NDOH KNOWLEDGE HUB

Applying Best-in-Class Measurement,
Evaluation and Learning Frameworks
for RCCE National Campaigns

Global partners:

OPENING

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

The importance of:

- A comprehensive and fully executed MEL plan for RCCE national campaigns

- Understanding impact

- The extraction of learning

- Linking learnings to broader Social Behaviour Change & Communications programs (beyond a pandemic or emerging health threat)

DR LESLEY BAMFORD

SA National Department of Health Specialist: Child, Youth & School Health

- *Pediatrician*
- *Technical oversight for SA's Child, Youth and School Health Programme*
- *Co-ordinated service delivery component of COVID-19 Vaccine roll-out*
- *Lead for Case Management on COVID-19 National Incident Management Team*

AGENDA

Applying Best-in-Class MEL Frameworks for RCCE National Campaigns

		Presenter	Role	Organisation
1.	SBCC MEL Framework Development	Jacqui Greeff	Strategic Marketing SME	Project Last Mile
2.	SBCC MEL Framework Implementation	Camilla Osborne	Strategic Communications Lead	Project Last Mile
3.	Case Study	Jacqui Greeff	Strategic Marketing SME	Project Last Mile
4.	Donor's Perspective	Joe Tayag	Provincial Advisor	USAID
5.	Q&A	Foster Mohale	Acting Head of Communications	NDoH
6.	Closing	Jacqui Pienaar	Chief of Party Next Mile Mzanzi	Project Last Mile

OBJECTIVES

To present the **MEL principles** underlying successful SBCC campaigns, including the development and implementation of a best-in-class **MEL framework**.

To share a **case study** illustrating the application of this MEL framework, and how to identify the **right metrics** and **evaluate success**.

To discuss **potential applications** of the recommended framework for NDOH health priorities with key stakeholders.

JACQUI GREEFF

Project Last Mile

Strategic Marketing Subject Matter Expert

- *ex-Head of Marketing for SA business unit of Beverage Multinational*
- *Qualified Research Practitioner*
- *Post-graduate Lecturer on Marketing, Communication, Brand Building, Channel and Media Strategy*
- *CMO Council Advisory Board Member*
- *Examiner on UCT's Graduate School of Business executive MBA Program.*

1. SBCC MEL FRAMEWORK DEVELOPMENT

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- Key considerations

- Objectives alignment

- Value Chain & Impact process map

- The Metrics Map

KEY CONSIDERATIONS

X Reactive or retrospective → Be **proactive** and strategic

X Single reporting point post campaign → Prepare to **learn throughout** your MEL implementation

X 'Light' MEL → Demonstrate your **evidence-led mindset** with a rigorous framework

X A select number of data points → Accommodate quantitative AND qualitative inputs –**humanized data**

X Variable approaches → Commit to a **master framework** for your organization while allowing for **customization** per campaign

X Tick the MEL box → Think of MEL **beyond compliance**, using it to inform better decision making during and after your campaign

X MEL as a campaign add-on → Use your **Theory of Change** as your **context**, specifically measuring the change your campaign is designed to create.
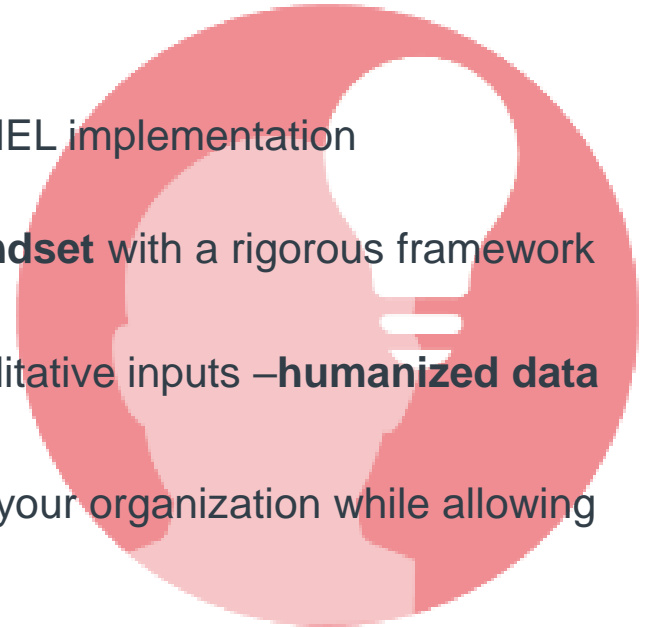
OBJECTIVES ALIGNMENT

Aligning your MEL framework with 2 tiers of objectives:
PROGRAM/ meta
PROJECT/ specific
Always with focus on eventual impact

For example:

1. program level

	Effectiveness: Lives Reached
	Efficiency: Health System Strengthening
	Partnerships Sustainability and Scale

2. campaign level

	Awareness: To improve awareness of (X)
	Motivation: To shift intent towards (X)
	Action: To deliver (X) number of the chosen health intervention

Checklist

1. Does my framework address my organisation's broader objectives AND the objectives set for this campaign?

PROCESS MAP

1. SBCC MEL FRAMEWORK DEVELOPMENT

PHASE	DESIGN		DATA COLLECTION		OUTPUTS	
	PROPOSAL	**INCEPTION**	**MONITORING**	**EVALUATION**	**LEARNING**	**REPORTING**
TIMEFRAME	PROJECT SCOPING	PROJECT START	QUARTERLY/ MONTHLY	PROJECT START – PROJECT END+	QUARTERLY/ MONTHLY, PROJECT END	QUARTERLY/ MONTHLY, PROJECT END
ACTIVITIES	**Discussion** to: ✓ Align on goals / deliverables ✓ Develop preliminary theory of change ✓ Develop preliminary evaluation plan ✓ Budget for MEL activity	**Workshop(s)** to: ✓ Align on goals / deliverables ✓ Select program indicators ✓ Agree data collection methodology & plan ✓ Determine external evaluation req. ✓ Develop monitoring template	**Regular check-ins with M&E** **Data collection** **Monitoring reports submitted**	**Evaluations to measure impact**	**Periodic, facilitated discussion to assess project progress** **End-of-project review**	**Project reports:** ✓ Routine internal and external ✓ Impact reports and case studies

IMPACT CHAIN

The Impact Chain

REACH	AWARENESS	ENGAGEMENT	RESONANCE	INTENTION	ACTION
• Saw/ heard the message	• Familiar with message	• Interacts with message	• Attitude shifts	• Motivated to change behavior	• Executes and repeats behavior

Key Indicators

#% saw/heard	#% recall #% understand	#% reads / listens / likes #attends event/s	#% finds message credible #% believes in message	#% wants to change behavior #% plans to change behavior	#% demonstrates desired behavior

THE METRICS MAP

GOAL
to structure your measurement and monitoring plan against the type of impact you're aiming to achieve, ensuring a balance across relevant parts of the impact zone.

1. What **channels** are we monitoring? eg radio
2. What **data sources** will we use to ensure that impact is measured in all areas relevant to objectives? eg a survey
3. What **metrics** will we monitor for each data source?
4. What **type of impact** does each performance metric deliver?

DATA BASED ON:	PERFORMANCE METRIC EXAMPLES	IMPACT ZONE COVERAGE					
		REACH	AWARENESS	ENGAGEMENT	SENTIMENT	INTENTION	ACTION
Radio performance	Listenership (audience reach)	?	?	?	?	?	?
TV performance	Viewership (audience reach)	?	?	?	?	?	?
Digital performance	Impressions	?	?	?	?	?	?
	Completed video views, video completion rate	?	?	?	?	?	?
BTL/ activations performance	Number of individuals who participated in the promoted health program	?	?	?	?	?	?
Activation surveys	Message noting	?	?	?	?	?	?
	Claimed relevance	?	?	?	?	?	?
Post campaign Survey	Campaign noting and recall	?	?	?	?	?	?
	Shift in awareness and knowledge about the health issue, relative to the Baseline Survey	?	?	?	?	?	?
	Claimed intention to participate in the promoted health program	?	?	?	?	?	?

THE METRICS MAP

EXAMPLE: Type of impact each performance metric is likely to deliver

DATA BASED ON:	PERFORMANCE METRIC EXAMPLES	IMPACT ZONE COVERAGE					
		REACH	AWARENESS	ENGAGEMENT	SENTIMENT	INTENTION	ACTION
Radio performance	Listenership (audience reach)	■	■				
TV performance	Viewership (audience reach)	■	■				
Digital performance	Impressions	■	■				
	Completed video views, video completion rate			■			
BTL/ activations performance	Number of individuals who participated in the promoted health program						■
Activation surveys	Message noting			■			
	Claimed relevance				■		
Post campaign Survey	Campaign noting and recall	■	■				
	Shift in awareness and knowledge about the health issue				■	■	
	Claimed intention to participate in the promoted health program					■	

THE METRICS MAP

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		REACH	AWARENESS	ENGAGEMENT	SENTIMENT	INTENTION	ACTION
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Digital performance	Impressions	■	■				
	Completed video views, video completion rate			■			
BTL/ activations performance	Number of individuals who participated in the promoted health program						■
Activation surveys	Message noting			■			
	Claimed relevance				■		
Post campaign Survey	Campaign noting and recall	■	■				
	Shift in awareness and knowledge about the health issue				■	■	
	Claimed intention to participate in the promoted health program					■	

C	CREDIBLE	Validity, reliability
A	ACTIONABLE	Will inform decision making
R	RESPONSIBLE	Appropriate use of funds
T	TRANSPORTABLE	Will generate learning, be replicable

Checklist

1. Does my framework address my organisation's broader objectives AND the objectives set for this campaign?

2. Do we have sufficient indicators per relevant impact category? (minimum 1 each)

3. In setting targets, have we recognised that targets could be variably weighted, depending on how they relate to each objective and desired outcome?

4. Does my emerging MEL framework meet C.A.R.T requirements?

Reference: The Goldilocks Challenge: Right fit evidence for the social sector, Mary Kay Gugerty

2. SBCC MEL FRAMEWORK IMPLEMENTATION

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- Critical steps

- Risks

- Translation into impact reporting

CAMILLA OSBORNE

Project Last Mile

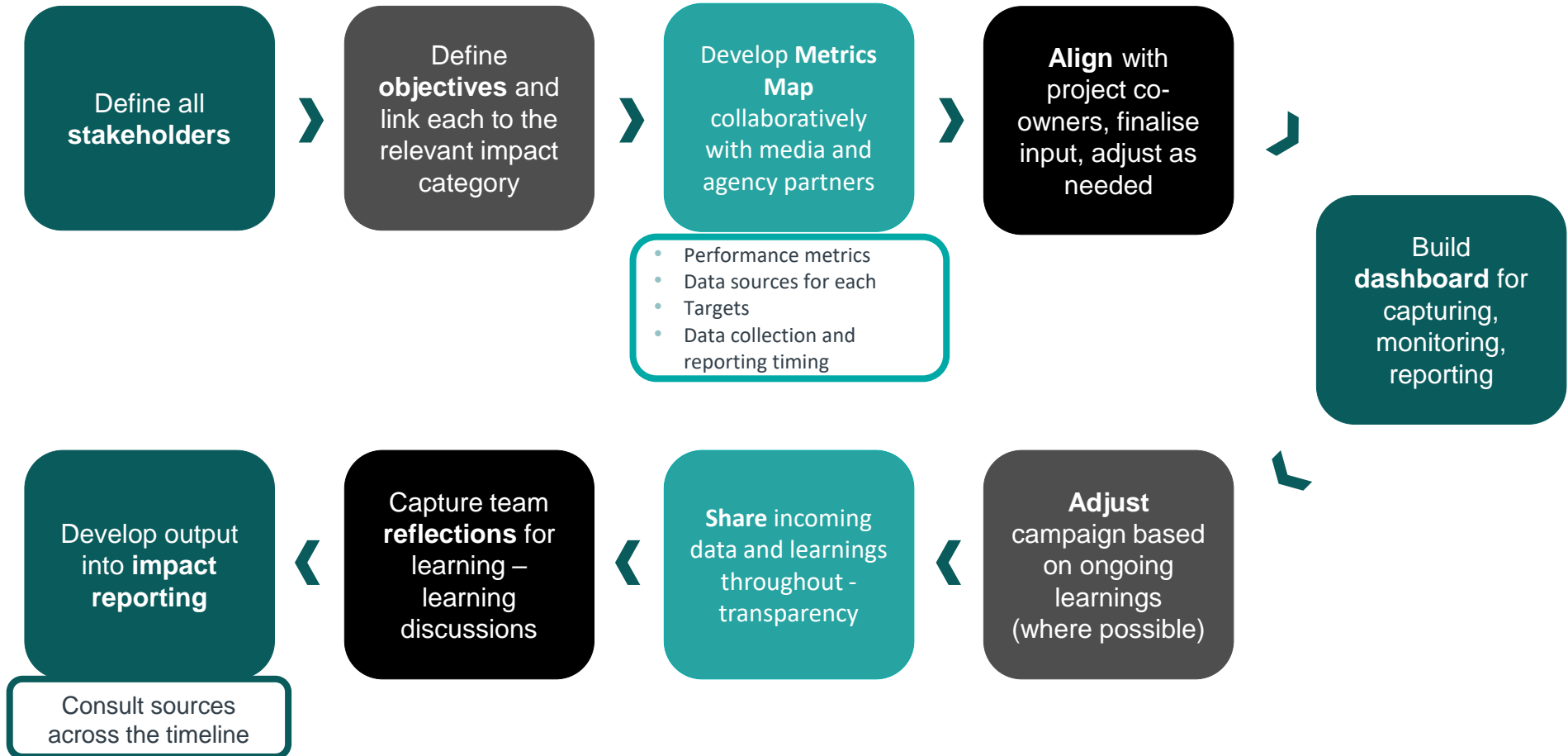**Strategic Communications Lead**

- *Ex-head of Communications for Southern & East Africa business unit for a global beverage business*
- *Accredited and Certified Strategic Communications Management Professional (SCMP)*
- *Chairperson of the International Association of Business Communicators, Africa Region (IABC)*
- *Masters in Environment & Development from the London School of Economics (MSc)*

CRITICAL STEPS

Define all **stakeholders**

Define **objectives** and link each to the relevant impact category

Develop **Metrics Map** collaboratively with media and agency partners

- Performance metrics
- Data sources for each
- Targets
- Data collection and reporting timing

Align with project co-owners, finalise input, adjust as needed

Build **dashboard** for capturing, monitoring, reporting

Adjust campaign based on ongoing learnings (where possible)

Share incoming data and learnings throughout - transparency

Capture team **reflections** for learning – learning discussions

Develop output into **impact reporting**

Consult sources across the timeline

RISKS

2

1

high

IMPACT
low   high

low
CONTROL

4

3

Terms used are not aligned across team

Not aligning with all stakeholders early in process

Chosen data measures don't link to objectives / not clearly defined

Design errors or collection tools produce faulty or incomplete data / conclusions

Digital platform backend not built to capture relevant metrics

An excess of available data

Broader stakeholder environment not fully MEL sensitised

Too little media and/or population data available

Budget

RISKS

2. SBCC MEL FRAMEWORK IMPLEMENTATION

RISKS

2

high

Terms used are not aligned across team

Not aligning with all stakeholders early in process

Chosen data measures don't link to objectives / not clearly defined

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1

low ——————————————— high **IMPACT**

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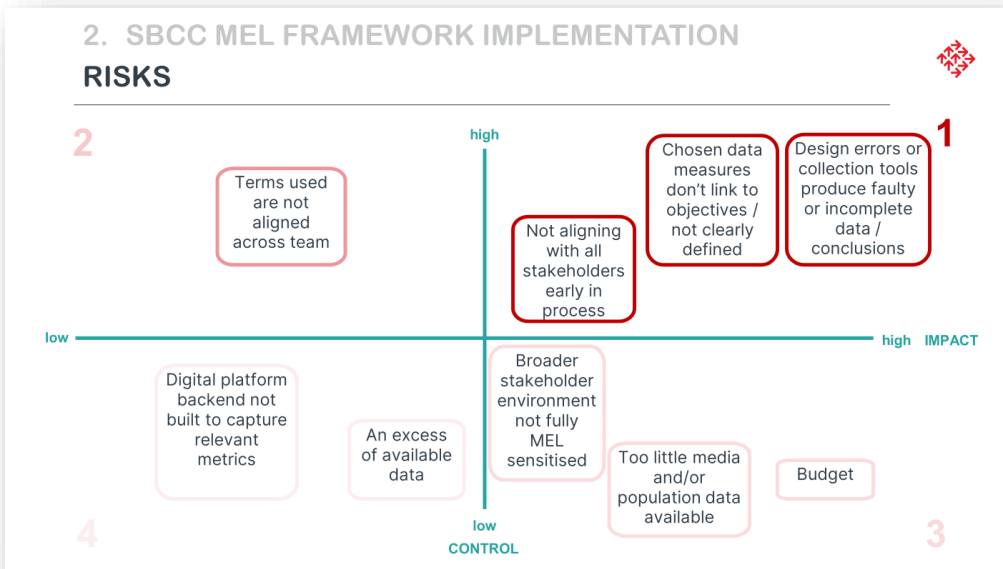Too little media and/or population data available
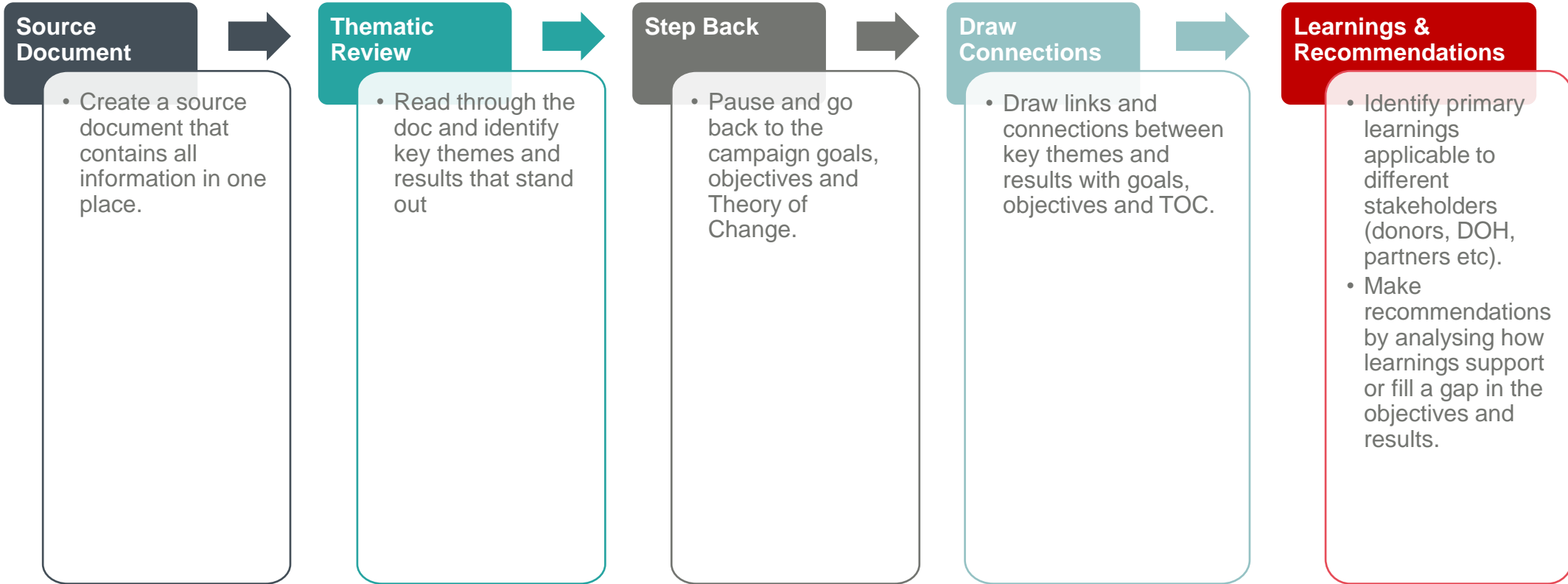
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5. Have we considered and addressed all risk potential, prioritising risks that could have greatest impact and that are within our control?

TRANSLATION INTO IMPACT REPORTING

Source Document

- Create a source document that contains all information in one place.

Thematic Review

- Read through the doc and identify key themes and results that stand out

Step Back

- Pause and go back to the campaign goals, objectives and Theory of Change.

Draw Connections

- Draw links and connections between key themes and results with goals, objectives and TOC.

Learnings & Recommendations

- Identify primary learnings applicable to different stakeholders (donors, DOH, partners etc).
- Make recommendations by analysing how learnings support or fill a gap in the objectives and results.

TRANSLATION INTO IMPACT REPORTING

TO CONSIDER

Adjust report / narrative depending on **audience**.
- Donors may want to focus more on ROI and measurement against targets set.
- DOH partners may want to focus on health impact and recommendations/learnings.

Use **executive summary** as a forcing function.
- It helps to really focus on the key outputs and messages of your campaign's impact.
- Consider creating an infographic / visual graphic to summarize the campaign to facilitate engagement and appeal to a wider audience.

Don't just pull out the successes.
- Share what could be **improved upon** and weave that into learnings and recommendations.

POSSIBLE SECTIONS

- ❖ Executive summary
- ❖ Introduction and background to campaign
- ❖ Campaign overview (goals + objectives)
- ❖ Campaign materials
- ❖ Media or SBCC activities
- ❖ Results (traditional media, digital media, social media, surveys and findings, health delivery, etc.)
- ❖ MEL framework
- ❖ Impact summary – against objectives and goals etc
- ❖ Key learnings
- ❖ Key recommendations
- ❖ Next steps (if applicable)
- ❖ Links to assets, resources, tools, etc

3. CASE STUDY

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- Illustration of development and implementation

- Lessons learnt

JACQUI GREEFF

Project Last Mile

Strategic Marketing Subject Matter Expert

COVID-19 VULNERABLE POPULATIONS
'YOU'VE GOT THIS' CAMPAIGN

ABOVE-THE-LINE

Primary focus
Mass media
National

BELOW-THE-LINE

Pilot/ test
Activations
Select areas

Objectives

- To increase **knowledge** of the importance of COVID-19 vaccination and booster amongst people with chronic illnesses and people who are 50+ years old **(AWARENESS)**

- To shift **vaccination intent** amongst people with chronic illnesses and those who are 50+ years old **(MOTIVATION)**

- To **increase incidence** of people with chronic illnesses and those who are 50+ years old getting fully vaccinated and continuing their booster schedule **(ACTION)**
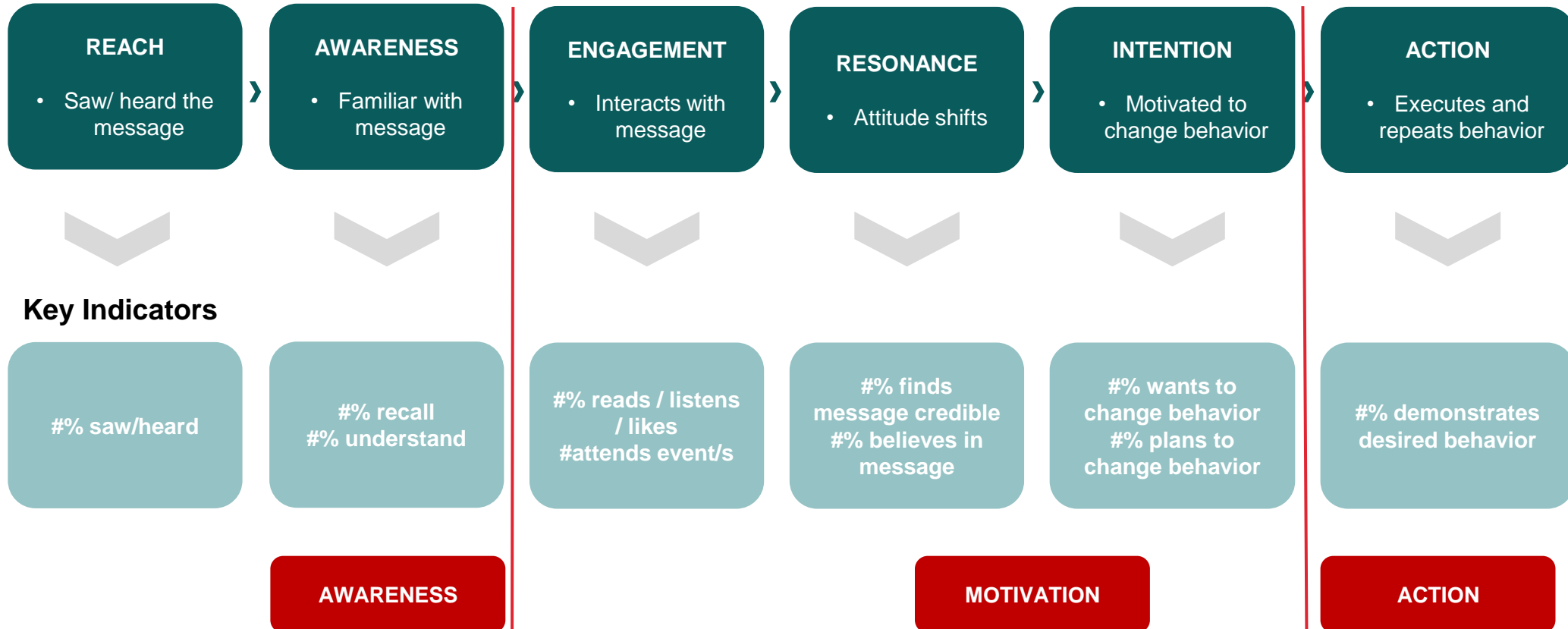
Channels & Touchpoints

- TV
- Radio
- Press
- Out of Home

- Digital
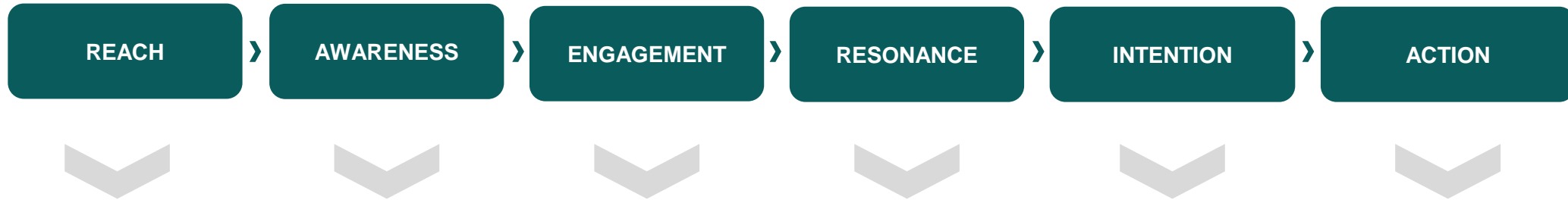- In clinic screens
- Activation promo material

HE'S HANDLING HIS CHRONIC CONDITION. SO ARE YOU. NOW HANDLE COVID-19 AND GET VAXED HERE TODAY. *You're got this*

DEVELOPMENT ILLUSTRATED

The Impact Chain

REACH	AWARENESS	ENGAGEMENT	RESONANCE	INTENTION	ACTION
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Key Indicators

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AWARENESS

MOTIVATION

ACTION

DEVELOPMENT ILLUSTRATED

> We built our framework to ensure that key questions would be answered:

| REACH | › | AWARENESS | › | ENGAGEMENT | › | RESONANCE | › | INTENTION | › | ACTION |

Campaign Outcomes

REACH	AWARENESS	ENGAGEMENT	RESONANCE	INTENTION	ACTION
Did the campaign reach target populations? Did the campaign reach key messengers /influencers? What channels were most effective?	Was the campaign memorable? Was key information (including vaccine registration and site location) communicated clearly and remembered?	Did volume of conversation increase? What types of messages / messengers most effective for key populations?	Did the campaign shift sentiment re: - Complacency/risk perception? - Convenience/ perceived ease of getting the vaccine? - Confidence/ perception of vaccine risks/safety?	Did target populations plan to get vaccinated?	Did target populations get vaccinated?

IMPLEMENTATION ILLUSTRATED

METRICS MAP DATA SOURCES EXAMPLES

MEDIA METRICS	OTHER SOURCES	
Above the Line	National Campaign Baseline Survey	Activation Implementation
Digital	National Campaign Post-Campaign Survey	Activation Surveys

COMPLETED METRICS MAP- DIGITAL EXAMPLE:

Channel	PERFORMANCE METRIC	TARGET	ACHIEVED	IMPACT ZONE					
				reach	awareness	engagement	sentiment	intention	action
Viu	Impressions	675,000	1,414,507	🟥	🟥				
	Clicks	1,000 – 1,600	8,090			🟥			
	CTR	0.15% - 0.25%	0.55%			🟥			
	CPM	R275	R200		🟥				
	Completed Video Views	607,500	1,356,810			🟥			
	Video Completion Rate	90%	95.04%			🟥			
DStv NOW	Reach	75,000 – 83,000	94,961	🟥	🟥				
	Impressions	250,059	284,883		🟥				
	Frequency	3	3		🟥				
	Video Completions	** depending on video starts	57,984			🟥			
	Video Completion Rate	80% - 95%	21.95%			🟥			
	CPM	R550	R529.75		🟥				

legend

- 🟩 Above Target
- 🟧 On Target / Just Below
- 🟥 Under Target

IMPLEMENTATION ILLUSTRATED

COMPLETED METRICS MAP- MASS MEDIA EXAMPLE:

3. CASE STUDY

Channel	DATA SOURCE	FREQUENCY/ TIMING OF DATA COLLECTION	PERFORMANCE METRIC	TARGET	ACHIEVED	IMPACT ZONE					
						reach	awareness	engagement	sentiment	intention	action
TV: Generics	Transmit (Telmar)	Weekly (7 days in arrears)	Viewed (Reach %)	52%	52.9%						
TV: Lower 3rd straps	Transmit (Telmar)	Weekly (7 days in arrears)	Viewed (Reach %)	36%	34,8%						
TV: Whisper Media	Transmit (Telmar)	Weekly (7 days in arrears)	Viewed (Reach %)	49%	48.3%						
TV: Clinic Network	Clinic Network	Monthly	Clinic visits	500 000 monthly	517 000						
Radio: ALS & Regional	RAM Data (BRC)	Monthly	Listenership (000's)	3 673 000	3 571 326						
Radio: Community	Station listenership	Monthly	Listenership (000's)	830 000	1 327 000						
OOH: Sebenza Wi-Fi	Sebenza	Weekly	Impressions	298 214	576 238						
OOH: Citilites	Road Data	Monthly	Road site VACs	1 339 985	2 233 617						
OOH: Transit TV & Rank TV	Transit TV & Rank TV	Monthly	Total monthly audience	3 300 839	5 621 678						
Community Press (awareness)	ABC	Monthly	Paper print order reach potential	270 762	270 762						
Community Press (activation message)	ABC	Monthly	Paper print order reach potential	270 762	270 762						

legend

Above Target
On Target / Just Below
Under Target

DEVELOPMENT ILLUSTRATED

CAMPAIGN IMPACT OVERVIEW

SOURCE		REACH	AWARENESS	ENGAGEMENT	SENTIMENT	INTENTION	ACTION
Media results	TV	🟩	🟩				
	Radio	🟩	🟩				
	Out of Home	🟩	🟩	🟩			
	Press	🟩	🟩				
	Digital	🟩	🟩	🟩			
	Social Media	🟩	🟩	🟩			
Post campaign survey	Noting level	🟧	🟧				
	Liking			🟩			
	Relevance				🟩		
	Motivation			🟩	🟩	🟩	
Activation survey	Noting level			🟩	🟩		
	Liking			🟩	🟩		
	Relevance				🟩		
	Motivation					🟩	
Activation results	Vaccinations						🟧
	Health services						🟧

DEVELOPMENT ILLUSTRATED
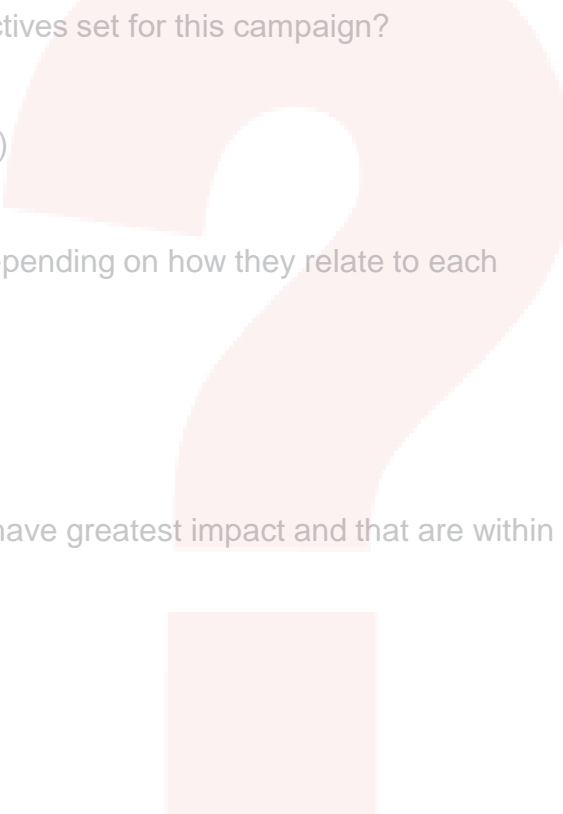
CAMPAIGN IMPACT CONCLUSION

> The 'You've Got This' campaign performed well against its stated objectives, meeting or exceeding all set targets:

Campaign objective	Metric	target	achieved
AWARENESS To increase knowledge of the importance of COVID-19 vaccination amongst people with chronic illnesses and those aged 50+	Media reach	Over 60%	**65%+**
	Campaign noting	Over 50%	**52%**
	Awareness that those with chronic illnesses are at increased risk if COVID-19 is contracted	6% increase over baseline	Average of 9% increase across all 4 measured chronic illnesses
	Knowledge that it is important for vulnerable individuals to vaccinate and boost	6% increase over baseline	**7% increase** over baseline; 51% to 57%
MOTIVATION To shift vaccination intent amongst people with chronic illnesses and those aged 50+	Claimed relevance of campaign message	Above 80%	**86%** Especially amongst TB sufferers at 94%
	Claimed intention to share the messaging	Above 80%	**88%** Especially amongst TB sufferers at 92%
ACTION To increase vaccination incidence	Claimed likelihood to act based on campaign messaging	Above 70%	**78%**
	Vaccinations delivered	100 per event x 10 events	1001

DEVELOPMENT ILLUSTRATED

Checklist

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4. Does my emerging MEL framework meet C.A.R.T requirements?

5. Have we considered and addressed all risk potential, prioritising risks that could have greatest impact and that are within our control?

6. Have we built a balanced list of **data sources**?

7. Are the **targets** we set for each indicator realistic yet ambitious?

KEY PRINCIPLES

Purpose built surveys are important sources of data and contribute to understanding the impact of a campaign

✓ Traditional media metrics give insufficient insight if used alone.

✓ Compiling alternative data sources is essential in fully understanding the impact a campaign has achieved as most media owners or other general sources of data do not capture these campaign specific elements. These add notably to understanding attitude shifts or changes in intent in relation to campaign objectives.

Having an evidence-led strategy increased partner and stakeholder buy-in, and helped to optimize resource allocations

✓ By using data to identify the priority areas to vaccinate, and by applying a consumer-centric approach, we were able to rationalise the strategy and secure rapid alignment and buy-in from stakeholders.

✓ Integrating a MEL framework that supported the campaign objectives, enabled many learnings and recommendations to be extracted, helping to support future campaign engagements and more effective resource allocation.

✓ This also supports the most comprehensive final reading of campaign effectiveness.

JOE TAYAG

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

Provincial Advisory

- *Global health expert in organizational design, healthcare marketing, health systems financing and program management.*
- *Brokered private sector partnership with technology firms service delivery providers, medical device and pharmaceutical companies.*
- *Masters in Health Policy & Management (MSc).*

4. DONOR'S PERSPECTIVE

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- The value of MEL for donors

- MEL links to ROI

5. YOUR QUESTIONS &/OR COMMENTS

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- Potential applications?

- Any builds?

- Any challenges?

- Input for continued improvement.

FOSTER MOHALE

**NATIONAL DEPARTMENT OF HEALTH
ACTING HEAD OF COMMUNICATIONS**

6. CLOSING

BEST-IN-CLASS MEL FRAMEWORKS FOR RCCE NATIONAL CAMPAIGNS

- Final comments

- Key points in summary

- Closing thought

JACQUI PIENAAR

Project Last Mile

Chief of Party, Next Mile Mzanzi

- *Public health specialist with a background in clinical research, sexual and reproductive health, HIV prevention and treatment, bioethics and statistics.*
- *Fellow at Columbia University and UCLA on HIV prevention and sexual and reproductive health.*
- *MSc, PGC Strategic Management, PGF HIV (Columbia), MPH.*
- *Board member of multiple boards and international TWGs.*

THANK YOU

Best-in-Class MEL Frameworks for RCCE National Campaigns