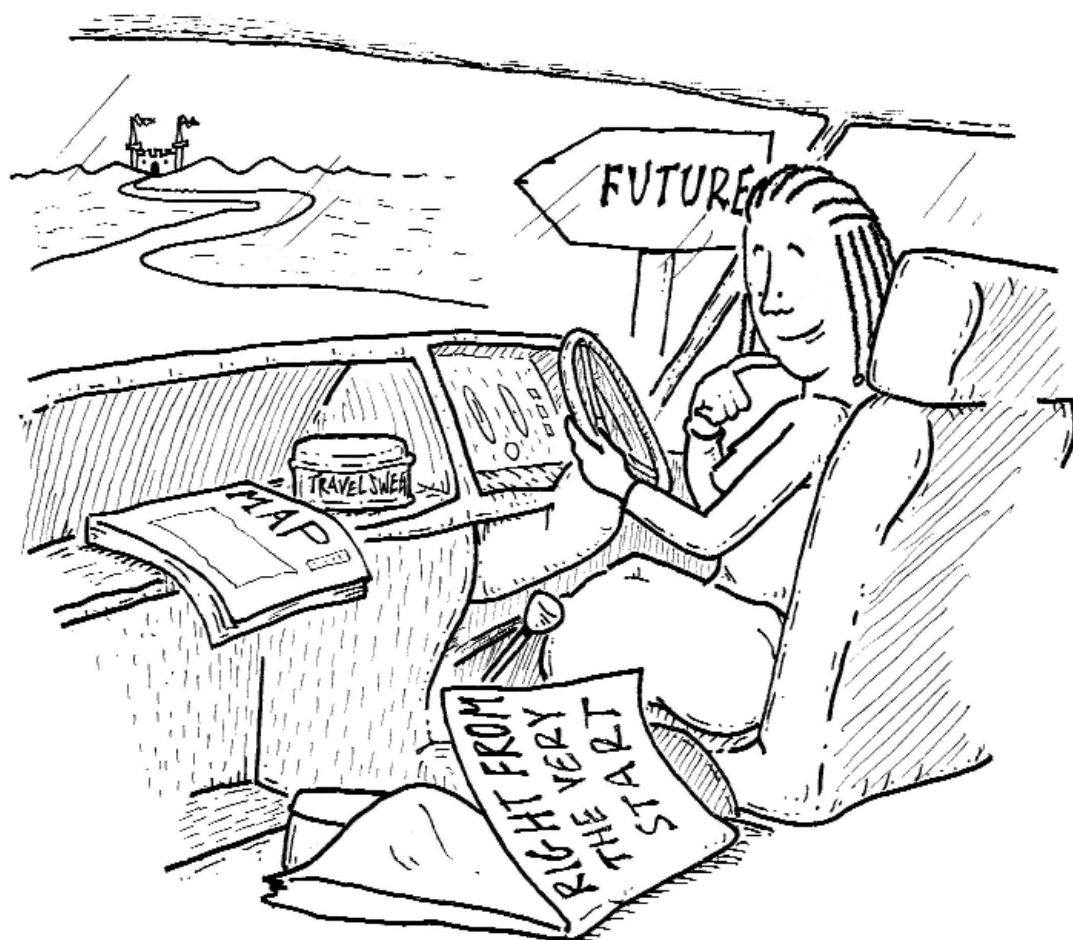


RIGHT FROM THE VERY START

Using evaluation to get the results you need





Payback is a campaigning organisation which promotes community penalties for non-violent offenders.

Right From the Very Start

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Right From The Very Start

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Introduction and Aim

The aim of this toolkit is to give you the tools you need to evaluate and monitor your campaign, so that you can achieve your intended outcomes and learn lessons for subsequent campaigns.

Although it is designed particularly for communicators, PR and Marketing staff working in the Criminal Justice sector, the techniques used and the ideas it presents are applicable across a wide range of disciplines and activities.

This is not a manual of theory, but a practical, hands-on tool to help you evaluate. **Above all it is focused on outcomes;** on the ultimate objectives of your campaigns, changes in attitude, beliefs and behaviour, or actions in response to your message.

This toolkit

- identifies the key stages of evaluation
- shows how evaluation and monitoring can help at every stage of your campaign
- provides practical tools to help you evaluate
- offers resources and references to supplementary information

Introducing Evaluation

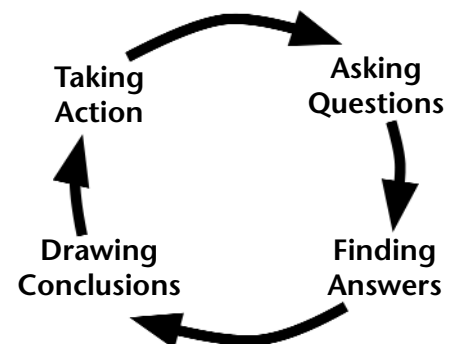
Evaluation has four basic stages:

Effective evaluation is an iterative task - that is, one which frequently repeats itself. It is a loop, a continuous circle of question, answer, conclusion, and action, all of which provides a continuous stream of rich, detailed, practical information.

The problem with much evaluation is that it never completes the loop.

Too many evaluations stop at 'finding answers'. Some make it as far as 'drawing conclusions'. But the real trick is to complete the loop - to take action, and then start the process again.

The worksheets and tools in this document will help you to ask the right questions, and to make sense of the answers. Most of all they will help you to complete the loop and to take action which will affect the outcome of your campaign.



Evaluation and Campaigns

A campaign is a series of coordinated activities designed to achieve a goal. We are not talking about one press release here, or one advert or magazine article, but a set of activities, often using different media and happening at different times.

Campaigns, therefore, need planning, preparation and evaluation. They bring tremendous opportunities but also carry major risks. The lessons of a campaign - what works and what does not - are invaluable in shaping future activities. Evaluation looks at the whole process, asking systematically whether the different stages of the campaign have been successful and what can be done more effectively in the future.

Why Do We Evaluate?

One simple reason: to maximise the likelihood of the campaign achieving its objectives.

People in the voluntary sector are passionate about our causes. We have a message to get out there and we want to get on with it!

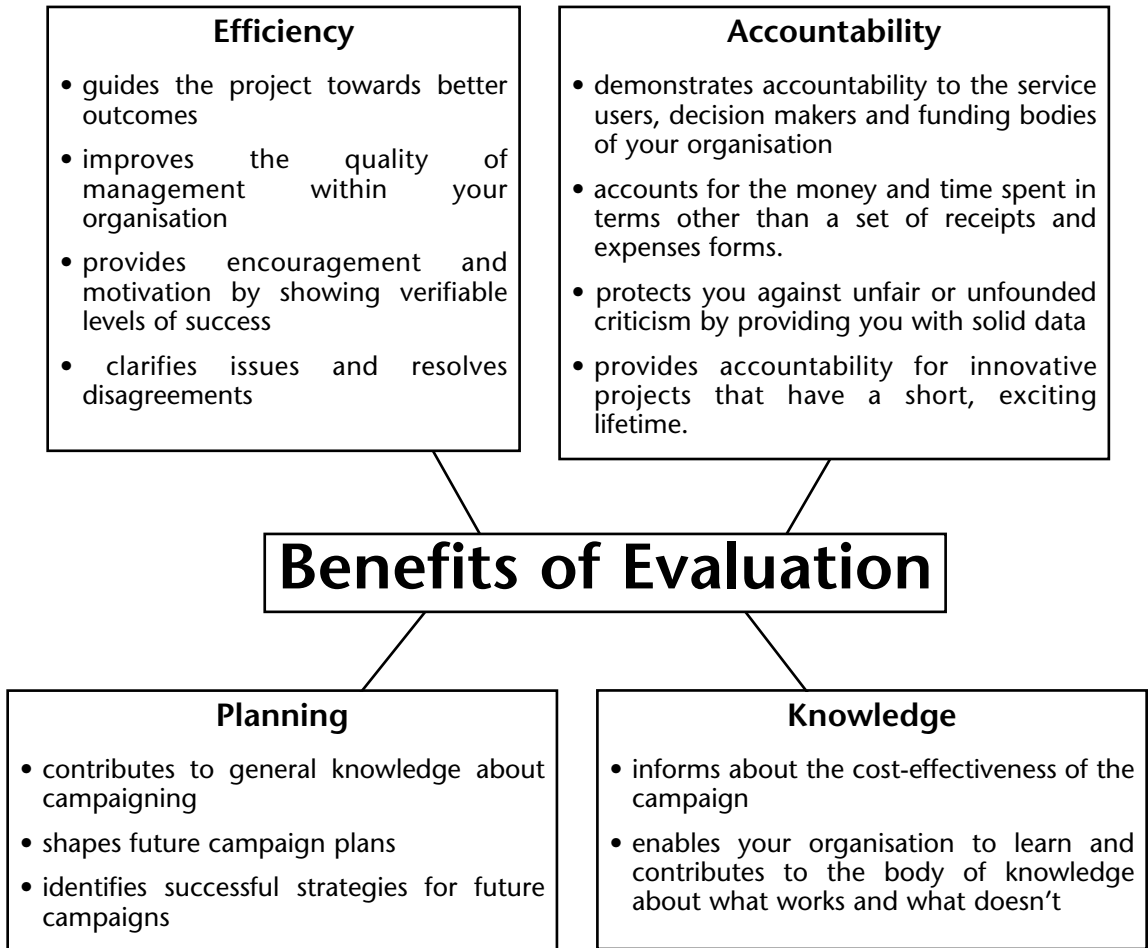
Unfortunately this sometimes means that we charge ahead without thinking strategically about what we are doing and why we are doing it. Caught up in the heat of the moment, we are carried forward by the momentum of the idea, and, in such circumstances, evaluation seems merely a distraction.

Here are a few things that careful and structured evaluation will add to your campaign:

When Do We Evaluate?

Most of us think of evaluation - if we think of it at all - as something which happens after the campaign has finished. We think of it as a postmortem. If the campaign has gone well, we can then hold a glorious state funeral and parade its good deeds before anyone who cares to listen. If the campaign has gone badly, we can smuggle the body away under cover of darkness and quietly dispose of it without anyone noticing.

The truth is that monitoring and evaluation can help you all the way through. It can help you in your planning and analysis before and during the



event, as well as help you to assess the success or otherwise when the campaign is finished. It can modify the way in which the campaign is run, and help you to make the best use of your resources.

Who Does the Evaluation?

Evaluators

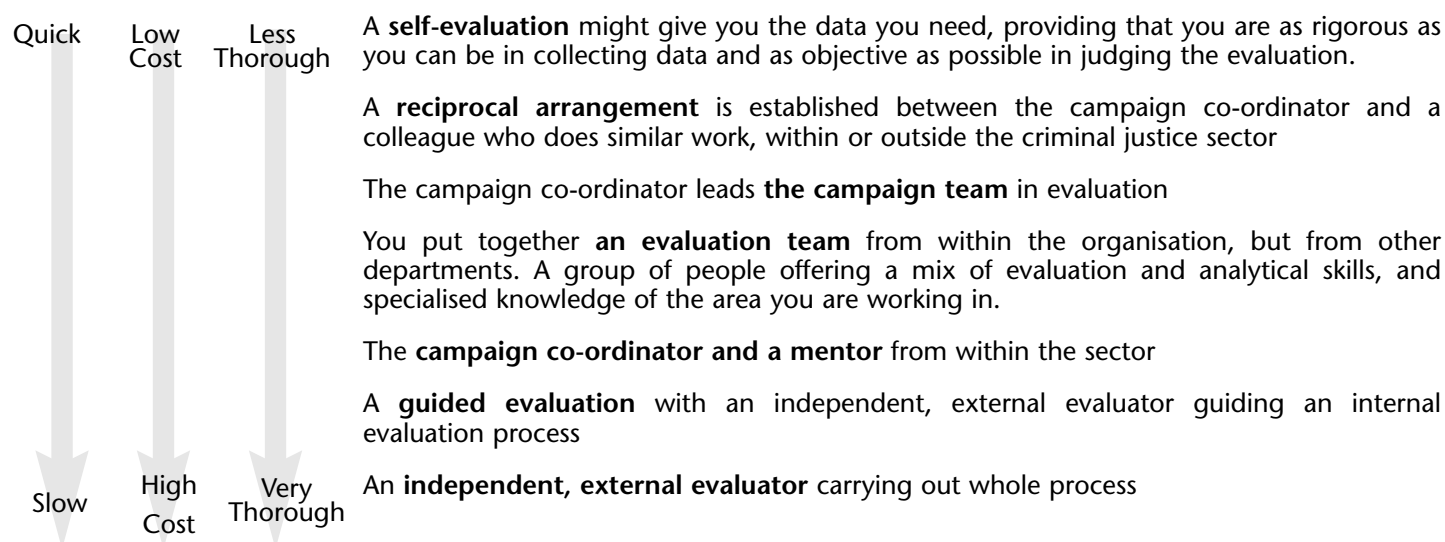
The choice of evaluators is a vital factor in the usefulness of the evaluation itself. Evaluators, broadly, break down into three types:

So, how do you choose?

Much depends on the nature of the evaluation. Most evaluations will be a mixture of internal and external, perhaps using an external evaluator to 'guide' and advise the internal evaluation process. You might perform tasks such as the collecting of data in-house, but offer it for assessment to an expert. If you want a completely objective approach, particularly, say, where large amounts of funding have been used, then an external evaluation will be the best approach. The CCJS directory of legal and criminological researchers can help to identify a suitable expert.

Type of Evaluator	Pros	Cons
Self The people (or person) running the campaign performs the evaluation using resources such as this toolkit	Quick and easy Very cheap Very familiar with the campaign No chance of being seen as a 'threat'	Absolutely no objectivity whatsoever Probably too familiar with the campaign Less likely to identify problems and more likely to dwell on successes
Internal People within your organisation who are familiar or associated with the campaign.	Know the organisation well, so no steep learning-curve Are known to staff, so are perceived as less 'threatening' Low cost Understand the 'informal' data of the organisation - such as the character of some staff, the tone and style of the organisation, etc.	Less objective than external evaluators May just accept the style and procedures of the organisation, because that's the way things are. Other tasks may reduce ability to participate fully As part of the organisation may have problems with lines of authority and role conflict May not have the specialist evaluation skills necessary
External People who are independent of your organisation and campaign.	Increases the evaluation's credibility with outsiders Can save a lot of your team's time More objective Free from organisational bias Can see things from a different perspective Is outside the management structure of the organisation so less chance of conflict and role confusion Probably has greater technical skills in evaluation	Do not know the organisation, its policies, style and activities Can be expensive May not understand the constraints affecting the campaign Can be perceived as threatening Can produce abstract, overly theoretical results

The other major factor is the cost of evaluation. Experts recommend that, in an ideal world, you should allocate 5-10% of your budget on monitoring and evaluation. However, since most of us don't operate in an ideal world – or with the benefit of an ideal budget here are some options for delivering evaluations:



What Information Do We Need?

Evaluation and monitoring needs certain tools to ensure success.

Information is power

The most important basic tool for effective evaluation is information. Too often, the decision about whether our campaign worked is based on a hunch or a vague idea. You can gather your information about the campaign's impact from many sources – statistics, reports, surveys, news stories, interviews and many more – but gather as much as possible. The more information you have about the aims and background of your campaign, the better.

Record everything you can. The records an organisation keeps are vital in its evaluation activities. Activity levels, client satisfaction, letters, requests, usage of resources – all these can provide highly valuable data for evaluations.

Show Me the Evidence

Wherever possible, campaigns should be based on evidence of previous campaigns. This evidence might indicate what could be achieved, or inform your approach and activities, or reflect the experiences of campaigners who have worked successfully with the same target group.

Back to Baselines

Baseline data is your starting point. It identifies the situation before the campaign begins. Baseline data is critical because without it you will never know if your campaign has improved the situation or not. Examples of baseline data might be the present prison population, or the percentage of people who want to see tougher sentences, or the number of homes fitted with alarms. Whatever the statistic, the baseline data reflects the position at the beginning of your campaign and will be used to show what advances have been made by the end.

A Clear Statement of Intent

You will also need a clear idea of what your campaign is to achieve. This sounds obvious, but many organisations fall into the trap of never defining in the first place, what their campaign is actually about. What is it going to be about? What is the theme? Try to state this in as few words as possible – the aim should be for clarity and simplicity. You cannot work out whether or not the campaign is suitable for your organisation until you know what it actually is you are trying to achieve.

SUMMARY

- Evaluation is an iterative task that is focused on drawing conclusions and taking action.
- The purpose of evaluation is to maximise the likelihood of your campaign achieving its objectives.
- Evaluation should happen frequently, and throughout the campaign.
- Your choice of who does the evaluation depends on the time you have, the aim of the evaluation and the budget available.
- All evaluations rely on good, reliable data.

In The Beginning: Situation Analysis

Interior. An office. We are at the management committee meeting of 'Action on Car Crime', a campaigning organisation set up to promote awareness of, and methods of reducing, car crime.

Malcolm: Now, item three on the agenda. This year's campaign. Sarah - over to you.

Sarah: Yes, well, I thought it would be lovely if we could do a campaign sort of thingie, you know, with some scrummy leaflets and maybe some super advertising, and then some stuff to give away as well.

Malcolm: *(Pause)* I see. And what form did you see this taking?

Sarah: Oh, well, I didn't really want to get bogged down in detail at this stage.

Malcolm: *(Another pause)* Fine. Um.. well, any comments anyone?

Julian: I think we should record a promotional CD. You know, like Band Aid.

Aruna: You suggested that last meeting and it was rejected.

Julian: It's an idea ahead of its time.

Malcolm: *(Trying to get the conversation back on track)* Sarah - have you any idea what the key message of this campaign would be?

Sarah: Oh. Yes, of course. Well, it's all going to be aimed at helping people to make their cars safer in public car parks. I'd particularly like to aim it at shoppers.

Malcolm: Why?

Sarah: Er... because we haven't aimed anything at them before. I'm sure they'll be receptive. After all, everyone's interested in car crime, aren't they? And it will be based around this year's slogan, 'Take Care of your Car'.

Aruna: I thought this year's slogan was 'Don't Leave Your Gear Near Your Gear Lever'.

Julian: That would make a great song.

All: No!

Sarah: I've even got some sponsorship lined up. *(There is general enthusiasm at the prospect of money)* Krakatoa Car Alarms have promised to pay for the car stickers.

Aruna: Um... Won't that make it seem like we're advertising them?

Sarah: Oh. Do you think so?

Julian: Well, as long as it's better than last year's campaign. That was a complete fiasco!

Sarah: *(Arguing)* And whose fault was that?

Malcolm: *(Annoyed)* Now, now, please. I thought we'd agreed never to mention that again. Best to let sleeping dogs lie and all that. Sarah - all this sounds excellent. Just what we need to be involved in. Full steam ahead.

Julian: Hold on. We haven't really examined it. I mean, do the shoppers need this kind of advice? And if they do is this the best way of reaching them? Wouldn't it make far more sense to go into a recording studio and...

Aruna: *(Interrupting hurriedly)* Perhaps what we need to do is take a long, hard look at what we want the outcome of the campaign to be. We need to find out what we're going to say and who we're talking to. Maybe, look at what others have been doing and see if there's anything we can learn.

Malcolm: Excellent idea. So, Aruna, you'll go away and do that will you? Fine. Now, item 4 on the agenda, Julian - "promotional giveaways".

Julian: Yes. *(Suddenly producing a guitar)* Now, have you any idea how cheap it is these days to record a promotional CD?...

Stakeholders

Firstly, the stakeholders need to be adequately identified. These are all the groups and individuals with an interest in, or affected by, the campaign. Broadly these breakdown into three groupings: **Sponsors, Channels and Beneficiaries**.

Target Audience

The situation analysis should make clear what needs to be known about the target audience. Understanding your target audience will help you to define what you say to them and how you say it. Who is your campaign aimed at? What are their beliefs and attitudes? How much knowledge do they have about the campaign topic? What benefits could it derive from new beliefs? For example, would it welcome reassurance, or would it also want to be inspired or stimulated into action?

There may be subgroups within the target audience, which need to be targeted as priorities, such as practitioners on specific training courses or victims of crime among the general public. These subsidiary audiences may need a different style of approach in order to persuade them to influence your major target audience.

For example, the major target for your campaign might be allotment owners, but how do you reach them? What other 'subsidiary' audiences might you have to address first in order to influence them? Perhaps you might target horticultural associations. Or the editors of gardening magazines. Or Alan Titchmarsh.

Sponsors	Channels	Beneficiaries
<p>The sponsors are those people or groups behind the campaign.</p> <p>This might be your organisation, or another group or organisation on whose behalf you are working. An evaluation of the sponsors will address such issues as who is behind the campaign and how they are perceived by the target audience.</p>	<p>The channels are the agencies or individuals that actually deliver the message.</p> <p>This might mean individuals, such as a well-known spokesman or a celebrity. Or it might simply mean the staff of your organisation. You need to be sure that these are the right channels to help the campaign achieve its objectives.</p>	<p>The beneficiaries are those who stand to gain from this campaign.</p> <p>Whose situation will be changed for the better by this campaign? Who are you 'championing'? If there are more than one set of beneficiaries, are there conflicting priorities or issues between the groups? You will need to take into account how they are perceived by your target audience and, if there is a negative perception, how this can be challenged by the campaign. Are there possible presentational pitfalls?</p> <p>How will you consult with beneficiaries about the campaign – its desired outcomes, delivery methods, staffing, budget etc. ? If you aren't going to consult with beneficiaries, is this for a reason you're confident to justify?</p>

Reference Groups

Most target groups will not simply take your message at face value. They will take into account the opinions of their reference groups. A reference group is a group that people think about when they assess a message. It might be their peers, their friends, their workmates, the members of their political party.

Influencers and Leaders

The target group also has influencers - people outside the group, who actually do have an influence on their behaviour. Within the group there are also leaders - people who set an example, who innovate and who lead opinion.

Previous Campaigns

Another factor which will affect your objectives is the history of previous campaigns by your organisation or group. What have previous campaigns taught you about your approach? Is there any measurement of what a previous campaign has achieved? How much time is likely to be needed to effect a measurable change?

Snapshot

A campaign is planned to raise awareness of the work of the Probation Service. The initial target audience is merely identified as 'the general public', but the Situation Analysis identifies that there are key subgroups of the target audience including:

- local businesses and organisations who might use Community Service workers
- local magistrates and police officers
- council officials
- local media, including radio and the weekly local newspaper

In particular, the evaluation identifies core reference groups such as the local chamber of commerce, and key influencers including the leader of a prominent local business, who has used Community Service workers.

It is decided to consult with this business leader about the best way to reach the target group and to ask for her input into the running of the campaign. It is suggested that she might participate in a one-off 'roadshow' for local businesses which would profile the work of the Probation Service and profile the work of local volunteers and community partners

A few potential subsidiary audiences:

Beneficiaries
 Politicians
 Media
 Government
 Criminal justice practitioners including sentencers
 Community leaders
 Voluntary organisations

SUMMARY

- The Situation Analysis should give you a broad idea of the 'world' your campaign will be operating in. It will help to decide whether the campaign is right for your organisation, whether it is based on accurate assumptions and even what kind of shape the campaign should take.
- It should be based on relevant, accurate evidence and data.
- It will identify the stakeholders and the target audience of the campaign, and include evidence from previous campaigns.

Where to find the facts

Information sources for your situation analysis can be found in the chart on page 23

The Goal: Setting Useful Objectives

Interior. An office. It is the next management committee meeting of 'Action on Car Crime'.

Malcolm: OK. So the campaign. Sarah - how are we doing?

Sarah: Yes, well, its all lovely so far. Aruna helped me to evaluate the basic thinking and we think it's exactly the kind of thing we should be doing.

Malcolm: Good, good...

Sarah: So I think that we should just get on and do it.

Malcolm: Fine. Comments anyone?

Julian: Well, more a question, really... have you thought about the role of music in the campaign?

Malcolm: Sorry, sorry, when I said 'comments anyone' I should have said 'sensible comments and questions and nothing about a theme song please.'

Julian: Philistine.

Aruna: What we haven't identified yet is the overall goals of the campaign...

Sarah: Oh, yes, we have, I had it written down on a bit of paper here... (finding a scrap of envelope) Here it is! (Reads) The primary goal is to run a campaign...

Malcolm: (Pause) And?

Sarah: Well, I hadn't really got much beyond that.

Malcolm: Oh.

Sarah: I thought we'd do some leaflets and some car stickers, obviously. Oh, and I did have a great idea, though. (Impressively) Two words: 'inflatable dogs'.

Julian: Sorry, not with you.

Sarah: Well, one of my goals is to distribute inflatable promotional dogs which people can put in the rear windows of their cars. That's never been done before!

Malcolm: Thank you for that. However, excellent though that is, I can't help thinking we need a bit more than that.

Sarah: Oh. Lovely. Well, what do you suggest?

Malcolm: Well, how about aiming for some media coverage? I think one of our aims should be to get some radio and TV interviews, perhaps a profile in one of the Nationals about our young, dynamic Chief Executive.

Aruna: (Pause) And that would be you, would it?

Malcolm: Of course!

Julian: I think our goal should be just for once to do a campaign that wasn't a complete pigs ear...

Sarah: (Muttering and writing it down) 'Not a pigs ear...'

Aruna: I can't help thinking that we're getting confused here. These aren't goals, they're ways of achieving the goal. The media, the leaflets...

Sarah: The inflatable dogs.

Aruna: The inflatable dogs - they're subsidiary issues. What we need to focus on is the outcome of the campaign. What are we trying to achieve through this campaign? Who are we trying to influence? What are we actually going to do?

Malcolm: Absolutely. Targets and goals. Excellent idea. So, Aruna, you'll go away and do that will you? Fine. And report back next meeting. In the meantime, does anyone think it would be a good idea for me to go and do some interview training?

Objective Setting

See Worksheet 3

One of the most frequent difficulties with evaluating the success or failure of a campaign is the lack of clear objectives. It is impossible to work out if a campaign has hit the target if no target was set in the first place. Without clear objectives you will never be able to evaluate your campaign, you will never, in fact, know whether you were successful or not.

Your goals should concentrate on three key areas:

Outcomes – what are you aiming to achieve?

Out-takes – what message does your audience hear?

Outputs – what are you going to do?

Outcomes	Out-takes	Outputs
<p>Outcomes are the ultimate objectives of campaigns - they are changes in attitude, beliefs and behaviour, or actions in response to the message.</p> <p>This might mean a reduction in fear of crime, increased confidence in the criminal justice system, practical support for new initiatives. It might mean a business or organisation getting involved with Community Service. It might mean a reduction in the prison population or a change of policy by the government of the day.</p>	<p>Out-takes are measurements of whether your message has actually been heard.</p> <p>You might want people to have an increased recognition of your organisation's name and purpose, you might want them to understand the arguments, or remember the key facts.</p> <p>These out-takes do not necessarily mean that your campaign has worked, because there is a vast difference between hearing the message and changing your behaviour. Millions of people now know there is a hole in the ozone layer. But they still drive their cars as much as ever.</p> <p>Nevertheless, you will need to have a clear idea of what you want people to take away from this campaign.</p>	<p>Outputs are the activities you are going to engage in, in order to achieve your desired outcome.</p> <p>Setting your output goals will define what you are aiming to produce to communicate your message.</p> <p>They are almost the 'physical' side of your campaign - the column inches in the newspaper, the amount of leaflets you are going to give out, the number of hits on your webpage. By themselves they tell you nothing about whether your campaign has worked. Activity is not productivity and the history of communications is littered with campaigns which have sent out hundreds of thousands of leaflets without ever changing the opinion of those who read them. But without the outputs nothing changes at all. Placing a story in a newspaper doesn't guarantee that you will change public opinion, but doing nothing is a sure way of guaranteeing that public opinion will stay the same.</p>

Setting your goals

A vital step in planning a campaign, therefore, is to provide a clear account of objectives that are achievable, measurable and have sufficient coherence to reinforce one another in practice. They will need to take into account:

- what the organisation can invest in the campaign
- the organisation's capacity to reach audiences
- the organisation's ability to make persuasive links among the audiences' different concerns.

Snapshot

A campaign is planned to raise awareness of crime prevention issues and to reassure the public about the activities of the police in this area.

The key target audience has been identified as local elderly residents, and it is suggested that the best way to reach them is through the local weekly paper.

The main thrust is a poster and leaflet campaign – 'Safe and Sound' – which encourages residents to make sure their homes are fitted with deadlocks.

The council already has a survey indicating the percentage of homes in the area fitted with deadlocks. This serves as crucial baseline data for the campaign and a target is set of increasing the percentage by 20%.

Before the main campaign gets underway, the posters and leaflets are tested in a local village so as to identify any shortfalls and gauge the scale of the task. The result of the research indicates that more money will need to be allocated to reinforcing the message through calendars with information and phone numbers. The initial target is revised down slightly, to a 15% increase and the timing is adjusted accordingly.

Specific

Be as specific as you can. What audiences are you going to reach and how are you going to reach them? What do you want them to do as a result of your campaign? When is all this going to happen? Spell it out as clearly as you can – that way you are much more likely to have everyone on your team pulling in the same direction.

Achievable

The smaller your organisation and its resources, the smaller your objectives will probably be. Greenpeace might have the objective of ending whaling - they have a large supporter base and, more importantly, a large boat. If your organisation has 20 supporters and a canoe, you might do well to set your sights a little lower.

What you want to achieve through your campaign, therefore, will need to match the resources and the capacity of the organisation and any evaluation of your objectives will have to take into account how realistic they were in the first place.

Measurable

Objectives should ideally be measurable. How many people do you want to reach with your message? What kinds of changes do you want to see in their attitudes or behaviour?

Unless there is something you can measure in your objectives you will have difficulty when it comes to evaluating its success.

Testing

Certain objectives can be tested by experimentation, by running 'pilot schemes' which will test the viability of your objectives - and your proposed way of achieving these objectives through communications initiatives.

An evaluator can decide if there is room for experiment using well-understood principles. If these show promising results then the scale of the campaign needed to reproduce those effects across a wide field can be calculated.

SUMMARY

- Your goals and objectives will give you the targets against which your campaign will be evaluated.
- Goals should concentrate on outputs, out-takes and – most importantly – outcomes.
- The goals need to take into account the capacity and resources of your organisation.
- Goals need to be specific, measurable and achievable.
- If appropriate, you can test objectives through experimental pilot schemes.

Where to find the facts

Information sources for your goal setting can be found in the chart on page 23

Getting There: Midway Evaluation

Interior. An office. The 'Action on Car Crime' campaign is well underway.

Malcolm: Well, I think it's all going very well so far, don't you?

Sarah: Two words: 'lovely and super'.

Julian: That's three words.

Sarah: I don't care. It's all going very well.

Malcolm: I was very pleased with the leaflets. I must admit I was a bit worried about the picture on the back, but I think they've caught me very well, don't you?

Nods of agreement.

Malcolm: And I understand that we've sent out over one hundred press releases!

Julian: Well, I can't move for car stickers in my office. What are they doing there?

Sarah: Ah. Well, they should have been distributed two weeks ago, but our distribution team weren't available?

Malcolm: Why is that?

Sarah: She had to go to the chiropodist.

Aruna: What about the media coverage?

Sarah: Oh we've had lots of interest. Malcolm's done some interviews and we've had a good response from the local radio stations.

Malcolm: Have I mentioned that we've sent out over one hundred press releases?

Aruna: Yes. But do we actually know if any of it is working?

Sarah: Well it must be. I mean, look at all those leaflets...

Malcolm: And those press releases.

Aruna: Has anyone heard from the people we're targeting? Have we had any response yet from the public?

Julian: Well I had an email the other day, but I deleted it by mistake.

Sarah: And Dorothy has had lots of phone calls on reception.

Aruna: How many?

Sarah: Well, she didn't keep a record. And from what she was saying I couldn't work out if they were positive or negative phone calls. But that doesn't matter, does it? I mean, it's just so lovely to be getting a response.

Malcolm: So, what's the next stage?

Sarah: Well, we've got some more car stickers coming and the distribution team are going to intensify their efforts.

Aruna: How?

Sarah: She's going to bring a friend along.

Malcolm: *(Hopefully)* Any more press releases planned?

Sarah: If you like...

Aruna: Hang on, shouldn't we try to see how things are going before just charging on. I mean, have any of the press releases actually worked? Are there any press clippings? And why haven't we shifted all the car stickers yet? Are there any signs that the campaign is actually working?

Malcolm: Well, perhaps you could look into all that, could you? Bring a report back to the next meeting. And in the meantime, it might be best to hold off on the car stickers. And the T-shirts. And the promotional inflatable nodding dogs.

Sarah: Oh. OK. Super.

Malcolm: However, I do think that we need to get another press release out. I've drafted a few ideas here...

See Worksheet 4

Midway Evaluation

Once your campaign is underway, the temptation is to just let it take its course. After all, you've done your planning, you've identified your objectives, your target groups and all that... any evaluation now has to take place at the end. But a midway evaluation - an interim assessment once the campaign is underway - can provide you with crucial information. It will help you to clarify the project's shape and prospects: it identifies challenges and resource shortfalls, presents indicators of progress and gives the team a renewed sense of direction.

Obviously the timing of the evaluation depends on the length of the campaign. For a six week campaign you might hold a formative evaluation after three weeks. For a six month campaign you might aim for one after two months, and a further one after four months.

The point is that these are proper evaluative procedures, not just a few people sitting down over lunch and saying 'well I think it's all going very well, don't you?'

These are the sort of questions you'll need to consider.

Overall		
How successful is the strategy?		How reliable and valid is this information?
How far is there a progression from outputs to out-takes to outcomes? What needs to be reviewed?		How even is the spread of progress towards the objectives?
How far is the strategic time-frame being observed so that objectives can be achieved within the final time limits ?		What are the general trends external to the project and what are the implications for the campaign?
Which outputs, out-takes and outcomes are actually being measured?		Have the baseline assessment data been useful? If not, what needs to be added?
Outcomes	Out-takes	Outputs
Have the aims and objectives been sustained? Are the objectives fixed or flexible? Are they going to be reviewed? If so, when? What would be the implications of revising objectives? Should there be a concentration on the most achievable objectives or on key priorities?	How successfully is the campaign reaching its targets? What methods of communication are proving useful and which need revision?	Are you reaching your targets? Are you hitting the deadlines? Have you 'put out' everything that you aimed to? If not, why not? Do you need to revise your targets upwards or downwards?

A Note on Timing

In order for communications to work effectively, a lot of attention has to be focused on getting the message right. But other factors are just as important. Timing is sometimes a major consideration. If trends are favourable (for example, crime is decreasing) then it is possible to envisage a 'virtuous circle' in which communications can exploit opportunities that might otherwise be unavailable. Similarly the political climate can be helpful, especially if a key politician gives a useful lead.

On the other hand, if social trends or the political climate are unfavourable, you may have to scale back your objectives. These wider, contextual influences will have an effect on the progress of your campaign.

Where to find the facts

Information sources for your formative evaluation can be found in the chart on page 23

Snapshot

In a city a team of people in the public and voluntary sectors are interested in promoting awareness of the needs of prisoners' children in schools. The initiative has come from a group of prisoners' wives who are very concerned about bullying at school.

Having prepared their situation analysis etc etc, they have decided to hold events in a local teacher training college, make sure that guidance documents are available to school staff and parents, design a campaign logo and leaflet, inform the local press, and ensure that the children are acknowledged as children in need in local fundraising and in statutory plans.

The interim assessment shows that the events are well received but guidance documents are not widely shared within schools. The press show fleeting interest and the campaign needs more support from head teachers and the professional education press. Promoting a feature in the national education press about a former prisoner's child who has achieved educational success seems a good way of promoting the message.

SUMMARY

- **A formative evaluation will tell you how well your campaign is progressing.**
- **It will point out where changes in strategy are necessary and give a renewed sense of direction.**
- **You will need to take into account external factors that might affect the objectives or timing of the campaign.**

Journey's End: Results Evaluation

Interior. An office. It is covered with crumpled leaflets, bits of paper, old plastic cups and generally looks like the vandals have been at it. The 'Action on Car Crime' committee are looking tired, but triumphant.

Malcolm: Well, that's it. Five o'clock. Day thirty one. The campaign is ended.

Sarah: One word: 'Phew'.

Malcolm: Well done, Sarah. I think it's all gone very well, don't you?

Sarah: I've certainly done my best.

Julian: I've still got an office full of car stickers.

Sarah: Oh well, never mind. I'm sure we'll find a home for them.

Malcolm: Speaking for myself, I'm very pleased with how it's gone and I'm sure the trustees will think it very good value for money.

Aruna: How much did it cost, then?

They all look at each other.

Malcolm: Umm... well, we'll sort that out later. I mean, if I have a criticism it would have been nice to have seen a little more press coverage... especially after sending out all those flaming press releases.

Julian: Well, I'm sorry, but I don't think we made the impact we could have. Nothing against Sarah, but it lacked that little bit of flair. It lacked that bit of pizzazz that something like a promotional CD could have brought to it.

Sarah: *(Starting to get angry)* You're not being very lovely. I think it went very well.

Aruna: Now, now, let's wait a while shall we? I don't think now is the time to assess the campaign. What we should do is collect all the information we can and then evaluate it carefully.

Malcolm: Good idea. I don't suppose you'd organise that, would you?

Aruna: No. At least, I think we ought to get someone in. Look, if any of us do it, we won't be objective. Sarah will think it's all lovely, Julian will rattle on about his CD, you'll just talk about the media and I'll just be boring about statistics. So I think we should get someone in to help us evaluate it.

Malcolm: Yes. You're right. *(Pause)* I wonder if we could pay them in car stickers?

See Worksheet 5

Results Evaluation

The campaign is over. The dust is beginning to settle. Now is the time to draw breath and take a look at how well it has done.

The aim of a summative evaluation is to give an objective and final account of the impact of the campaign in the light of its intentions, strategies, resources and practices.

Did you achieve what you wanted to achieve? If not, why not? What parts of the campaign worked really well? What parts did not work so well? Were there - perish the thought - any parts of the campaign which were spectacular failures? Did it backfire on you at any point?

One of the most important aspects of an effective summative evaluation is to make sure that it is not a personal attack. Too often evaluations are not so much an attempt to learn lessons, but rather an attempt to pin the blame on someone.

Overall

Was any evidence-based model for the campaign identified?

If not, what were the principles (ethical and practical) that were used to guide the campaign? Were these put into practice?

Did the campaign work within the envisaged time-frame?

Were the objectives sustained, revised or altered significantly? What were the reasons for any changes?

What were the strategies? How far were they implemented?

Outcomes

Who were the stakeholders – especially the beneficiaries – of the campaign?

What has happened to them? Has their situation changed in ways that the campaign wished? Are there any who have lost out, and might some have been disadvantaged by the campaign?

Compared with baseline, what significant measures have been taken? How reliable and valid were the measurements? How far do the measurements support claims about the success of the campaign?

Out-takes

How successfully did the campaign reach its targets?

What methods of communication turned out to be effective?

Were there any problems in reaching the target audiences?

Outputs

What kinds of output proved to be the most useful?

How much was actually achieved in terms of output?

Were there any problems with delivery, production or timing?

Snapshot

A local probation group decided to launch an information campaign to increase confidence in community sentences by providing information to sentencers over a period of one year.

Their outputs included:

- A video and brochure on community sentences
- Information sheets
- Visits by sentencers to community service projects
- Enforcement courts to deal with breaches in community sentences
- PR consultancy
- A local visit by the minister responsible for probation

The sources they referred to, with regard to the success of the outcome included:

- Views of sentencers and probation officers
- Court records for six of the last seven months of the project (excluding December so as to avoid distortions over the Christmas period)

The outcomes included:

- Improved Magistrates' satisfaction with the supervision and enforcement of community penalties
- Significant rise in the proportion of offenders being fined or given community sentences at the Crown Court and a decrease in the proportion imprisoned, but no clear evidence for the Magistrates' Courts.
- Better communication and improved relations between the Probation Service and sentencers (but effects on sentencing practice were limited.)

SUMMARY

- A results evaluation will give a final account of the success or failure of the campaign.
- It aims to identify which parts worked well, and which parts didn't.
- It aims to present an objective picture.

Where to find the facts

Information sources for your results evaluation can be found in the chart on page 23

Learning Lessons: Review Evaluation

Interior. An office. Six months later and we are once again at the management committee meeting of 'Action on Car Crime'.

Malcolm: Now, item three on the agenda. Next year's campaign. Sarah - over to you.

Sarah: Yes, well, I thought it would be lovely if we could do a campaign sort of thingie, you know, with some scrummy leaflets and maybe some super advertising, and then some stuff to give away as well.

Malcolm: *(Pause)* Like last year, you mean?

Sarah: Pretty much, yes. I mean that worked well didn't it? That report thingie said so. I can't remember all the details.

Julian: It concluded, if I remember right, that there was a distinct lack of musical input.

Sarah: It only said that in *your* copy of the report. And only because you'd written it in crayon.

Aruna: I think a new campaign is a great idea.

There is stunned silence round the table.

Malcolm: You do?

Aruna: Of course. We're a campaigning organisation. We should campaign.

Malcolm: Right. Well, let's get on and plan it...

Aruna: Providing we learn from last year.

Malcolm: Sorry?

Aruna: We should sit down and learn the lessons from last year's campaign. Find out what we did right and wrong and then we can apply that to any new idea.

Sarah: But we've had the evaluation. That's all done and dusted five months ago.

Aruna: Yes, but we need to learn the principles. I mean what's the point of going through all that if we don't learn anything?

Malcolm: Yes, you're right. I've been thinking that we need to have another look at the evaluation and see what we can learn from last time.

Aruna: *(Resignedly)* I'll go away and prepare a report shall I?

Malcolm: No. I shall personally take on the task.

There is another, even more stunned, silence.

Julian: Are you feeling all right?

Malcolm: Never better. As I recall one of the things to come out of the results evaluation was that I was not hands-on enough in the planning last time. So this time, my hands will definitely be on. In fact, I've got a great idea for the next campaign.

Aruna: You have?

Malcolm: I'm going to run a campaign about not leaving your pets locked up in the car with all the windows closed.

Sarah: Oh. Lovely.

Aruna: Umm... is that really our area of operation?

Malcolm: Not strictly, no. But we've got to do something with all those promotional inflatable nodding dogs that we've got left over from last time.

Julian: Good idea. I could do a hip-hop version of 'how much is that doggie in the window?'

Sarah: And I could order some new car stickers!

They rush out excitedly.

Aruna: I feel a situation analysis coming on...

Review Evaluation

See Worksheet 6

One of the main points of evaluation is to learn lessons for the future. A results evaluation attempts to assess whether or not you hit your targets. A review evaluation attempts to learn from the campaign so that in the future you can replicate the good things and avoid the bad.

One of the key factors in a review evaluation is to take account of the context of the campaign – the political and social background against which the campaign operated.

An attempt should also be made to distinguish the unique contribution of your campaign. This can be very complicated – in a complex world of interlinked initiatives it is not easy to evaluate what your role was. Changes come about for various reasons. Some changes will be historical, the product of changing times and critical events; some will be traceable to local and particular causes.

In any campaign review, therefore, there will be a degree of unevenness, with gaps and overlaps that defy rational order. Nevertheless, as far as possible, the whole campaign should be evaluated in retrospect, from its starting assumptions right through to the final results.

The aim is to give an account of the ‘whole thing’, one that ‘joins up’, and which makes decent sense of, everything that has emerged from the different data collections generated by a project.

Where to find the facts

Information sources for your review evaluation can be found in the chart on page 23

Overall		
<p>What was the local/regional/national context of the campaign? Were there any events which affected it? How did competing messages from press, media, politicians, and community groups affect its success or failure?</p> <p>Are there any common themes in these findings?</p>	<p>What has been learned about the usefulness of previous theories, assumptions and ideas? What has been the cost of the campaign and was it cost-effective?</p> <p>What has been the contribution of volunteers and part-time staff? Have there been subsidies?</p>	
Outcomes	Out-takes	Outputs
<p>What changes have been observed?</p> <p>How do the outcomes compare across different sampling points (e.g. different geographical areas or target groups) or across projects?</p> <p>What could account for differences?</p>	<p>What did the targets really believe and value? How did they react to the campaigns, and why?</p> <p>How many of the targets were reached?</p> <p>Were some messages redundant?</p>	<p>What has been done to try to reach the different audiences?</p> <p>What kinds of output was most successful?</p> <p>Were there difficulties in production or dissemination? Can these be reduced or explained?</p>

Snapshot

After a newspaper argues that murderers of a child should be executed, a campaign team decides to challenge this proposal. Avoiding the temptation to leap straight in, they first perform a situation analysis, set careful goals and objectives, and then launch their campaign. First of all, journalists on rival newspapers are lobbied by the team with some success. A former probation officer is interviewed about an historical case and this story features in a range of local media. A BBC series on miscarriages of justice appears half way through the campaign.

However, the investigation of a grisly case of murder (not of a child) then preoccupies the press for several weeks. The case for limited restoration of the death penalty is no longer being put.

The issue for an evaluation is complicated: is the silence of the press on the issue the result of the campaign, the BBC intervention, the refocusing of press attention on another type of case, or the natural petering out of the issue?

SUMMARY

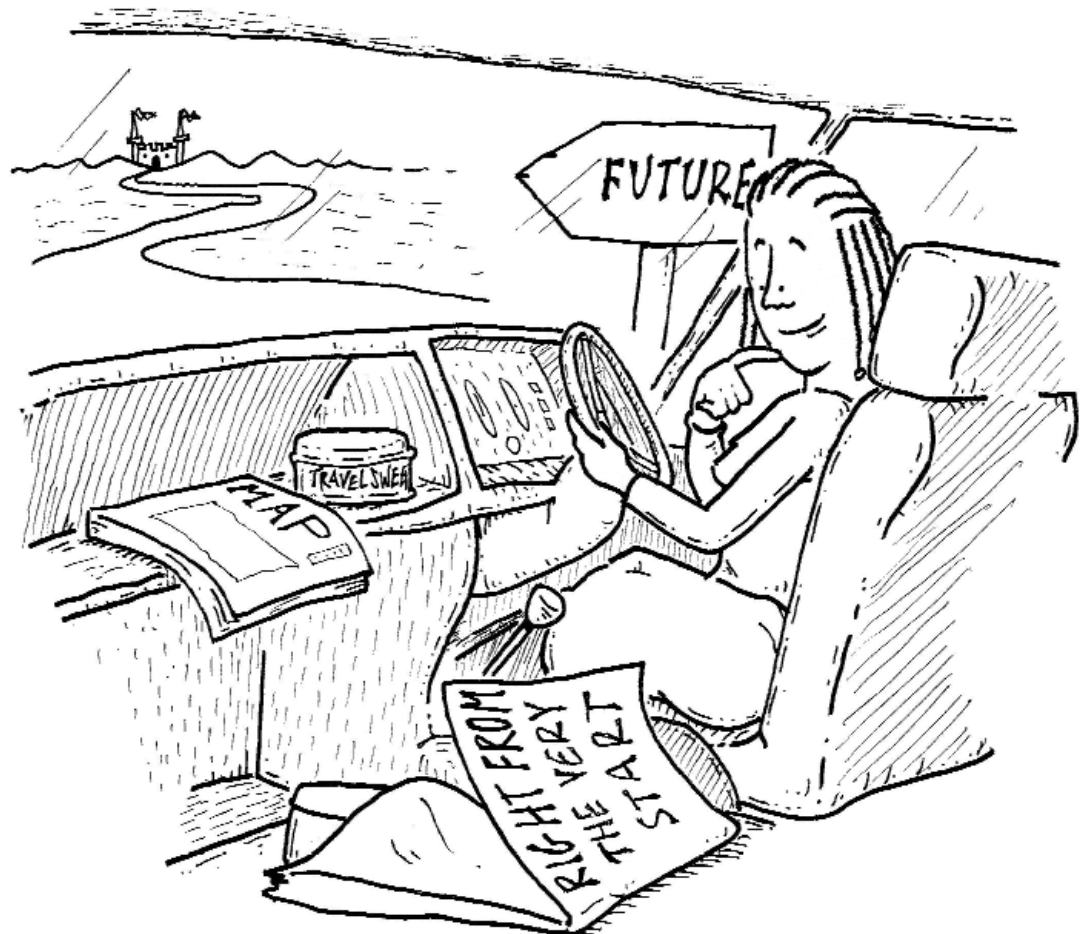
- A review evaluation aims to learn lessons for the future.
- It aims to take into account the context of the campaign – the political and social background against which the campaign took place.
- Its aim is to present a joined-up picture which can inform future campaigns.

Sources of Information

Where do you find the information and data to inform your evaluations? Here are some information sources and the types of evaluation for which they will be most useful.

	Situation Analysis	Goal Setting	Formative Evaluation	Summative Evaluation	Review Evaluation
Interviews, Discussion, Focus Groups					
With target groups	●		●	●	
With sponsors	●	●	●	●	●
With beneficiaries	●	●	●	●	●
With staff	●	●	●	●	●
Organisational Information					
Organisational Literature	●	●			
Internal documents on aims and values	●	●			
Comparison with previous campaigns		●	●		●
Costs and Financial Information		●		●	
Output Data					
Website hits and messages			●	●	
Press releases.		●	●		
Observation of places serving as distribution points		●			
Events and attendance figures			●	●	
leaflets or products distributed			●	●	
Response Monitoring					
Feedback from target groups, e.g. phone calls, letters, emails, etc.		●	●		
Demand for the service or information			●	●	
Opinion Polls	●	●	●	●	
Feedback from service-users			●	●	
Press and media coverage			●	●	●
Key contacts			●	●	
General Information					
Official information, e.g. government statistics	●	●		●	●
Information from other agencies		●			
Campaigns by other agencies or on other topics	●	●		●	
Contextual information, e.g. general news stories, etc	●				●
Other Sources of Data					

WORKSHEETS



Worksheet 1: The Campaign

For help with this worksheet, see p.8 of the manual.

1 What is the idea of the Campaign?
What is the theme and the overall purpose?

2 What records will help the evaluation?

- What data will help you when you come to evaluate?
Types include internal records, telephone calls, enquiries, website hits, letters, survey results,

data about activity levels, demand for resources, production of leaflets, issue of press releases, etc. etc.

3 What baseline data will help the evaluation?

- What data will show the situation before the campaign?
Might include survey results, government statistics, local crime statistics, opinion poll data, prison statistics, etc. etc.

4 What evidence from previous campaigns will you use?

- Are there any other campaigns which will serve as a reference point for this one? What models will you be basing your campaign on, if any?

Work Sheet 2: Situation Analysis

Aim: To establish the 'situation' of the campaign - the 'environment' in which the campaign will take place.

For help with this worksheet, see p.9-11 of the manual.

The Stakeholders

<p>5 Who are the Sponsors?</p>	<ul style="list-style-type: none">• Who is sponsoring the campaign?• Who is it coming from?• How are they perceived by the target audience?• Are they familiar to the target audience?• What kind of reputation do they enjoy among the targets?
<p>6 Who are the Channels?</p>	<ul style="list-style-type: none">• What channels are you aiming to use?• Would individuals or spokespeople aid the campaign?• What kinds of media channels are you going to target?• What are the best sources for getting your message across?
<p>7 Who are the Beneficiaries?</p>	<ul style="list-style-type: none">• Who are the potential beneficiaries of the campaign?• Who are the groups that at present get an unfair deal?• How do they compare with other groups that are needy?• What makes them special, if anything?• What do they have in common with other excluded or disadvantaged groups?• How are they perceived? Is there a stigma attached to them? Can this be challenged in the campaign?• What potential presentational pitfalls are there?• How are you going to consult with beneficiaries about the campaign?

8

Who is the Target Audience?

- How is it defined?
- Where is it?
- How much knowledge does it have about the campaign topic?
- How does it acquire such knowledge?
- What are its beliefs and attitudes? Do these change?
- How open is it to new ideas?
- How important to the audience is the topic?
- What benefits could it derive from new beliefs?
- Which of its actions and decisions are significant for the campaign?
- Are there key subgroups which should be targeted as priorities?
- How can the message reach the target group? To which messages does it give attention and why?

Reference Groups

- Who are the people that it thinks about before it changes its opinions or actions?
- Outside the group, who are the influencers?
- Whose opinions have key significance for it?
- Inside the group, who are its opinion leaders?

9

Previous Campaigns

- Is it similar to previous campaigns?
- How much change can be predicted on the basis of previous attempts?
- Is there any measurement of what a previous campaign has achieved?
- Is there a baseline from which to measure change?
- How much time is likely to be needed to effect a measurable change?
- What elements of previous campaigns will play a part here?

Work Sheet 3: Objectives

Aim: To set targets and objectives for your campaign.

For help with this worksheet, see p.12-14 of the manual.

10 Outcomes - Getting Your Message Acted Upon

- What actions do you want people to take as a result of your campaign?
- What changes do you want to see – and in what areas?
- What measurements can be applied to these outcomes?

11 Out-takes - Getting Your Message Heard

- What message do you want people to take from your campaign?
- Are there key arguments you want to get across?
- What key facts do you want them to understand?

12 Outputs - Getting Your Message Across

- What types of marketing methods are you going to use (e.g. leaflets, adverts, promotional items, exhibitions, press releases, press releases, websites, mailshots, speaking to community groups, etc.)
- What quantities of output are you going to need?

13 Timing & Cost

- How long will the campaign need to be to achieve these targets?
- What is the budget? What is the cost per person reached?

Work Sheet 4: Midway Evaluation

Aim: To monitor the progress of the campaign

For help with this worksheet, see p.15-17 of the manual.

Objective (List from worksheet 3)	Progress	Source of Data	Action
14 Outcomes			
15 Out-takes			
16 Outputs			

Overall

- How well are you meeting your objectives? Should they objectives be changed?
- Do you need to change your strategy or approach?
- Should there be a concentration on the most achievable objectives or on key priorities?
- How well are outputs turning into out-takes and outcomes?
- Are you on schedule? How likely are you to achieve your objectives within the final time limits ?
- Are you in budget? Are some areas more expensive – or cheaper – than you imagined?
- How even is the spread of progress towards the objectives?
- What are the general trends external to the project and what are the implications for the campaign?

Outputs/Out-takes/Outcomes

- How successfully have the outputs been in reaching the target groups?
- Which groups are not aware of the message? What are the reactions of consumers?
- What methods of communication are proving useful and which need revision?
- Have the baseline assessment data been useful? If not, what needs to be added?
- Which outputs, out-takes and outcomes are actually being measured? How reliable and valid is this information?
- Are there any problems with the production or delivery of outputs

Work Sheet 5: Results Evaluation

For help with this worksheet, see p.18-19 of the manual.

Aim: To find out if the campaign worked.

Objective	Was it achieved? If not why not?	Evidence
17 Outcomes		
18 Out-takes		
19 Outputs		

- How far have the campaign objectives been achieved?
- How successful has the strategy been?
- Who were the beneficiaries of the campaign? Has their situation changed in ways that the campaign wished? Have any lost out or been disadvantaged by the campaign?
- How successfully did the campaign reach its targets?
- Were there any problems in reaching the target audiences?
- What kinds of output proved to be the most useful?

- How much was actually achieved in terms of output?
- Were there any problems with delivery, production or timing?
- What effect has the campaign had, measured against baseline data? What baseline data was measured?
- Did the campaign work within the envisaged time-frame?
- Were the objectives sustained, revised or altered significantly? What were the reasons for any changes?
- What were the strategies? How far were they implemented?

Work Sheet 6: Review Evaluation

Aim: To find out what lessons can be learned for the future.

For help with this worksheet, see p.20-22 of the manual.

20 What are the lessons to be learned from this campaign?

- What has been especially effective? And what has been least effective?
- What has been efficient? What has been inefficient?
- What external trends have occurred that are relevant to the campaign?

- How far was there a positive change in the beliefs and knowledge of the target groups and the stakeholders?
- How successful has the campaign been in progressing towards its objectives?
- If you were doing it again, what would you do differently?