalised groups were included in the assessment? How often is the information updated?
		2.3.2	**Content:** What level of detail is included in the preference assessment? What has been done to assure that the elements assessed are those most important to communities when specifying communication preferences?
		2.3.3	**Documentation/Sharing:** How has the preference assessment been documented? Have the preference assessments been systematically shared among appropriate organisations for communication planning?
		2.3.4	**Privacy:** Have privacy rights and security be appropriately respected in the collection and reporting of personal and group data?
2.4	**Develop Standard Communications:** Develop standardised content and messages that can be used to support specific crisis readiness, crisis response, or crisis recovery challenges. Share the prepared content among organisations that are participating in crisis communications, ***so that*** consistent high-quality communications can be delivered quickly when needed.	2.4.1	**Content Developed:** How much content has been developed? How have subject areas been prioritised? How has consensus on messaging been achieved?
		2.4.2	**Customisation:** Are there variations of the content that account for unique group engagement needs, including language and contact channel preferences?
		2.4.3	**Testing:** Has the effectiveness of the content been tested and validated? Has the content been used in actual response activities? Have learnings from actual use been used to update the content?
		2.4.4	**Sharing/Adoption:** Has the content been shared among organisations with responsibility for these activities? Has the prepared content been reconciled with existing content from the adopting organisations? Is the content now being used in place of pre-existing content?

Develop standardised content and messages that can be used to support specific crisis readiness, crisis response, or crisis recovery challenges

System 2 – Communications

	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
2.5	**Train in Communication Practices:** Develop and deliver training in the design and implementation of shared communication strategies that reflect community communication preferences and needs, ***so that*** a broad range of organisations involved in a crisis response can effectively collaborate on communication strategies.	2.5.1	**Training Reach:** How many communication training classes have been held? Has training been made available to a broad range of different organisations, different locations, and at different organisational levels (managers, front line staff, etc.) ?
		2.5.2	**Course Content:** Does the training provide an explanation of why accessible consistent communications are needed? Does the training develop skills in the *design* of effective communication strategies? Does the training provide guidance on the *implementation* of communication programmes?
		2.5.3	**Course Resources:** Are resources available to support communication design and implementation skills after individuals have received training? Are classroom activities and resources available in local languages and designed to be easily understood by the anticipated audience.
		2.5.4	**Training Testing:** Has the training been tested with the anticipated audience? Has feedback from the testing been used to update courses and resources? Have follow-up studies been done to determine if communication practices have been implemented using the training ?
		2.5.5	**Sustainable Support:** Have strategies been implemented to make widespread training efforts on communications sustainable? (Examples might include using train the trainer models, leveraging existing events for training, and providing training resources online.)
2.6	**Provide Communication Tools:** Provide organisations implementing communication strategies with ready access to the various communication resources within the country, including public and private sector channels, ***so that*** advanced media strategies can be effectively designed and implemented in practice.	2.6.1	**Resource Inventory:** Has a broad inventory of national media resources been developed? Are there easily accessible ways for contributors to add to the resource inventory? Does the resource inventory include local resources that only apply to certain areas? Is there sufficient information about each resource to assess its value and to enable contact?
		2.6.2	**Resource Visibility:** Has the resource inventory been endorsed by the CCE group. Has the resource inventory been made broadly available to those involved in crisis communications, even if they are not key members of the CCE group?
		2.6.3	**Inventory Use:** How many of the organisations have used the inventory when developing communication initiatives? Has feedback from use of the inventory been used to make updates?

System 2 – Communications			
	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
2.7	**Assess and Foster Communication Infrastructure:** Assess the availability of communication infrastructure (such as mobile phone service, WIFI, radio, etc.) in communities and identify where additional development should be considered, ***so that*** all communities have the communication infrastructure needed to receive timely information.	2.7.1	**Assessments Content:** Have assessments been performed for communication infrastructure? How many different channels of communication were assessed? Are assessments kept up to date?
		2.7.2	**Equitable Coverage / Influence:** How broad was the geographic coverage of the assessments? Were the communities with limited power and resources included in the assessment? Were concerns and needs of communities with limited traditional influence included in planning and investment?
		2.7.3	**Collaborative Planning:** Was the assessment widely shared? Were the assessment results used to develop plans for communication infrastructure improvement? Were diverse stakeholders involved in the infrastructure planning process?
		2.7.4	**Fostering Implementation:** Have infrastructure plans been put into action? Were there collaborative efforts to successfully implement the plans? How much communication infrastructure development was done?
2.8	**Develop Communication Channels:** Establish and use channels of communication (examples: Social media accounts, help lines, publications) ***so that*** there is ready access to communication channels that have community trust.	2.8.1	**Channels Established:** What communication channels have been put in place to support communication needs? Has the capacity and usability of existing channels been improved? How many organisations have been provided expanded access to communication channels?
		2.8.2	**Channel Trust:** How have communities been made aware of the availability of the channel? Have expectations been established for how information provided through these channels will be used and acted upon? Are these channels trusted sources of information?
		2.8.3	**Use / Impact:** What tangible examples of actual use of the channels exist? What impact did the use of the channels have on communities?
2.9	**Deliver Coordinated Messaging:** Establish processes for real time collaboration on communication messages and sharing strategies, ***so that*** multiple organisations can present communities with consistent high-quality messaging on current crisis issues.	2.9.1	**Coordinated Process:** Are there processes in place to enable shared development of communications? Are there processes in place to enable prioritisation and dispute resolution?
		2.9.2	**Shared Messages:** How often has shared message development occurred? How many different organisations have participated in shared messaging? What portion of total messaging was developed through a shared process?
2.10	**Evaluate Communication Efforts:** Provide an ongoing mechanism to evaluate the performance of communication efforts, ***so that*** the value of communication efforts can be documented and improved over time.	2.10.1	**Evaluation Process:** Is there a formal process for evaluating the effectiveness of communication efforts? Is the evaluation broadly inclusive of diverse groups? Is the evaluation information shared broadly so that it can be used to improve future programmes?
		2.10.2	**Adaptive Response:** Are there examples of how evaluation results from communication programmes have been used to improve future communication initiatives? Is someone responsible for assuring that evaluation results are used to adapt programmes? Has leadership support for continued learning and evolution been developed?

System 3 Objective: Listen and Engage with Communities

GOAL: Create a sustainable system for effectively listening to diverse members of communities, obtaining timely information regarding their insights, feedback, and needs.

Impact 3.1: Equitable Opportunity to be Heard

Speaking is treated as a right: All members of a community are empowered to share their insights, needs, and feedback, regardless of their specific circumstances.

Impact 3.2: Honest Responses

Feedback Based on Trust and Understanding: Efforts to collect Insights and feedback are designed to be clear to diverse community members and are gathered in ways that promote honest, complete, and trusted responses.

Impact 3.3: Accessible and Shared Results

Community insights are used broadly: Insights and information collected from communities can be used to guide and adapt response programme efforts and strategies.

SYSTEM 3 OUTCOMES

System 3 – Listening and Engagement			
	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
3.1	**Assess Engagement Preferences:** Determine which channels, formats and languages members of different groups would most like to use to provide insights, desires, and feedback. Identify what would motivate them to provide information, as well as barriers they would face, ***so that*** organisations can develop more customised and trusted engagement strategies.	3.1.1	**Assessment Reach:** How many preference assessments have been created? Are groups outside the traditional power structure accounted for? What practices were used to assure that marginalised groups were included in the assessment? How often is the information updated?
		3.1.2	**Content:** What level of detail is included in the preference assessment? What has been done to assure that the elements assessed are those most important to communities when specifying engagement preferences?
		3.1.3	**Documentation/Sharing:** How has the preference assessment been documented? Have the preference assessments been systematically shared among appropriate organisations for engagement planning?
		3.1.4	**Privacy:** Have privacy rights and security be appropriately respected in the collection and reporting of personal and group data?
3.2	**Develop Standard Questions:** Develop standardised questions that can be used to support specific activities associated with crisis readiness, crisis response, or crisis recovery, ***so that*** effective listening and engagement efforts can be quickly and consistently implemented across multiple organisations.	3.2.1	**Questions Developed:** How many questions have been developed? How have subject areas been prioritised? How has consensus on question content and form been achieved?
		3.2.2	**Customisation:** Are there variations of the questions that account for unique group engagement needs, including language and contact channel preferences?
		3.2.3	**Testing:** Has the effectiveness of the questions been tested and validated? Have the questions been used in actual response activities? Have learnings from actual use been used to update the questions?
		3.2.4	**Sharing/Adoption:** Have the questions been shared among organisations with responsibility for these activities? Have the prepared questions been reconciled with existing questions from the adopting organisations? Are the questions now being used in place of pre-existing questions?

System 3 – Listening and Engagement

	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
3.3	**Train in Engagement Practices:** Develop and deliver training in the design and implementation of strategies for listening to community and group insights, needs, and feedback, ***so that*** a broad range of organisations involved in a crisis response can effectively implement engagement strategies.	3.3.1	**Training Reach:** How many engagement training classes have been held? Has training been made available to a broad range of different organisations, different locations, and at different organisational levels (managers, front line staff, etc.) ?
		3.3.2	**Course Content:** Does the training provide an explanation of why community engagement and listening is needed? Does the training develop skills in the *design* of effective engagement strategies? Does the training provide guidance on the *implementation* of engagement programmes?
		3.3.3	**Course Resources:** Are resources available to support engagement design and implementation skills after individuals have received training? Are classroom activities and resources available in local languages and designed to be easily understood by the anticipated audience.
		3.3.4	**Training Testing:** Has the training been tested with the anticipated audience? Has feedback from the testing been used to update courses and resources? Have follow-up studies been done to determine if engagement practices have been implemented using the training?
		3.3.5	**Sustainable Support:** Have strategies been implemented to make widespread training efforts in Engagement sustainable? (Examples might include using train the trainer models, leveraging existing events for training, and providing training resources online.)
3.4	**Provide Engagement Tools:** Identify technical tools suited to the needs and resources of organisations that are conducting community and individual engagement before, during, and after a crisis. Support tool implementation, ***so that*** organisations have the appropriate tools for implementing their engagement strategies.	3.4.1	**Assess Tools:** Has an inventory of existing engagement tools (e.g. KOBO toolbox, Frontline SMS) been done? Have other appropriate engagement tools been considered, including less formal tools such as social media? Have criteria for evaluating tools (e.g. ease of use, accessibility, cost, availability, technical requirements, and integration with other systems) been developed?
		3.4.2	**Tool Selection:** Have recommended engagement tools been developed? How widely have recommendations been endorsed?
		3.4.3	**Tool Implementation:** How many of the organisations have implemented the tools in practice? How often have the tools been used in actual practice?

System 3 – Listening and Engagement

	OUTCOMES TO ACHIEVE		MEASURES OF RESULTS
3.5	**Perform On the Ground Engagement Studies:** Perform studies to gather insights, needs, and feedback from communities, groups, and individuals ***so that*** organisations can develop informed crisis response strategies.	3.5.1	**Shared Planning:** Are there processes in place to enable shared planning and execution of engagement work? How often have shared engagement projects been conducted? How many engagement projects that had duplicate goals/content were conducted (potential future opportunities for sharing)?
		3.5.2	**Number/Scale:** How many on the ground engagement projects have been performed? How large were the projects? What range of contexts and subjects were explored?
		3.5.3	**Effectiveness:** For each of the different studies (or groups of studies) how well were diverse groups within the community represented? What was the participation level within the study? Were the results credible and useful? Were the sponsors / initiators of the study satisfied with the outcome? Was local community satisfaction evaluated? What level of satisfaction did communities report?
		3.5.4	**Consistency:** Are on the ground engagement studies consistently performed during the crisis readiness stage? During the response to a crisis? During the recovery stage?
		3.5.5	**Adoption Level:** How many different organisations perform engagement studies? What is the level of use for each organisation?
		3.5.6	**Application / Impact:** What are tangible examples of the use of on the ground feedback studies? What impact did the studies have on response activities or planning?
3.6	**Implement Ongoing Feedback Channels:** Establish and use channels for ongoing feedback so that communities, groups and individuals can share feedback and insights with organisations supporting the crisis response. (examples: Social media, help lines, radio call in shows), ***so that*** community feedback can occur on a continuous basis, particularly during a crisis.	3.6.1	**Channels Established:** How many different channels are used to gather ongoing feedback from groups and individuals? Are the channels those trusted and accessible to groups identified in the community?
		3.6.2	**Processing and Sponsorship:** Are there processes in place to gather and use unstructured information from the various channels? Are there explicit responsibilities and sponsorship established for this work?
		3.6.3	**Awareness:** How have communities been made aware of the availability of the channel? Have expectations been established for how information provided through these channels will be used and acted upon?
		3.6.4	**Application / Impact:** What tangible examples of on the ground use of ongoing feedback channels exist? What impact did the ongoing feedback have on response activities or planning?

System 3 – Listening and Engagement			
	OUTCOMES TO ACHIEVE		**MEASURES OF RESULTS**
3.7	**Clean and Analyse Data:** Build organisational capabilities to compile, clean and analyse the results of engagement studies, ***so that*** information is available to organisational leaders and teams in a clear, credible and actionable form.	3.7.1	**Practices Defined:** Have practices for cleaning, aggregating and analysing patterns in data been defined? Have the practices been documented in a form that can be easily shared and maintained?
		3.7.2	**Analysis Tools:** Have the tools needed for data collection and analysis been identified? Have the tools been made available to organisations with engagement efforts?
		3.7.3	**Information Management Capacity:** Have necessary skills and resources for information management been defined? Is there formal support for information management capabilities within organisations? Is there clear responsibility for developing and maintaining information management capabilities?
		3.7.4	**Analysis Training:** Has training in the analysis of engagement results been developed? How many training events have been held? How many individuals and organisations have participated? Has the training been evaluated by those attending, and has the evaluation been used to modify the course?
3.8	**Share and Use Insights:** Establish processes for active sharing of engagement data and analysed results, ***so that*** multiple organisations can benefit from engagement work and communities don't have to repeatedly provide information to different organisations.	3.8.1	**Engagement Visibility:** Are there formal processes for organisations to discover what engagement information has been collected and what the information is? Are there mechanisms to announce that information has been collected?
		3.8.2	**Sharing Practices:** Are there established protocols for sharing engagement information amongst organisations. Are formal data sharing agreements in place? How often have engagement data been shared among organisations? How many organisations can potentially participate in data sharing?
		3.8.3	**Privacy:** What practices are put in place to protect privacy and permitted use when information is passed to other organisations?
3.9	**Actively Use Insights:** Actively use information and insights that result from listening to communities to shape programme strategies and actions, ***so that*** the community input drives improvements in the design and execution of crisis response and better alignment with community needs and desires.	3.9.1	**Shape Strategies:** Are there examples of practical application of community insights in the design of response programmes? How many examples exist? How many organisations made changes? How quickly were the insights applied?
		3.9.2	**Apply Feedback:** Are there examples of feedback from communities resulting in adjustments to response activities or programmes? How quickly were the insights applied?
		3.9.3	**Organisational Processes:** Are there formal processes in place to review and apply information from communities? Is there a process for tracking the use of information? How widely have these processes been put in place?
		3.9.4	**Impact of Insight Use:** What quantifiable benefits have resulted from the use of insights? How many people were affected? What specific benefits did the community experience?
3.10	**Evaluate Engagement Efforts:** Provide an ongoing mechanism to evaluate the performance of community engagement efforts, ***so that*** the value of community engagement efforts can be documented and improved over time.	3.10.1	**Evaluation Process:** Is there a formal process for evaluating the effectiveness of engagement efforts? Is the evaluation information shared broadly so that it can be used to improve future programmes?
		3.10.2	**Adaptive Response:** Are there examples of how evaluation results from engagement programmes have been used to improve future engagement initiatives? Is someone responsible for assuring that evaluation results are used to adapt programmes? Has leadership support for continued learning and evolution been developed?

This performance assessment was facilitated by independent consultant Dan McClure

This framework provides an ongoing mechanism to evaluate the performance of community engagement efforts...

PLEASE NOTE: This document is a work in progress.
All comments welcome: please send them to info@cdacnetwork.org

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