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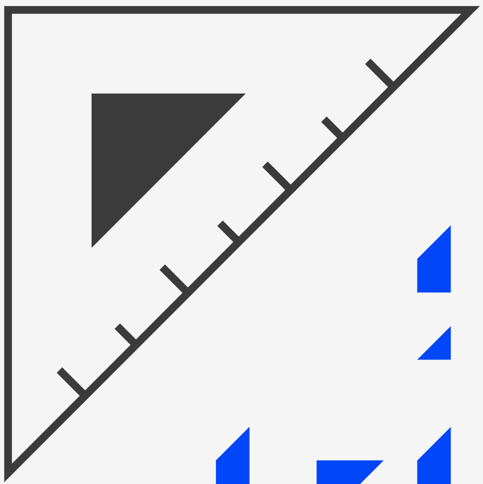

CAMPAIGN EVALUATION MANUAL

Radical Awareness Game Engagement (RAGE)

GAM3 CHANG3R

This manual is prepared by a transdisciplinary team of scientists, researchers, IT professionals and social activists and based on experts' review of methods and tools prepared by Kobo Association.

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PREFACE

This evaluation manual is dedicated to supporting the campaigns run by young activists and volunteers, who we later refer to as Ambassadors of Change (AoC). These young people are aware of the problems of radicalisation appearing in the discourse within public spaces, in particular online, and want to make a difference through the campaigns they conduct. In all of their local and online campaign activities AoCs are intended to be supported by Non-Government Organizations (NGOs) at various stages of the campaign implementation process, from recruiting supporting volunteers to planning, conducting, monitoring or evaluating the campaigns. As these campaigns were planned according to the guidelines from the Communication Manual, the tools described in this chapter are complementary, and the vocabulary used is consistent with the Communication Manual.

The Evaluation Manual was prepared in the course of the RAGE project by a transdisciplinary group of experts, scientists and practitioners well-versed in participatory processes research and practice and in national and international evaluation standards endorsed by Polish Evaluation Society, as well as other international bodies, including European and American Evaluation Societies. However, the tools presented here, while based on well-established standards and best practices, were chosen to be easily applicable by young teams with few resources. Thus, these tools are also suited to other similar projects where young people conduct online and offline campaigns, or isolated activities, that can be subject to evaluation, which may be supported by organizations with different resources.

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INTRODUCTION

What do we mean by evaluation?

In the context of online campaigns, prepared and conducted by AoC, evaluation is the process that enables you to observe changes in your relevant contexts (the effects of the campaign, but also your team and yourself) and thus estimate the efficiency and effectiveness of the campaigns for all stakeholders, including you. It helps to formulate improvement suggestions and to decide on better ways of working. 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, which for them consists of positive social impact in the form of engagement, stakeholder learning and opinion changes.

Evaluation will help you to 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. Another key ingredient is analytical thinking, that will help discover ways to counter any discovered shortcomings or boost perceived strengths. 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.

Ongoing or mid-term evaluation is carried out during the lifespan of the campaign and it includes a strong formative element – the key purpose is to learn from previous campaign phases, so as to improve the following ones or to develop innovative approaches and increase the engagement of the campaign team and other stakeholders. The supplementary process to the mid-term or ongoing evaluation is constant **monitoring** of the current progress of the campaign - to be able to react quickly to any unexpected or unwanted outcomes. Monitoring process serves also as a source of information to the evaluation process (ongoing and ex-post).

Summative evaluations, also called **ex post**, conducted after the campaign ends, focus on campaign outcomes and impact all of the stakeholders, including the team.

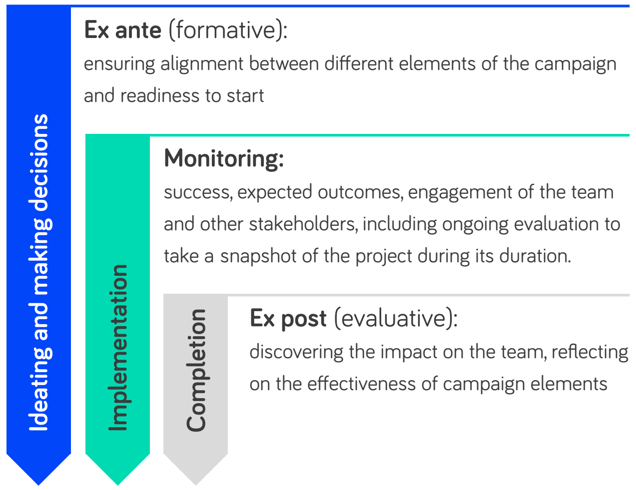


Figure 1: Evaluation Process (own elaboration)

Types and timing of evaluation

Evaluation should start with the first campaign planning steps, and not, as often assumed, after the campaign concludes. This involves steps as early as ideating and making decisions which challenges to address and which strengths to use. At this point it is done through the formative research helping devise an appropriate campaign strategy. Such **ex ante** evaluation tools, although usually applied at the beginning can be used at any point of the campaign to analyse its alignment with initial goals and expected outcomes.

Evaluation team

There are two popular perspectives on evaluation, internal, conducted by dedicated team within a larger organization, or external, where an evaluator, who is not involved in the project, is hired. Special case of internal evaluation is self-evaluation where the process is done by the project team itself. Regardless of the type, evaluation ought to take into account the opinions of key stakeholders involved in the project, as only their participation can ensure fair, holistic and insightful feedback. The evaluation team's work, whether it is done internally or externally ought to be included when planning the budget and timeline of the campaign and a good rule of thumb is that it is about 5-10% of the projects' budget and resources In this context of a voluntary project, this especially refers to budgeting the time required for reflective and self-evaluation processes. Thus, usually, in the context of such projects, the internal evaluation team consists of one or more Ambassadors of Change and NGO representatives.

Ambassadors of change • young activists • supporting team memebers
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)

Figure 2: Example composition of the Evaluation Team (own elaboration)

In line with the best practice of stakeholder participation it is worth to extend the evaluation team by inviting **other stakeholders**, like campaign audience or other NGOs, local government etc. Their points of view can be more poignant as some of them are more in touch with the issues than the campaign team. This is true not only in terms of the communication materials, which they may pretest as the potential audience, who may voice the connotations, feelings and actions the campaign messages bring to their mind, but also the platforms these messages are intended for and their unique character.Each platform may have its own culture, best practices and running memes, which may come into positive or negative interactions with the intended campaign content, so it is worth to invite a person well-versed in these as well.

The effects of involving stakeholders in research and evaluation processes, not only as subjects but also as researchers, consultants or members of an advisory team, are well-documented. Generally, the more stakeholders are involved in the evaluative processes, the better as each of them provide unique points of view and expertise.

Detailed **benefits** of involving external stakeholders in campaign evaluation include:
- Getting information from the frontlines, based on experience in the field and latest data from the sources, e.g. from NGOs, institutions, thematic groups.
- Improving research, i.e. case studies, through feedback and additional review and increasing its validity through corroboration options and insider insights.
- Giving youth a chance to form their own opinions by being exposed to multiple points of view.
- Building relationships and trust with stakeholders for mutual understanding and campaign opportunities.
- Challenging possible biases and preconceptions and improving mutual perception of each other in line with scientific knowledge and theoretical background, e.g. Intergroup Contact Theory.
- Enhancing youths' negotiation skills through engaging in debates and creative communication amplified by diverse experience and different points of view.
- Being able to gauge the real needs, in terms of communicated messages and interests of stakeholders.
- Incorporating authentic stakeholder resources (photos, quotes, data) as campaign materials.
- Encouraging campaign dissemination to the wider audience.
- Possibility of total immersion and development of empathic capacity of youth through the exploration of stakeholders' circumstances.

While these are all real and possible benefits, there could be some difficulties like:
- Lack of willingness to cooperate either for instance because of lack of time.
- Scepticism towards the benefits of such actions.
- Lack of understanding of campaign goals.
- Possibility of lack of immediate results and mutual benefits for the stakeholders.
- Lack of resources to provide remuneration to the involved stakeholders for the time given.

Some of these difficulties may be mitigated by choosing the right stakeholders to collaborate with:
- Do online research and create a database of stakeholders.
- Evaluate the list of contacts with your own existing networks.
- Choose stakeholders recommended by your network and the ones willing to cooperate with you.
- Make sure to involve stakeholders who have different approaches and voices.
- Involve stakeholders who do not have conflicts of interest.
- Choose the stakeholders whose insights can have the greatest impact on the messages of your campaign, there is no need to involve everyone who may be affected by it, especially if you are running thin on resources.

As you may see, building the evaluation team with stakeholders can be challenging, but any stakeholder involvement is better than none.

EVALUATION METHODS

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. However, engaging in any evaluative activities is a worthwhile action because otherwise we are assuming knowledge about the impact of the campaigns without proof, and we pass on any chance to improve it and learn from it.

There are many methods of evaluation, in this manual we describe only some of them, which we consider easy to use with great learning outcomes, but the repertoire of available tools is impressive, as you may choose, for example, from:

Qualitative methods:
- peer observation sheets
- reviews and feedback on the campaign content (by internal and external stakeholders),
- participatory observation of
  - AoC individual and group work, their engagement and performance,
  - NGO support
  - event activities,
- individual interviews with the team members, audience and other stakeholders
- emotional and practical maps
- reflective questions (for example structured in a chart)
- reflective statements on the assumed goals of the campaign and the objectives achieved as well as conclusions for the further development strategy
- debate and workshop conclusions

Quantitative methods:
- surveys filled out both online and in-person,
- self-evaluation and course evaluation ratings and checklists

Desk research:
- reviews of all campaign materials created to date, especially in terms of its discourse
- comparative analysis of the effects of campaign communications

Best practices in evaluation

When engaging in evaluation:
1. Explain the purpose of evaluation and the meaning of formative feedback.
2. Let the team know that there are no right and wrong answers.
3. Encourage openness and reward honesty.
4. Engage in feedback giving and receiving activities on a regular basis to create a culture of collaboration and openness to foster change and improvement.
5. If the evaluation team is large and consists of more than 5 people make sure to break the initial discussion into smaller groups (optimum group size is 3-4 people) which then will share their conclusions with everybody.

When asking to engage in any written form of evaluation:
1. Let the team know how it will help you and them and why it is important.
2. Make surveys anonymous (if you want to compare results, use symbols to match the pre-surveys to post-surveys)
3. Give enough time to express real emotions without feeling rushed or pressured by those who finish early.
4. Thank the team and share the evaluation results anonymously together with the changes you decided to implement based on their feedback to let them know that their opinions are valuable

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 and multiple international institutions and companies struggle to do just that. It is difficult, 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.

So, a more realistic measure of campaign impact is to evaluate which resources the campaign utilized, and to what extent, what risks it may have avoided, which areas the campaign addressed and what stakeholders it had the potential to reach and influence. This will help you hone your toolbox for the future, ensuring that you get acquainted with running online campaigns well and can reflect on their strong and weak points.

While change of attitudes is a desired and very aspirational effect of such campaigns, it makes a poor campaign goal, as such process takes a long time and are incredibly hard to measure. On a smaller scale, such change can be achieved by having people take actions or participate in experiences, which then require them to realign their thinking to protect their internal consistency. So, in our case the engagement in discussions, experiences and actions like this is what a campaign you are running ought to aim for, both for you, your team and other stakeholders.

Moreover, rather than focusing on the achievement of strictly defined campaign objectives it is important to look at the campaign as a whole and realize what other impact it may have had, both on our stakeholders, and the campaign team, for example in terms of their mobilization, motivation, and gains in experience, which is a better measure of campaign success than measuring the changes in convictions. Any action which is taken as a result of such campaign adds to its impact, and creates potential for greater reach and engagement. Even a small shift in attitude which is not instant, cumulatively, can create greater impact.

However, it is important to remain aware of the impact of other factors on our desired outcome. For example, a reduction in the activity of extremist or hate speech group or individual in the period we launch our campaign can be caused by other factors, and making a link between these would be a false-correlation. In social campaigns we want to look for causal relationships - to know that it is our actions that either directly or indirectly, caused the desired effect.

Therefore, the first step in measuring impact is the evaluation of the plausibility of reaching the outlined objectives given the engaged resources and prepared messages and then, realigning them to make them more achievable through defining these goals in terms of engagement, rather than less tangible measures, such as social change, which is a lengthy and resource-intensive process.

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 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, and are no longer happy accidents as their creators would like us to believe. Moreover, sometimes going viral may actually be harmful, depending on how virality was achieved and with what audience. For one, content that becomes viral is outside of our control and may be repurposed to carry different meanings we did not intend. Another issue is that audiences enjoy unique content, which is tailored to them and once it becomes mainstream it no longer holds the appeal of something only a selected group can enjoy, engage with and understand.

So, 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. Let us say you want to engage a specific group of people, but these are not the people who you can access thanks to collaboration with some larger entity. Then, when deciding how to host your campaign it is key to remember that in most cases a sustained engagement of 20 people who match this profile, share your content and comment, versus 1000 passive followers who may like your posts, but who are not the intended audience, has a greater potential to create some impact.

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, and even more unlikely, that the people who follow your page or profile will belong to your intended audience - it is best to treat it like an experiment to find your authentic voice and engage with these media. Then, it can also be a platform where your work will remain, and be showcased if you want to create a similar campaign in the future in collaboration with others or it may be something you decide to build on later on.

Useful to measure and evaluate for short online campaigns
• the alignment of campaign goal and its messages • types of stakeholders the campaign reached • the utilization of available resources • team learning and participation in the campaign
May be measured, but requires resources and it may be difficult to discover a direct causal relationship
• engagement of target audience in discussion, experiences and campaign activities • types of impact beyond the expected outcomes • social media indicator
Difficult to measure due to resources, time-span and scope
• direct social impact • changes in attitudes

Figure 3: A summary of what indicators to measure and evaluate (own elaboration)

Glossary

Below you can find some key terms related to campaign statistics, which repeat in the analytics' sections of various platforms. Be mindful however that these do not have the same meanings in every service, as they may be measured with the use of different indicators and algorithms.

Target Group Awareness:
How much is your campaign audience (target group) aware of the content of your campaign (including impressions, reach and video views).

Audience Engagement:
This indicator can be both negative and positive, so it is not an easy measure of success, but it shows that there was interaction between the messages of the campaigners and the audience.

Impact on the Targe Group:
Is an indicator measuring the attitude change in the audience, which may come from changes in knowledge and result in different behaviours - but it has to be attributed to the engagement with campaign content, which is not an easy link to ensure as there are external factors which are unknown to us as campaigners.

Impressions:
An impression of the content is when the user views our message on his or her screen.

Analytics:
Each social media platform has available analytics, as they can monetize their services by offering paid ads, which they can prove can reach the right audiences. These analytics allow you to see the key information about your audience and monitor your campaign's reach.

Organic content:
This is the most desirable type of content, as it can reach and engage online audience without using paid solutions. However, organic growth is increasingly more difficult to achieve because social media algorithms have changed in recent years to favour personal and paid content.

Promoted or paid content:
Promoted content reaches selected audiences when its creators pay to have it appear to them in forms of ads they consume while scrolling the other content.

Reach:
The posts' reach indicates the number of people who saw an impression of the message of our campaign on their screen.

Views:
The number of times a video is watched or played, but these may be misleading as they can count the times when people play our video but leave immediately.

What is measured in professional campaigns?

Now that you understand some of the key issues outlined in the glossary let us talk about professional campaigns. In this chart you will find the most popular indicators, in business jargon often called KPIs (Key Performance Indicators). They are tracked and monitored 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). In marketing campaigns there also many indicators related to the sales of products and services which we skip here.

Social Media KPIs for:	
	Raech
	The number of … • followers or fans on each platform • impressions of posts • views of video Amount of traffic to campaign website from your social media.
	Engagement
	The number of … • clicks • likes • shares and retweets • comments • campaign mentions • profile visits • active followers
	Conversions
	The number of … • signing up for newsletter • filling out a form • downloading eg. a report or an e-book • other call to action response

Remember that 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.

Metrics	A short description, just to remind you what each metric may mean.	How you can interpret and combine these metrics?
Impressions	The number of chances people had a chance to look at your post.	You want to aim to have many impressions, but if you do and you do not gain any engagement, then it may mean that you are not reaching the proper audience, or you need to change your communication strategy.
Clicks	The number of clicks on your post, meaning that people looked at it closely.	If you have a lot of clicks in relation to your impressions, but not likes that may mean people get initially interested, but the content is not engaging enough for them to react to it.
Likes	The number of likes.	Again, the more likes the better, and having many likes in relation to the impressions and clicks may mean that your content is very engaging.
Comments	The number of comments.	If you don't have comments under your posts it may mean that you do not have enough followers on the page, or you do not ask your followers to do anything - try to think of actions they could take: answering questions, sharing stories and so on.
Shares	The number of shares.	Shares are very good, especially by organizations who have more followers as they can immensely help the campaign reach. If you do not have many shares you can try to ask some organizations via private messages to share your post and spread awareness about the campaign.
Mentions	The number of mentions.	With mentions it is good to see the context of how the campaign is being mentioned, so if the post is public try to evaluate if the mention is supportive or not.
Profile visits	Number of visits to your profile/page.	If you have a lot of visits but no new followers then it may mean that these people do not want to publicly identify themselves with your campaign or they just become briefly interested in it, but are not interested enough to keep seeing your content.
New followers	Number of new followers.	New followers are always good, but it is important to see if in time they become active followers, and if these followers may be members of your target group.
Active followers	Number of active followers, who engaged with your content, that is liked, commented, shared your post or mentioned the campaign.	Active followers are your great resource, and it is important to understand the type of activity they engage with, especially in social impact campaigns when they may engage for various reasons, and may either be supportive or contrary to your message.

All of the above stands for online activities, however if you decide to synergize your online activities with some offline events you will be looking at numbers related to different things.

So, for offline events you can also use some performance indicators such as: the number of total registrations, event check-ins, attendee satisfaction surveys, social media mentions, or number of returning attendees if you decide to create a series of events.

EVALUATION FRAMEWORK

On the next pages 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. Each tool is preceded by a short chart, which outlines its description including when (for what purpose) and how to use it.

EX ANTE EVALUATION STAGE (FORMATIVE EVALUATION)

GAMES part 1: formative evaluation of campaign communication strategy tool
Why to use it?
• Use this tool, to help you evaluate your campaign vision, including key information about your campaign. This is the same tool that you have used during the initial campaign planning phase, according to the guidelines in the communication manual.
How to use it?
• Find your answers from the planning phase and jot them down in the chart below. 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.

GAMES part 1 tables on pages 12-13.

RESOURCE mapping and analysis
Why to use it?
• 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.
How to use it?
• This tool should be used for discussion during team meetings and a designated person ought to take notes about all the practical aspects of the discussion including the availability of the resources, the designated team roles, the rules of using the resources as well as the action plan for caring for them.

RESOURCE tables on pages 14-15.

GAMES	PLANNING STAGE	YOUR ANSWERS
Goal	• What is your challenge? • What is the core problem you are concerned with and what would be the ultimate change you want to see? • What you need to do in order to get there? • Why you are doing it? • Why is the campaign needed? • What is the campaign about? • What you want to happen? • What the audience is asked to do?	
Audience	• Who is your audience? • Who you are communicating with? • Which social media is your audience in? • What would be your audience's motivation to share your message with their friends? • Would the audience be asked to comment and share their experiences?	
Messenger	Who can tell the story? • What is the motivation of the messenger to deliver the message? • Will the messenger also be the one who engages with the audience if they respond? • Do you have delegated respondents, who will engage with your audience to discuss the message?	
Environment	• What is the context? • Where and when the message arrives? • What else is going on then? • What other communications will be delivered via this profile, if any? • Is the campaign tied to any external events?	
Story	• What is your story about? • How do you tell your story? • What media and modes of communication do you use? Do you use video or images? • Did you leave yourself enough time to create them? • What is the main short message that your audience should remember? • What is the slogan? • Do you have a hashtag people can share? • What part of your story will motivate the audience to act? • What will be the trigger?	

GAMES	FORMATIVE EVALUATION	YOUR ANSWERS
Goal	• Follow SMART criteria to evaluate your goal. Is your goal: - Specific? - Measurable? - Achievable? - Relevant? - Time-Bound? If the answers are not clear, review your goal. • What is your call to action? • Is it realistic?	
Audience	• Do you know your audience fully? • 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 to reach? Is it realistic? • Do you have 'audience persona', (prototype of the person whom your campaign targets)? • Do you have a member of the audience to help you evaluate your campaign communication plan?	
Messenger	• Is your messenger credible voice for your target audience? • Why should your audience trust them? How will they establish their credibility? • Did you check with relevant number of people from the target audience how they perceive your messenger?	
Environment	• Have you checked if the message does not interfere with other running campaigns? • 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?	
Story	• Does your message use the vocabulary used by your audience? Did you verify this language with someone from your audience? • Does your message fit with the goal of the campaign? • Does it follow guidelines for non discriminatory language? • Did you check your intended hashtag and slogan to see if no other campaigns use the same one?	

RESOURCES	Reflective questions on the needed resources	YOUR ANSWERS
Human resources	• How many people should be involved in the campaign to conduct it comfortably? • How many people can work on the planned campaign? • What will be the designated roles and responsibilities within the campaign? • Who will take care of - team communication? - creating content? - social media? - recruitment? - other team needs? • What is the regular schedule they can commit to?	
Knowledge and skills	• What is the experience and expertise of the people in your team? • What can each team member contribute to the campaign? • Who will take on each role/responsibility in the campaign?	
Financial resources	• Do you need any financial resources? What for? • Are any resources available? If not, do you plan on raising funds to cover your needs?	
Institutional assets	• What are your institutional assets? - Does your school, university of club support you? - What about the NGO you collaborate with? Do they have any experts that you could ask for help? • What profile do these institutions have? Do people know them? How can you use their reputation to your advantage?	
Material assets	• Do you have: - meeting or office space,? - electronic equipment? - access to the internet? • What is missing? • How can you acquire it?	
Networks	• What networks do your institutions (school, university, NGO) belong to? • Do these networks offer any useful programs or do they share resources? • Do you or your team members have access to any networks yourself? • What about virtual networks?	

RESOURCES	Reflective questions on caring for the resources	YOUR ANSWERS
Human resources	• How will you ensure the well-being of your human resources?	
Knowledge and skills	• How can you utilize the skills and knowledge of your staff? • How will you train your staff?	
Financial resources	• How will you monitor spending?	
Institutional assets	• Who you can ask about the assets and their proper use?	
Material assets	• What assets you will need to buy and who will retain them after the campaign is over?	
Networks	• How can you ensure mutual benefit for the people engaged through these networks? • What will they gain from their engagement?	

Analysing SOURCES

Why to use it?

- 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.

How to use it?

- 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.

List the possible sources of information on the topic of your campaign

SOURCE	Type of information available	In what way can it be useful for your topic?	How reliable and up-to-date is the information?	What is the possible bias?
EUROSTAT	Statistics on different countries in the EU	Provide accurate statistical data on various issues (from many countries, which can be used to back up claims and for comparisons)	Very, this is the official statistical office of the EU, however analyses on some topics may sometimes be old (which is always indicated)	Bias may be due to the population samples used, however the methods of mitigating it are universally accepted

Getting to know your TEAM

Why to use it?

- **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.

How to use it?

- 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), with some minor changes of the form of the questions.

EXPECTATIONS AND MOTIVATIONS	ANSWERS
1. What is your motivation for participating?	
2. What do you expect to learn when conducting this campaign?	
3. What do you expect to learn from the other members of the campaign team?	
4. Have you ever cooperated in an interdisciplinary team? If so, with whom, how and when?	
5. What can you teach other members of the team?	
6. Is there anything you are worried about when it comes to the campaign?	

RISK map & analysis

Why to use it?

- 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.

Objectives	Risks
• Youth-led campaign about education and awareness raising about bullying, cyberbullying, derogatory speech, hate speech, isolation, exclusion, discrimination and radicalisation etc. • Addressing the hate speech, discrimination and radicalisation manifestations already existing online (to recognize, report and react). • Online security and the safety of youth activists. • Building and expressing solidarity with victims. • Support to marginalized or vulnerable groups (e.g. young refugees, LGBT+) and empowered them and inclusion them. • Deconstruction, discreditation and demystification of a hating, discriminating and extremist message with facts. • Mobilizing and engaging others to do all these activities it with you.	• Inadequate media / information / social literacy of youth activists leading to adult-led campaign. • Stress arising from dealing with haters online. • Youth activists receive threats, provocative insults or racial or gender specific slurs or other forms of discrimination messages. • Attempting to infect campaigners' computers or mobile devices with a virus. • Need to focus on victims which requires an experience that we do not have (e.g. victims of armed conflict). • Reinforcing some stereotypes instead of facing them. • Cause contention between some groups (e.g. there could be tensions between faith groups and LGBT+ groups). • Limited spaces for following up on activities with beneficiaries. • Hateful rhetoric versus freedom of speech conflicts. • Choosing time consuming methods and expensive tools of reaching target audience.

How to use it?

- 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. Remember that factors that do not affect the achievement of the objective or are a failure to achieve the objective are not your risk.
- 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. The following risk evaluation chart consists of assessment of risk probability on a scale of 1-5 (where 1 - very unlikely and 5 - highly likely) and impact force on a scale of 1-5 (where 1 - insignificant 5 - very serious). Planning on how to mitigate these 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 in the course of the campaign.

OBJECTIVE	RISK	risk probability (1-5 scale)	risk impact force (1-5 scale)	risk matrix score	risk response
reaching a specific audience during the campaign	*social media algorithms - impact on the reach of posts*	*5*	*4*	*20*	*using existing profiles in social media (e.g. NGO profiles), reach analysis based on historical data and setting realistic goals (KPIs) on this basis*

Risks classification on the matrix

Light colour - low (not relevant to the objectives)

Medium colour - medium (require specific monitoring)

Dark colour - high (additional actions must be take)

PROBABILITY					
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5 IMPACT

Analyzing Campaign Materials - Individual feedback

Why to use it?

- 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.

How to use it?

- The evaluation of campaign materials should be conducted with the few evaluation criteria in mind. Read them and discuss them in a group to make sure everybody is on the same page. If you want to make changes to these criteria below now is the time.

Evaluation criteria explained in the context of the goals of the project	
Usefulness	Are useful for campaign goals
Relevance	Answer the needs of target groups
Innovativeness	Offer something new and unique
Quality of tools and services	Are well-made and error-free
Readability and ease of use	Are easy to understand and use
Involvement of target groups	Active involvement of target groups
Effectiveness	Facilitate the project goals and results
Efficiency	Require little effort and time

- The aforementioned criteria are used to organize the evaluation feedback into categories for the campaign materials and to provide space for in-depth discussion later. The best way to gather feedback based on these is to have a session where the project team looks at the campaign materials and evaluates them individually first, taking notes. Only then group discussion should ensure.

Criterion the changes relate to	Short explanation of the criterion	RECOMMENDED CHANGES:
Usefulness	Useful for campaign goals	
Relevance	Answer the needs of target groups	
Innovativeness	Offer something new and unique	
Quality	Are well-made and error-free	
Readability	Are easy to understand and use	
Empowerment	Active involvement of target groups	
Effectiveness	Facilitate the project goals and results	
Efficiency	Require little effort and time	

ON GOING EVALUATION & MONITORING

GAMES part 2: ongoing evaluation of campaign communication strategy tool

Why to use it?

- This tool was used as a basic tool at the beginning of the evalutation process. Use it again to help evaluate if your campaign vision is in alignment with your actions, including key information about your campaign

How to use it?

- You can use it individually in a written format one by one, to see if your team members share the same vision.

GAMES part 2 table on page 23.

ANALYSING campaign audience discourse

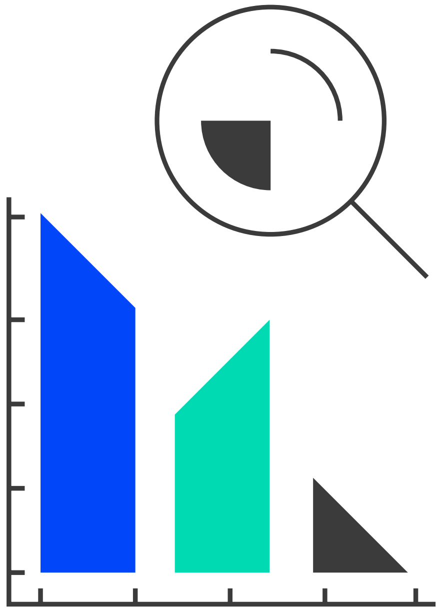
Why to use it?

- 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.

How to use it?

- 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.

Analysing campaign audience discorse table on page 24.



This is the space to include the answers you agreed on previously (with any modifications resulting from the previous evaluation), so that you may compare them to the current reality of your campaign.

GAMES	PLANNING STAGE	ON GOING EVALUATION
Goal		• Is your goal is still get-at-able? • Is your goal still: - Specific? - Measurable? - Achievable? - Relevant? - Time-Bound? If the answers are not clear, review your goal.
Audience		• Are people from your target group watching/reading your campaign content? • Check your web and social media and analytics reports
Messenger		• Is your messenger accepted and believed by your target group? • Analyse reactions in social media (likes and comments).
Environment		• Is the context different or still the same? • What else is going on?
Story		• Do your audience understand what you want from them? • Are you getting any action from your audience? • Create Google alerts and hashtags to follow. • Analyse reactions in social media (likes, comments and shares of your content).

CONTEXT	• Was it written/created from an open or anonymous account? • Is it formal or informal?	
AUTHOR	• Who created it? • Did they act alone? • Was it edited?	
AUTHOR - Other	• What else has the author commented on?	
KEY CODING CATEGORIES	• What themes appear in the comment/material?	
STRUCTURE - ORDER & MIX	• What themes appear together? • Are there whole segments on the same topic? • What other topics appear?	
KEY NOUNS & THEIR MODIFIERS	• What words, especially adjectives are used together with our key terms and messages?	
CULTURAL REFERENCES	• What figures of authority, cultural icons, quotes, memes are used?	
LINGUISTIC MECHANISMS	• What are the tenses used? Past, future, or present? • Are the connotations in general positive or negative? • Are there any rhetorical figures, like questions, metaphors or proverbs? Does the text state opinions or facts? How do you know it?	
SOURCES	• What sources do they refer to? • Do they have any data to support their views? • Can you ask them to back their views with data?	
INTERPRETATION	• What is the goal of this text? • Who benefits from it? • Who loses because of it? • What may be the motivation of the person writing it?	
IMPACT	• Was anything done/said in response or as a result of it? Did it engage other users? What will you do to mitigate negative impact?	

MONITORING perceived success and moods of the project team

Why to use it?

- 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.

How to use it?

- To evaluate both the emotional impact and the practical value of the activities for the project team, they can be asked to use 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 and their importance and your well-being.

Daylio

- Mood Tracker and Micro Diary
- for Android and iOS
- free to use with ads

Key Features:
- Mood tracking with journal entries
- Associating moods with activities
- Goals and streaks
- Reminders
- Privacy features (pin or fingerprint lock)
- Overview of moods in the calendar

Characteristics:
- Intuitive
- Customizable: allows for full customization of moods, activities, goals and color schemes (with a dark theme available)
- Provides rich analytics and statistics

Why to use it?
- 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.

What can you use it for?
- To evaluate both the emotional impact and the practical value of the activities for the project team, they can be asked to use 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.**
- Daylio allows to record activities and moods and features statistics and a calendar.
- It will help you to track and understand your moods better and discuss them with your team members. It is good for tracking mood changes over time and associating them with life events and activities. It can be used to monitor how lifestyle changes and activities you conduct affect your perceived well-being.
- This tool is particularly valuable to those members of the team who are dealing with the direct communication with campaign audience, and thus, might need support in certain circumstances. Using the app might make sharing emotions and feelings easier, even for those who usually don't do it spontaneously.

Other recommendations:
- Record moods right after campaign activities or events even a few times a day to realize how they affect your well-being.
- **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.**

What not to use it for?
- The application does not work well as a full journal because it does not allow to add photos, audio and video notes to entries

Support:
- Reddit: Active Subreddit for Daylio with tips on making the best of using it

Thematic tutorials:
- Article: How to use Daylio as a Mobile Life Journal

DIAGNOSING your campaign health
Why to use it? • 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.
How to use it? • Write down things that worry you and things that could be improved and ask the other team members to do the same before your team meeting. During the team meeting collect them all together to see if any of them repeat. If so, try to "diagnose" them first and then propose a cure.

SYMPTOM	DIAGNOSIS	EXAMPLE CURE
Nobody liked a certain post	• Did you share it to other places? • Did the post have a picture? • Was the post brief?	After a few posts you can look back at them and see which of them generated more interest, likes and shares, and which of them remained unnoticed.
There is no discussion under a post	• Did the post invite a discussion? • Is the audience diverse enough to warrant a discussion?	Try to include a clear "call to action" in your post if your intention is to generate a discussion.
Nobody shares the posts	• What could be the motivation of people to share your posts? • In what way are they interesting?	Can you mobilize your network to help you spread the word?
Other things you are worried about...	• What may be the reason they happen? • What can you do to make them less common? • What would be their opposite? • How to achieve this opposite state?	Depends on the nature of the challenge

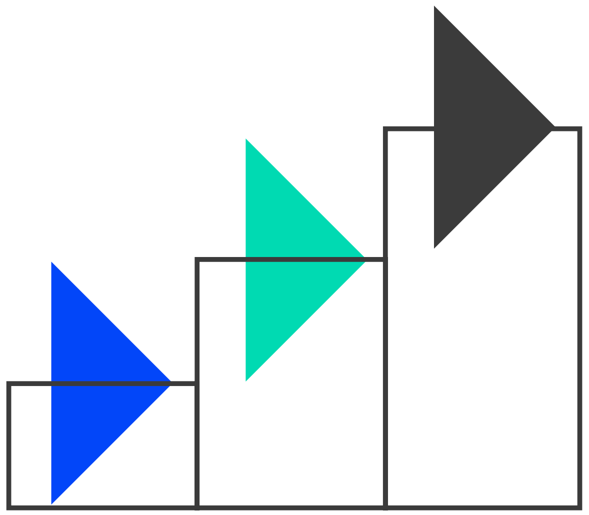
EX POST EVALUATION STAGE (EVALUATIVE)

GAMES part 3: Summative evaluation of campaign communication strategy
Why to use it? • Parallel to the first tool in this evaluation manual now discuss how and to what extent you managed to meet your objectives.
How to use it? • Think of the answers individually and then discuss them during a team meeting.

GAMES part 3 table is on the page 28.

TEAM cooperation evaluation through IDIs
Why to use it? • 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.
How to use it? • One of the best ways to learn how to improve collab-oration between NGOs and the young campaign team is to understand their points of view and motivation. To do this you may ask the following questions either during IDIs or in e-mails.

TEAM cooperation evaluation througn IDIs table is on the page 29.



This is the space to include the answers you agreed on previously (with any modifications resulting from the previous evaluation), so that you may compare them to the current reality of your campaign.

GAMES	PLANNING STAGE	EX POST EVALUATION
Goal		• Did you achieve your goal? • Did you communicate your message clearly? • Was there a clear call to action that the audience were to respond to? • What was it? • What did your audience do?
Audience		• Did you reach your target audience? • Which social media you used? • Which were the most relevant to reach the target audience? • Which were the most relevant to engage the target audience? • What kinds of messages were the most engaging?
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?

POINTS OF VIEW AND MOTIVATION	ANSWERS
1. What inspired you to work on this particular campaign?	
2. Please share your concept development (early designs) with a description of what inspired you to change and what methods did you use to take your designs further.	
3. Cooperation with stakeholders: who did you consult, who do you plan to consult, what direct/indirect stakeholders you worked with and to what extent? How did you work with them (research, interviews?) What resources did you use (written, film?) What have you learned from the stakeholders?	
4. What surprised you about this project? What did you not expect?	
5. What did you learn/hope to learn while continuing? Has it helped you evolve as a person? What about as a person? What have you learned from other team members? What have you taught them?	
6. What do you think you will need to learn/could have learned that will make/would have made it easier? What skills? (people and technical)	
7. Who would you say is on your team? Did other people help you in any way that are not officially on the team? What's the optimum size of a team doing a project like that?	
8. What was the expected duration/time allocation (hours per week) for this project? Over what period of time?	
9. How do you intend to take this project further? Do you? :)	
10. What was the best part about this collaboration?	
11. What did you find the most challenging?	
12. How could your cooperation be made easier? What would you like to be able to do?	
13. How did your campaign address the problem you wanted to have an impact on?	
14. Would you recommend taking part in such a campaign to other people? If so, what would be your selling points?	

CAMPAIGN SELF-EVALUATION for young Ambassadors of Change with their potential team

Why to use it?

- To understand how the campaign affected the ambassadors of change and their team ask them to fill out this self evaluation survey which measures their learning and growth.

How to use it?

- Ask the Ambassadors of Change and their team at the one but last meeting to fill out this survey, so that during the last meeting you can present them with the results and discuss how to improve such experiences to increase the amount of learning and experience gained for future young collaborators.

CAMPAIGN SELF-EVALUATION	VERY POOR	POOR	ADE-QUATE	GOOD	EXCEL-LENT
1. I can list and describe issues of public concern related to the campaign.					
2. I can identify reliable sources of diverse concerns and views related to the campaign topic, taking into account the key stakeholders and their views.					
3. I can identify and describe briefly the reasons behind the issue addressed by the campaign.					
4. I can describe in-details context of the issues of public concern related to the campaign topic					
5. I am able to outline different sources of knowledge and opinions about the campaign topic					
6. I am able to outline different perspectives and opinions on the campaign topic and explain their genesis, as well as list ways to counteract the hurtful ones.					
7. I am able to describe the reasons, assumptions and rationale of different stakeholders and their perspectives on the campaign topic.					
8. I have a knowledge of how different types of information about the campaign topic and form of their presentation may have an impact on social perceptions about this issue.					

CAMPAIGN SELF-EVALUATION	VERY POOR	POOR	ADE-QUATE	GOOD	EXCEL-LENT
9. I can engage in civil discussions and debates on the campaign topic.					
10. I am able to select and assess the quality of information, opinions, beliefs and ideas in relation to the campaign topic.					
11. I am able to compare and contrast different perspectives on the campaign topic.					
12. I understand the mechanisms of social media and the key assumptions of social campaigns.					
13. I am able to plan and execute social campaigns.					
14. Overall, the participation in the campaign has given me valuable experience.					
15. Overall, the participation in the campaign has given me valuable skills.					

CAMPAIGN SUCCESS REFLECTION FORM FOR NGOS
Why to use it?
•
How to use it?
•

CAMPAIGN SUCCESS REFLECTION FORM	VERY POOR	POOR	ADE-QUATE	GOOD	EXCEL-LENT
Campaign content and engagement					
1. The extent to which you have achieved your campaign objectives					
2. The extent to which this campaign corresponds with the objectives of your NGO					
3. The extent to which the audience was engaged in the campaign					
4. Utility and reusability of materials created					
5. Usefulness of sources gathered.					
6. The increase of your network and contacts thanks to the campaign.					
7. The potential for future collaboration with AoCs and the network.					

CAMPAIGN SUCCESS REFLECTION FORM	VERY POOR	POOR	ADE-QUATE	GOOD	EXCEL-LENT
Collaboration with Ambassadors of Change					
1. On-going support quality from your NGO for the AoCs.					
2. Usefulness and practical implications of the collaboration with AoCs for your institution					
3. Engagement of your NGOs resources in the campaign.					
4. The extent to which your given feedback improved the collaboration and the campaign.					
5. The extend to which the received feedback changed the collaboration and improved it.					

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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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PARTNERS:

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Civis Polonus

Impact Hub Athens

EXPLOREIT

Λόγου Παίγνιον