

# **CAMPAIGN EVALUATION MANUAL**

## **EXTENDED INDEX**

A helpful summary of key concepts covered in this manual  
Radical Awareness Game Engagement (RAGE)



# GAME CHANGER

Welcome to our **Campaign Evaluation Manual Extended Index!** This Extended Index will highlight various information, which can be found in our full-length version, which does not need to be used in its entirety, rather it's to be used as a reference and as needed.

Our vision in creating such an index is to again highlight these elements of sections throughout the full-length document, to excite you (a future campaigner) in conducting a campaign, but also helping you shape a campaign that will be impactful and help to change the game.

Remember, evaluation does not start when your campaign is over, evaluation starts before your first post and it's an ongoing process that requires reflection and space to understand what worked, what didn't, what change you might have made and how to address each to ensure your next post (or step) is that much more impactful.

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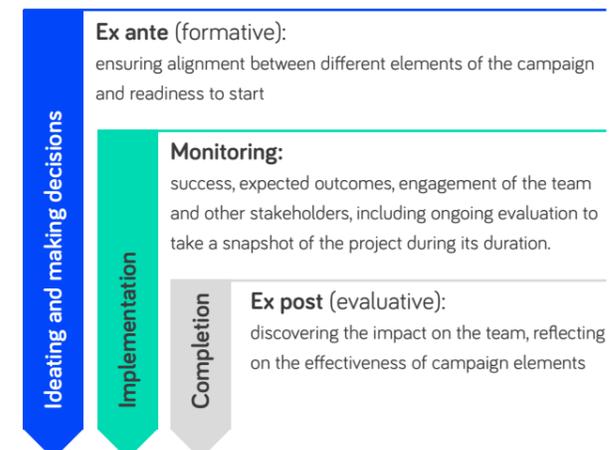
## WHAT DO WE MEAN BY EVALUATION?

In the context of online campaigns, prepared and conducted by AoC, evaluation is the process that enables to observe changes in relevant contexts and estimate the efficiency and effectiveness of the campaigns for all stakeholders, including you. All evaluation has to be purposeful and useful - so it ought to be conducted with the goal of improving various aspects of the conducted project. It is not about passing judgment or casting blame. In other words, it ought to be a **positive learning experience** and a chance to reflect on the projects' strengths, weaknesses and the way forward. In online campaigns, this goal can be achieved by evaluating the process of change towards expected outcomes, such as positive social impact in the form of engagement, stakeholder learning and opinion changes.

Evaluation helps improve your message and communication arrangements by helping you direct your efforts and letting you understand your successes and failures through **engaging in meaningful reflection, team interaction and analyses**. To conduct evaluative activities, one does not need a large team, or a dedicated evaluator as the key to evaluation is honest discovery, where all stakeholders engage in open communication and ponder both their successes and failures from their various perspectives. These can be achieved thanks to the tools presented in this manual, which will guide you through individual and team self-assessment activities to help structure your thinking and take steps towards improving any aspects of the campaign where you may be struggling, and to multiply its strengths, to focus on the messages and impacts you are most proud of.

Our evaluation manual consists of two parts - an introduction to the evaluation process and the evaluation framework. In the introductory part you can find out more about different aspects of evaluation mentioned below.

#### Types and timing of evaluation



#### Evaluation team

##### Ambassadors of change

- young activists
- supporting team members

##### NGO representatives

- from the NGO supporting the campaign
- from other interested NGO's

##### Stakeholders

- campaign
- representatives of local government
- other relevant stakeholders

##### External experts (optional)

#### Evaluation methods and best practices:

For best results, evaluation ought to be based on a triangulation of qualitative and quantitative methods as well as desk research involving review of the campaign materials by the stakeholders. There are many methods of evaluation, in the full manual we describe some of them, which we consider easy to use with great learning outcomes.

#### How to think about impact indicators in small social campaigns

##### Aiming for impact leading to social change

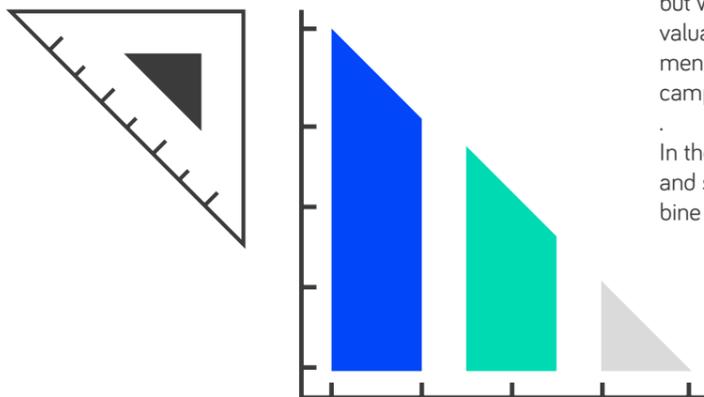
As the main aim of social campaigns is to attempt to change convictions rooted in the society, ones that often are deeply ingrained in individual or group identities, it is very difficult to measure their impact, because such convictions change incrementally, and in the context of the society or community: at a very slow pace - so tangible changes may not be easily observed even until many years later.

##### Aiming for awareness and engagement on social media

Reaching a large audience (people who receive an impression of your content on their screen) during the campaign in social media requires lots of time, knowledge and budget for paid ads. Multiple online social platforms, such as Facebook or Instagram, have the tools that allow the campaign team, using a company page or profile, to view quantitative metrics to "measure" the engagement of their target audience. While these metrics are very often useful in providing some insights about the demographics of the viewers and the way they interact with the content, they require the content makers to spend money on ads to reach a greater number of people.

Current social media algorithms have a big impact on the reach of posts and it is really difficult and time consuming to work out organic growth and while “going viral” could help with this, it is key to know that most viral videos and campaigns took considerable resources and time to create. Moreover, as we explain in the full manual, sometimes going viral may actually be harmful, depending on how virality was achieved and with what audience. One of the greatest challenges in achieving a larger reach is growing your audience from scratch. Thus, it is much better to have an NGO or another entity, such as a famous blogger or an organization to host your campaign as they have an existing profile with some devoted followers who may share the new content. However, there is a potential pitfall here, as their following may not match your audiences’ intended profile. If you have to start a new page or profile you have to adjust your goals and look at the quantitative metrics as more of a guideline in terms of the attractiveness of your campaign to the audience you were able to reach, as it is unlikely your campaign will gain a following quickly- it is best to treat it like an experiment to find your authentic voice and engage with these media.

<b>Useful to measure and evaluate for short online campaigns</b>
<ul style="list-style-type: none"> <li>the alignment of campaign goal and its messages</li> <li>types of stakeholders the campaign reached</li> <li>the utilization of available resources</li> <li>team learning and participation in the campaign</li> </ul>
<b>May be measured, but requires resources and it may be difficult to discover a direct causal relationship</b>
<ul style="list-style-type: none"> <li>engagement of target audience in discussion, experiences and campaign activities</li> <li>types of impact beyond the expected outcomes</li> <li>social media indicator</li> </ul>
<b>Difficult to measure due to resources, time-span and scope</b>
<ul style="list-style-type: none"> <li>direct social impact</li> <li>changes in attitudes</li> </ul>



### What is measured in professional campaigns?

Below you will find the most popular indicators used in professional campaigns, to help evaluate how the campaigns are performing and if they need to be changed or adjusted. Measuring campaigns through KPI is also used to check if the campaign budget is being spent well (for example, paying for ads on social platforms).

<b>Social Media KPIs for:</b>	<b>Reach</b>
	<p>The number of ...</p> <ul style="list-style-type: none"> <li>followers or fans on each platform</li> <li>impressions of posts</li> <li>views of video</li> </ul> <p>Amount of traffic to campaign website from your social media.</p>
	<b>Engagement</b>
	<p>The number of ...</p> <ul style="list-style-type: none"> <li>clicks</li> <li>likes</li> <li>shares and retweets</li> <li>comments</li> <li>campaign mentions</li> <li>profile visits</li> <li>active followers</li> </ul>
	<b>Conversions</b>
	<p>The number of ...</p> <ul style="list-style-type: none"> <li>signing up for newsletter</li> <li>filling out a form</li> <li>downloading eg. a report or an e-book</li> <li>other call to action response</li> </ul>

In professional campaigns all numbers are often so large that it would not be useful to look at each of the cases in detail, which is why mostly quantitative methods are used to examine the data. However, in your case it will be different as each share or mention may be important to you, and a share or mention by a person you are not friends with, but who is a member of your target group may be more valuable as feedback about how you are doing, than ten mentions by your friends - because that means that the campaign is capable of creating organic engagement

In the full manual you will find descriptions of some metrics and some information on how you can interpret and combine them.

## EVALUATION FRAMEWORK

In this part of our manual you can find a selection of tools we recommend for the purpose of evaluating the campaigns. These tools are especially chosen to be easy to implement, and they were adjusted to match the profile of your activities, including the key stakeholders, your goals, available resources as well as the scope of your actions. What is more, they are divided into different phases to help you decide when to introduce them into your action plan, but most of them can be used at any stage, according to your needs. In the manual each tool is preceded by a short chart, which outlines its description including when (for what purpose) and how to use it. You can find all of the tools mentioned below in the full version of the manual.

### Tools for EX ANTE evaluation stage (formative evaluation)

#### GAMES part 1: Formative evaluation of campaign communication strategy tool

This tool is useful to help you evaluate your campaign vision, including key information about your campaign. This tool relates to the one you have used during the initial campaign planning phase, according to the guidelines in the communication manual. Find your answers from the planning phase and jot them down in the chart. Then, fill out the formative evaluation part and check if these two parts are well-aligned. You can use it individually in a written format one by one, to see if all of your team members share the same vision.

Below below we present formative evaluation questions:

<p><b>Goal</b></p> <ul style="list-style-type: none"> <li>Follow SMART criteria to evaluate your goal. Is your goal specific, measurable, achievable, relevant and time-bound? If the answers are not clear, review your goal.</li> <li>What is your call to action?</li> <li>Is it realistic?</li> </ul>
<p><b>Audience</b></p> <ul style="list-style-type: none"> <li>Do you know your audience fully?</li> <li>Can you estimate the total size of your target audience and define how many of them in numbers or in terms of a percentage that you could reach? Is it realistic?</li> <li>Do you have an ‘audience persona’, (prototype of the person whom your campaign targets)?</li> <li>Do you have a member of the audience to help you evaluate your campaign communication plan?</li> </ul>

<p><b>Messenger</b></p> <ul style="list-style-type: none"> <li>Is your messenger credible voice for your target audience?</li> <li>Why should your audience trust them? How will they establish their credibility?</li> <li>Did you check with relevant number of people from the target audience how they perceive your messenger?</li> </ul>
<p><b>Environment</b></p> <ul style="list-style-type: none"> <li>Have you checked if the message does not interfere with other running campaigns?</li> <li>Have you checked if the timing of the campaign communications is optimal for its goal? Is it when the audience is active on this media?</li> </ul>
<p><b>Story</b></p> <ul style="list-style-type: none"> <li>Does your message use the vocabulary used by your audience? Did you verify this language with someone from your audience?</li> <li>Does your message fit with the goal of the campaign?</li> <li>Does it follow guidelines for non-discriminatory language?</li> <li>Did you check your intended hashtag and slogan to see if no other campaigns use the same one?</li> </ul>

### Resource mapping and analysis

Use this tool to identify resources that will be available and can be utilized during the campaign - this helps both to keep the scope of the campaign in check and to see the potential of some available, but unutilized resources. Even with few resources it is possible to organize a good campaign if they are used well.

### Analysing sources

You need to make sure that all the campaign materials and messages are based on credible and unbiased sources. They ought to have no factual errors and bias, so that the audience can feel they are presented with good information from a worthy source. We recommend to use this tool before the start of your campaign to gather reliable sources within your target area that you can build your message on. You can create your source list in a chart online, collaboratively with others and it will be a great resource you can keep for your future campaigns and activities, as well as subsequent steps of your campaign evaluation (mid-term and ex-post) to verify your assumptions.

## Getting to know your team

Your team is your greatest resource; therefore it is important to take time to get to know them and learn what their expectations and motivations in participating in the campaign are. This will also help you to conduct the risk analysis. You can use it **individually** in a written format one by one. Next, **discuss it in your team** to see if the team has a shared vision regarding teamwork, collaboration and sharing learning. Take note that this tool is also a useful self-assessment tool during forthcoming phases of campaign evaluation (mid-term and ex-post).

## Risk map & risk analysis

Risk identification should be a repetitive activity which is linked to the planning process and is conducted with various stakeholders, or at least with these stakeholders in mind. There are two types of risk: **external or internal** and in judging risk factors both originating from within the team and project, and these originating from outside must be taken into account, in our manual you can find some examples of such factors. These lists are not complete, and more risk elements ought to be carefully considered by the campaign team. To ensure campaign success all possible risks that may arise should be taken into account. **Each risk should relate to a specific objective or task.** To evaluate risk, it is important to have a full understanding of the objectives and tasks, as well as the key success factors for success. So, we provide you with a **risk evaluation chart** which consists of assessment of risk probability and impact force. Planning on how to mitigate these mapped risks is called **risk response** and may involve: risk avoidance, risk taking, removal of risk source, change of probability, change of risk impact force, sharing of risk, acceptance of risk. Finally, every risk should have its owner, a team member who is delegated to mitigate it during the campaign.

## Analyzing Campaign Materials - Individual feedback

Once you have your **campaign materials** planned it is important to **review them**, as the plans may have been prepared by different people and at different times - see if these materials create a coherent vision but also match these relevant criteria. The evaluation of campaign materials should be conducted with evaluation criteria in mind. These criteria include: usefulness, relevance, innovativeness, quality of tools and services, readability and ease of use, involvement of target groups, effectiveness and efficiency.

## Tools for ON GOING EVALUATION & monitoring

### GAMES part 2: ongoing evaluation of campaign communication strategy tool

Again you need to evaluate if your campaign vision is in alignment with your actions, including key information about your campaign and compare it with your previous answers. You can find this tool in the manual, and below we present on going evaluation questions:

<b>Goal</b>
<ul style="list-style-type: none"><li>• Is your goal still get-at-able?</li><li>• Is your goal still SMART (specific, measurable, achievable, relevant and time-bound)? If answers are not clear, review your goal.</li></ul>
<b>Audience</b>
<ul style="list-style-type: none"><li>• Are people from your target group watching/reading your campaign content?</li><li>• Check your web and social media and analytics reports</li></ul>
<b>Messenger</b>
<ul style="list-style-type: none"><li>• Is your messenger accepted and believed by your target group?</li><li>• Analyse reactions in social media (likes and comments).</li></ul>
<b>Environment</b>
<ul style="list-style-type: none"><li>• Is the context different or still the same?</li><li>• What else is going on?</li></ul>
<b>Story</b>
<ul style="list-style-type: none"><li>• Do your audience understand what you want from them?</li><li>• Are you getting any action from your audience?</li><li>• Create Google alerts and hashtags to follow.</li><li>• Analyse reactions in social media (likes, comments and shares of your content).</li></ul>

## Analyzing campaign audience discourse

When you conduct a campaign you aim to create engagement, which means shares and comments that can help you understand your audience and better plan your communications in the future and in each specific case, because engagement is a two-way street, if someone responds to your campaign you ought to somehow react to this, it may be as simple as liking their comment, but it can also mean engaging in a discussion or encouraging them to share your content, and for this, you need to understand your audience. When you receive messages or comments to your campaign materials try to understand where they are coming from. Sometimes, if these are negative it is good to analyse them before you answer.

## Monitoring perceived success and moods of the project team

During the campaign, it is also important to take care of your own wellbeing. Social campaigns often include interaction with others, either direct or on social media. The more controversial your topic, the more likely you are to receive some aggressive or inappropriate comments that may be difficult to respond to if you are not prepared in advance. You might feel sad, angry or upset. To evaluate both the emotional impact and the practical value of the activities for the project team, they can be asked to use the Daylio app and monitor the activities they conduct within and outside of the campaign. Daylio will help to see the correlation between the conducted activities and emotional states. It is also advisable to meet once every week to discuss this reflective activity and share how you see the experiences later in terms of the learning, their importance and your well-being.

## Diagnosing your campaign health

Use this tool if you are worried that some of the campaign messages miss their mark or to discuss any other things that you feel could be improved. This tool will help you decide which aspects are seen as problems by your team, and what actions can be taken to fix these issues. Tools for EX POST evaluation stage (evaluative)

## GAMES part 3: Summative evaluation of campaign communication strategy

Parallel to the previous GAMES tools after the end of the campaign discuss how and to what extent you have managed to meet your objectives. You can find this tool in the manual, and below we present ex post evaluation questions.

<b>Goal</b>
<ul style="list-style-type: none"><li>• Did you achieve your goal?</li><li>• Did you communicate your message clearly?</li><li>• Was there a clear call to action that the audience were to respond to?</li><li>• What was it?</li><li>• What did your audience do?</li></ul>
<b>Audience</b>
<ul style="list-style-type: none"><li>• Did you reach your target audience?</li><li>• Which social media you used?</li><li>• Which were the most relevant to reach the target audience?</li><li>• Which were the most relevant to engage the target audience?</li><li>• What kinds of messages were the most engaging?</li></ul>

### Messenger

- Did you choose the right messenger?
- Was the messenger engaged?
- If not, why not?

### Environment

- How receptive was the environment to your message?
- Were there any messages that interfered with your campaign?

### Story

- If you were to create the campaign today would you have chosen the same story to tell? The same slogan? If not, how and why would it be different?
- Did the call to action lead your audience to the required action?

## Team cooperation evaluation through IDIs

Teamwork and collaboration are key ingredients of success; therefore it is crucial to see if the team worked according to their preferences and plan, and how to adjust the collaboration for future work. One of the best ways to learn how to improve collaboration between NGOs and the young campaign team is to understand their points of view and motivation. To do this you may ask them some reflective questions which you can find in the manual.

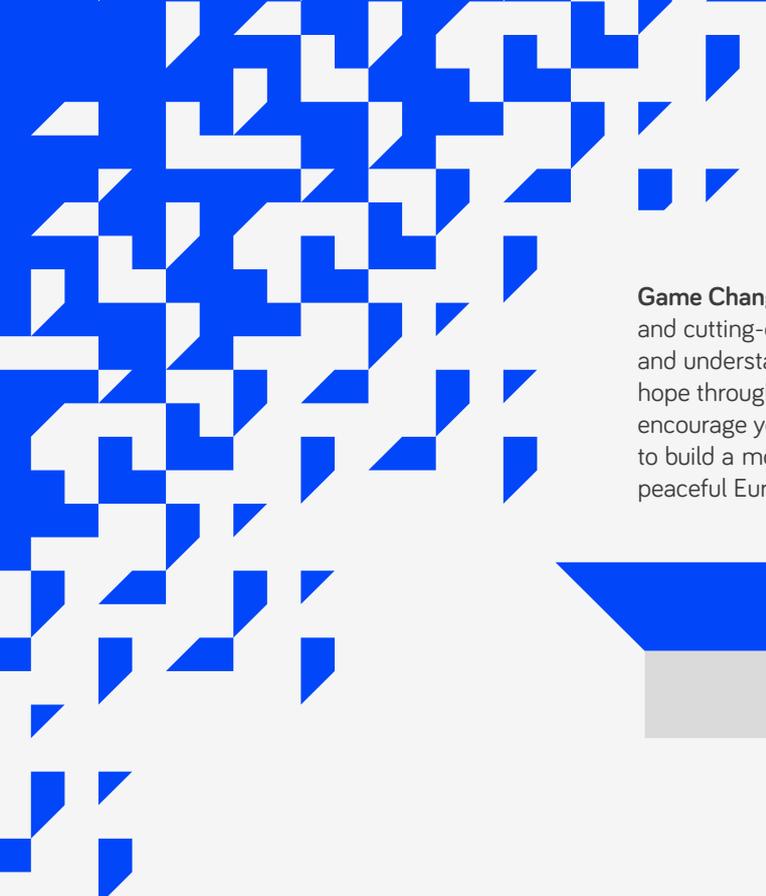
## Campaign self-evaluation for young Ambassadors of Change with their potential team

To understand how the campaign affected the ambassadors of change and their team ask them to fill out our self-evaluation survey which measures their learning and growth. Ask the Ambassadors of Change and their team at the one but last meeting to fill out the survey, so that during the last meeting you can present them with the results and discuss how to improve such experiences.

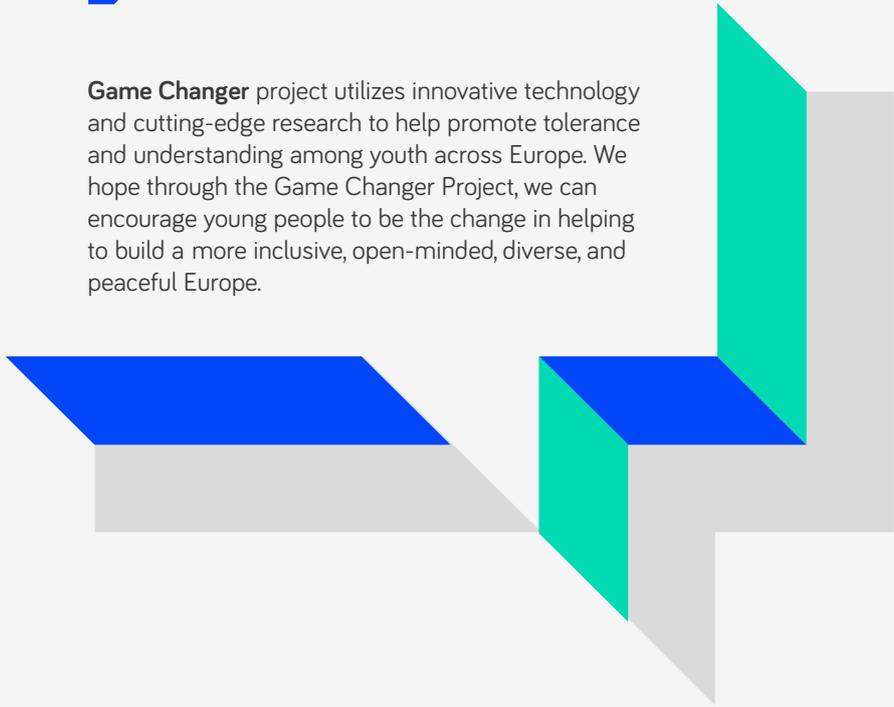
## Campaign Success Reflection Form for NGOs

Use the form to understand how the collaboration affected your NGO and how you have supported the AoCs. Its aim is to evaluate the success of the campaign from the perspective of the NGO in the short and long term and to draw conclusions for future collaborations. Ask the NGO representatives collaborating with Ambassadors of Change and their team to fill out the survey, so that you can discuss how to improve such collaborations from the point of view of your NGO.





**Game Changer** project utilizes innovative technology and cutting-edge research to help promote tolerance and understanding among youth across Europe. We hope through the Game Changer Project, we can encourage young people to be the change in helping to build a more inclusive, open-minded, diverse, and peaceful Europe.



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