Designing Community-based Communication Campaigns

MANUAL CONTENTS

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English: www.migrantclinician.org/resource/designing-community-based-communication-campaigns-manual.html

Spanish: www.migrantclinician.org/es/resource/disenando-campanas-de-comunicacion-comunitarias-manual.html

INTRODUCTION

This manual originated out of a partnership between Migrant Clinicians Network (MCN) and the National Resource Center for Refugees, Immigrants, and Migrants (NRC-RIM). NRC-RIM is funded by the U.S. Centers for Disease Control and Prevention to support health departments and community organizations working with refugee, immigrant, and migrant communities that have been disproportionately affected by COVID-19. This manual's purpose is to offer guidance to readers while they create local public health, social change, or social action campaigns for target communities.

The contents of this manual are based on best and promising practices for community-based public health communication campaigns. This manual is based on MCN's experience while executing the MCN and NRC-RIM-originated 'Vaccination Is...' Campaign, an awareness campaign to promote COVID-19 vaccinations.

This manual offers useful steps and supporting materials to use while designing a strategy-informed hyper-local campaign. (This manual is not meant to advise readers on designing mass-communication campaigns, although some best practices for mass communications are similar.) The 'Vaccination Is...' Campaign is used as an example in this manual, and links to campaign materials that support vaccination are provided. However, the manual can be used to support any community-based campaign topic. The campaign and materials are designed to be community-specific, flexible, and completely editable. MCN encourages Campaign Organizers to edit any campaign examples and materials to the specific needs of their own target community. A community-based campaign is most successful with clearly defined goals, objectives, a target audience, and area of impact. In this manual, it is assumed that these categories have already been determined before the start of the campaign project.

Disclaimer: MCN offers the free use of these materials and does not require credit for use of our materials. MCN asks that all efforts supported through our materials be equitable and ethical, and for purposes that do not seek to harm others.

Note: This manual may have future updates. Please check Migrant Clinicians Network's website for updated editions of this manual.

Note: In this manual, readers will find information boxes.
- Yellow Boxes – Section summary
- Blue Boxes – Examples of campaign-design steps
- Orange Boxes – Campaign resources and templates
- Green Boxes – Exercises to enhance the campaign design process

Each of the resources linked within the Orange Boxes are also available in the Appendix.
Many of the templates mentioned are included in ready-to-print form at the end of the Appendix.

'Vaccination Is…' Campaign Overview

Community-based communication campaigns are built in countless ways, and users of this manual are encouraged to create their own campaign structures. However, understanding the structure of MCN's 'Vaccination Is…' Campaign, the primary example used throughout this manual, is helpful.

The purpose of the 'Vaccination Is…' Campaign is to create an organized and powerful effort to expose the community to inspiring and positive COVID-19 vaccine content, promote vaccine access, and to combat community-specific myths and hesitancies. The original campaign was designed, implemented, and tested in Latinx and Haitian immigrant communities by Community Health Workers and MCN staff, using best and promising practices.

The 'Vaccination Is…' Campaign can be used by itself or as part of a larger project or program. The following summary briefly outlines the design process of the 'Vaccination Is…' Campaign and highlights key roles:

- Campaign Organizers (after this referred to as Organizers), along with members of the target community who are experts on the target community's needs (Key Community Members), such as Community Health Workers, assess the needs of their target community in relation to the goals the campaign seeks to accomplish. Key Community Members are necessary if the Organizers are not already part of the target community.
- Based on the assessment, Organizers and Key Community Members define their campaign through choosing campaign objectives, channels, and strategies, and creating or editing materials.
- As a campaign implementation strategy, Organizers and Key Community Members form partnerships with key members, groups, and organizations within the target community (known as Campaign Partners and after this referred to as Partners) to retain their participation in disseminating campaign materials.
- As part of the implementation process, Organizers develop a set of Campaign Asks, which are specific activities Partners are asked to complete by Key Community Members as part of participating in the campaign. These Campaign Asks help to implement the campaign and achieve the campaign objectives and campaign/project goals.
- Partners complete these Campaign Asks over a Campaign Timeline.
- The Organizers and Campaign Experts support the efforts of their Partners and complete other tasks to support the campaign.

Campaign Organizer

The Organizer is the organization or person initiating the campaign design and roll-out process. They are responsible for:

- Organizing the campaign
- Choosing community members to assist with the campaign
- Seeking funds to support the campaign
- Providing technical assistance to Partners

Key Community Member

Key Community Members are members of the target community who are involved in the community and aware of potential Partners. They should be in good standing with the target community. They are familiar with:

- The target audience

- The location the target audience lives in

- Resources in the community which can help the efforts of the campaign

- Customs and norms of the target community.

Campaign Partner

Partners are organizations, groups, networks, businesses, community leaders, or others who are in a unique position to positively influence the campaign's target audience. Partners are usually local community resources whose ideologies are in line with the goals of the campaign. They are respected within the target community. Partners can be essential in small community-level campaigns to successfully disseminate a campaign in a community.

Campaign Ask

A Campaign Ask is a request formed by an Organizer, that is completed by a Partner, which helps meet the objectives and goals of a campaign. In the 'Vaccination Is…' Campaign, Campaign Asks are specific tasks formed by the Organizer with feedback from one or more Campaign Experts. Campaign Experts present the Campaign Asks to Partners, who then complete the tasks to support the campaign. The Campaign Asks are usually completed within a certain timeframe (or in accordance with a Campaign Timeline).

Example: 'Vaccination Is…' Campaign Asks

- Please familiarize yourself with the 'Vaccination Is…' Campaign

- Please disseminate at least one of the 'Vaccination Is…' Campaign print materials during the Campaign Timeline

- Please disseminate the 'Vaccination Is…' Campaign social media materials at least twice a week during the Campaign Timeline

- Please read future emails we send which will include additional Campaign Asks

Evaluation and Design Overview

The 'Vaccination Is…' Campaign materials linked to this manual have been created using best practices in material design. Prior to the campaign-design process, Initial Needs Assessments were completed in target communities (Spanish-speaking Latinx and Haitian Creole-speaking immigrant communities) by Community Health Workers. The assessments measured the needs of the communities regarding their understanding of, and feelings towards, COVID-19 vaccines, as well as key factors in the community including the communication channels they use, their knowledge about the topic, and their predisposition to get vaccinated. IDEO.org, the non-profit design firm that created the design work for the initial materials, also hosted focus groups in various immigrant communities around the United States. These preliminary efforts contributed to the initial material designs. Feedback from MCN staff with decades of experience reaching marginalized communities influenced the final material designs.

The implementation of MCN's initial campaign, along with feedback from participants in MCN-led education and training held with organizations across the United States and Puerto Rico, influenced edits that have been made to the original campaign materials, which are now fully editable to the needs of campaigns for any cause. Also, additional campaign-design, implementation, data collection, and reporting materials for Organizers are now available. The 'Vaccination Is…' Campaign is continually evolving and improving.

While the materials from the 'Vaccination Is…' Campaign have been created using best practices in communication campaign design, we encourage readers to go through the evaluation and design steps mentioned above for their own campaign, in accordance with best practices, to ensure their campaign materials meet their target community's needs.

Staying Organized

While designing a campaign, it is important to stay organized. Tasks need to be completed in a timely manner, and many areas of a campaign may need to be designed at the same time. Additionally, materials and resources will need to be kept track of.

Campaign Organizer Tool
Readers can use MCN's Work Plan Template or another work plan sheet to help stay organized through the design and implementation of their campaign. The template can be edited as needed.

CAMPAIGN DESIGN MAP	
Pre-Campaign Planning	
1. Do you have a project funder, and project goals?	**YES** Please move to step #2
	NO If you would like to learn more about project goals, please see **page 26**.
2. Do you have a clearly defined target audience? Do you have a defined target region?	**YES** Please move to step #3
	NO If you would like to learn more about defining target audiences and regions, please see **pages 11 – 12**.
3. Have you completed a thorough mapping of relevant community resources in your target area? Have you outlined internal resources? Have you outlined external resources? Have you noted the strengths and weaknesses of relevant internal and external resources?	**YES** Please move to step #4
	NO If you would like to learn more about community mapping and how to document internal and external resources, please see **pages 11 – 14**.
4. Have you begun to explore communication strategies and materials for your campaign?	**YES** Please move to step #5
	NO If you would like to learn more about exploring strategies and materials, please see **page 15**.
5. Have you begun collecting photos and/or videos for your campaign? Are you familiar with how to take quality photos and the differences between types of campaign videos? Are you familiar with strategies for identifying subjects and locations in a target community for a community-based campaign? Have you collected participant consent for photos and videos?	**YES** Please move to step #6
	NO If you would like to learn more about collecting media for your campaign, please see **pages 15 – 18**.

CAMPAIGN DESIGN MAP	
6. Have you started planning for how you will document your campaign activities and results?	**YES** Please move to step #7
	NO If you would like to learn more about campaign documentation strategies, please see **page 19**.
7. Have you completed a Needs Assessment or Rapid Needs Assessment within your target community? Are you aware of what a Needs Assessment should measure? Have you summarized and analyzed your Needs Assessment results?	**YES** Please move to step #8
	NO If you would like to learn more about completing and analyzing a community Needs Assessment, please see **pages 20 – 24**.
8. Have you decided on what kind of campaign you are organizing? Are you familiar with the kinds of campaigns there are?	**YES** Please move to step #9
	NO If you would like to learn more about different campaign types, please see **page 25**.
9. Have you chosen campaign objectives? Are you aware of the purpose of objectives for a campaign? Do you know how to choose campaign objectives?	**YES** Please move to step #10
	NO If you would like to learn more about campaign objectives and how to choose them, please see **pages 26 – 28**.
10. Have you chosen campaign communication channels? Are you aware of the different kinds of channels that are available to choose from? Do you know how to choose channels based on a community needs assessment and staff capabilities?	**YES** Please move to step #11
	NO If you would like to learn more about campaign communication channels, and choosing channels that fit your community and resources, please see **pages 29 – 31**.
11. Do you have a comprehensive campaign strategy? Have you chosen tactics for your campaign? Do you know how to include your target community in your campaign as Campaign Partners? Are you aware of the different kinds of tactics available to you and their distinction from channels? Have you reviewed and finalized your tactic and channel choices?	**YES** Please move to step #12
	NO If you would like to learn more about campaign strategy, choosing tactics, incorporating Campaign Partners, and reviewing and finalizing your tactic and channel choices please see **pages 32 – 37**.

CAMPAIGN DESIGN MAP	
12. Have you chosen what materials you will use in your campaign? Have you tested and evaluated your chosen materials within your target community? Have you decided whether to design your materials from scratch or to adapt pre-made materials? Have you created your campaign messages?	**YES** Please move to step #13
	NO If you would like to learn more about choosing campaign materials, testing and evaluating materials within your target community, choosing whether to design materials from scratch or adapt materials, and create campaign messages, please see **pages 38 – 41**.
13. Have you finalized your campaign strategy and materials?	**YES** Please move to step #14
	NO If you would like to learn more about finalizing your campaign strategy and materials, please see **page 42**.
Campaign Implementation	
14. Do you have a campaign rollout outline?	**YES** Please move to step #15
	NO If you would like to learn more about campaign rollout outlines and why they are important, please see **page 43**.
Post-Campaign	
15. Have you decided how you will evaluate your campaign, collect data for your campaign, and report on your campaign for funding or other purposes?	**YES** Congratulations! Good luck with your campaign!
	NO If you would like to learn more about the importance of campaign evaluation, data collection, and reporting please see **pages 44-45**.

COMMUNITY RESOURCE MAPPING

Summary

- Resource Mapping helps you identify what resources exist in your community so you can use them for your campaign.

- You need to define specific areas of impact and target communities in order for Resource Mapping to work well.

- Resource Mapping includes internal (your group's) and external (your community's) resources.

For campaign development, MCN defines Community Resource Mapping as the process of identifying and documenting community assets and resources which can be mobilized to support a campaign. The following list includes points to consider when completing resource mapping:

- List tangible (physical) resources – Example: Locations, people, objects, materials.
- List intangible (non-physical) resources – Example: Networks, experience, relationships, skills.
- Think about necessary resources to accomplish campaign goals and seek those resources.
- List strengths and limitations of resources.
- Keep an open mind. Document key resources even if their uses for the campaign are not immediately identified.

A complete Community Resource Map can serve as a valuable resource for future project efforts.

Exercise: Questions to Ask Before Resource Mapping

What is the most useful, tangible resource that can help us accomplish the campaign goals?

What is the most useful, intangible resource that can help us accomplish the campaign goals?

Campaign Organizer Tool

MCN offers Resource Mapping Templates in English and Spanish. Templates can be edited as needed. MCN's Resource Mapping Template provides tables to document a campaign's area of impact, target audience, and internal and external resources.

Area of Impact and Target Community

As noted previously, MCN is assuming the area of impact and target community has been chosen prior to the start of the campaign design process. Oftentimes, a community-based organization is working within the community they hope to influence. However, community-based organizations often work with different populations in many geographic areas. MCN recommends defining a campaign target audience to a specific geographic area, and to specific demographics within that area prior to doing community mapping. Community mapping offers another opportunity to outline a specific target audience. This manual can help you to further localize where you will implement your campaign.

When resource mapping, it is helpful to identify the area Organizers aim to impact with the campaign, such as a county, city, community, or other area. If multiple regions are being reached, consider creating a separate Resource Mapping document for each region, since each region will have different resources.

The description of a target community should be detailed. In the for-profit world, businesses may narrow their target audience down to the description of one person (Example: A college graduate, Black male, in his mid-forties, middle income, paying a mortgage on a house, etc). This process assists them when designing their products and developing advertising campaigns. Outlining a specific target community helps create 'targeted' campaigns because it helps Organizers think how their target audience thinks. Rather than narrowing a target audience down to one person, for the purposes of a community campaign, the target audience should be a very specific community.

Consider the following:

- What gender/s does the target community include?

- What age range are they in?

- What language do they speak?

- What religion do they practice?

- How else are they differentiated from the general public?

- What do they think about the campaign topic?

- How do they feel about the campaign funders, organizers, or others assisting with the campaign?

Internal Resources

It is also important to list internal resources as well as the strengths and limitations of these resources. Internal resources can include images for campaign materials, videos, staff, activities, skills, databases, finances, equipment, the trust a target community may have for the Organizers or Key Community Members, and many other kinds of resources. A strength could include a unique skill set. A limitation could include limited time availability.

External Resources

Documenting available external resources can be critical to a campaign-design process. When listing external resources, Organizers (and Key Community Members) should list campaign-relevant resources but keep an open mind to resources they may not yet know how to utilize. Community organizations, groups, and individuals who are potential Partners should be listed, as well as locations and communication channels, which campaign materials could be shared through. Communication channels (also just channels) are means through which a target community can be reached. This could include social media platforms, traditional news channels, word of mouth, print, and many other channels.

While organizing this list, it is helpful to include the following:

- Resource name (organization, group, individual, location, channel, etc.)

- Resource Contact Information

- The population the resource serves. Does the resource serve the general public, only particular ages, genders, or religious backgrounds, only the target audience?

- Describe the resource's connection to the campaign's target audience.
  Does the resource provide services to the target community?
  Is it a gathering place for the target community? Is it respected by the target community?
  Is it connected to the target community in any other way?

Example: Resource Mapping			
Area of Impact:			
Salisbury, Maryland			
Target Community:			
Spanish-Speaking Community, Adults ages 18-99+, all genders, unvaccinated			
Internal Resources:			
Resource	**Strength**		**Limitation**
Community Health Worker – Veronica	High availability, fast worker, familiar with CHW methods, strong skills in social media		Not as well known in the community
Community Health Worker - Esther	Very established in the community, heavily trusted and seen as a community leader		Limited availability, not available on weekends
Laptop (Black Dell Laptop)			Rented for 5 months
Budget	$500 for printing materials		Limited to printing materials

External Resources:

Resource	Contact Information	Population Served	Connection to Target Community
Taco House	000-000-0000 0000000@gmail.com	General Public, especially Salisbury community	Popular hang-out spot for target community, favorite spot for Sunday night, turns into a night club on Friday and Saturday evenings.
Salisbury Community Health Center	000-000-0000 John Doe johndoe@gmail.com	General public, community health center	Main health center attended by target audience, physician here is seen as a community leader, many resources in Spanish.
Maria Valdes	000-000-0000	Part of Salisbury Community	Community Leader, respected by community, on board of Open Hands Community Center – serving Spanish-speaking populations and others.
Channel 1 Salisbury	Channel1customerservice@channel1.com	Salisbury and surrounding community	Percentage of target community watches this channel or follows their Facebook page. Discussions within community spur from this station.

EXPLORE COMMUNICATION STRATEGIES AND MATERIALS

Summary

- It's really helpful to be familiar with other campaigns with similar purposes and/or audiences.

It is crucial to begin to explore campaign communication strategies and materials early in the campaign design process. Readers should continually increase their knowledge of popular and promising campaign materials, especially for campaigns with a similar purpose to theirs, to expand opportunities to connect to their target audience. Researching and brainstorming ways to connect with potential Partners to expand the reach of a campaign is also important as Organizers continue to document resources in their community and information about their target audience. When exploring campaign communication strategies and materials it is important to note the possibilities and limitations of the strategies and materials being considered.

COLLECT PHOTOS, VIDEOS, AND CONSENTS

Summary

- Early in the campaign, it is important to collect photos and videos of people who are from the same community as is targeted in the campaign.

- Create a database where all photos can be kept and organized.

- Make sure to get and document consent.

It is important to begin collecting photos and/or videos for a campaign as soon as possible since the process can be time consuming. Having some idea of how the photos and videos will be used is helpful. This is why it is important to explore campaign communication strategies and materials before collecting photos and videos [see previous section].

It is a best practice to use photos and videos which feature people and environments that look and sound like the campaign target audience and the area they live in. For example, if a target audience is Latinx, Spanish-speaking farmworkers, photos and videos of white, English-only speakers in factory-worker attire are likely not relatable for the target audience. As explained in the 'Evaluation and Design Overview' section of this manual, it is critical to test photos and videos within the target community to ensure they are relevant. It is also critical to include one or more Key Community Members in the decision-making process.

The example box below demonstrates another example of how to choose appropriate photos for an audience. The photo to the left is clearly a stock photo, the photo to the right is a photo of a farming family from a local community.

Example: Choosing Photos	
Poster Example with Stock Image:	**Poster Example with Image of Local Community Members:**
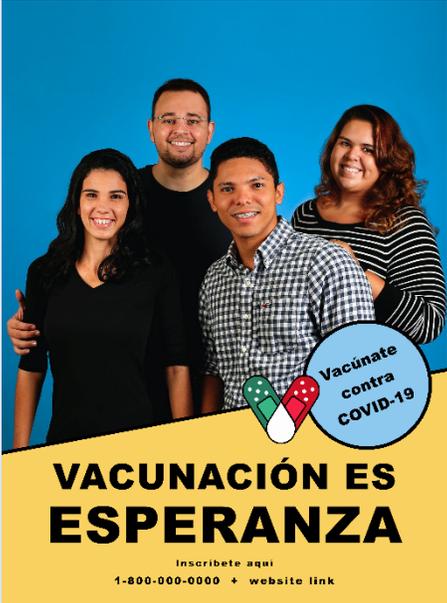
It is helpful to create a bank of photos campaign staff have permission to use when photos are needed quickly.

Campaign Organizer Tool
MCN provides a recording of a webinar 'Tips for Taking Photos and Videos Using Phone Cameras', where a partner offers tips for how to take quality photos and videos using a phone camera.

Campaign Organizer Tool
MCN provides a Photo and Video Organization Template in English and Spanish to help organizers keep track of media, their locations, and what the media will be used for.

Photo Collection Tips

- Collect photos that can be used for a variety of materials.

- Collect high-quality photos, with high pixel counts since they may be necessary if the photos will be used for posters or websites.

- High-quality photos can always be compressed to decrease their size.

- If using stock photos, it is generally important to give proper credit to the photographer. Often, the website a photo is retrieved from will inform users of how to give proper credit.

Types of Videos

It is important to have a clear idea of how video footage will be used before it is collected. It is also important to do research on the many kinds of campaign videos which can be created.

Example: Campaign Videos
• Question/Answer Video – Example: Why did you get vaccinated? • Short Interview • Long Interview

Campaign Organizer Tool
MCN provides an editable Canva video template designed to feature members of communities. The video template can be edited using a free Canva account. MCN's how-to video can be found here.

Identifying Subjects and Locations in a Target Community

One of the most efficient ways to feature people who are similar to a target audience, especially for community campaigns, is to obtain photos and videos that feature members of the target audience.

If readers intend on taking photos and videos, consider the following factors:

- Include Key Community Members in the selection process.

- When choosing a subject, make sure they have good standing in the community and do not have a history of legal or social problems. Subjects need to be acceptable to the target community.

- If a campaign focuses on a hotly debated topic, consider ensuring subjects agree with the campaign mission so complications do not arise.

- When choosing subjects, consider community leaders. Community leaders are people originally from, or currently in, the target community, who the community respects or idolizes, and trusts. Community leaders do not need to be in official leadership positions but could be a community elder or someone the community goes to for advice.

- Using subjects who a community looks up to is especially impactful for a campaign.

Consent: Photo and Video Release

When taking a photo or video of someone, it is a best practice to get consent to use those photos and videos from the people featured in them. Getting a person's permission could include having a conversation with the person verbally or using a written consent form that contains and explains the following:

- The type of content the form applies to (photo and/or video)

- Name of the person in the photo or video

- Name of person or organization who has permission to use the photo or video

- The purpose of the photo or video and how it will be used (Example: for a campaign)

Getting permission through a signed consent form is best to avoid any liability. Campaign staff can read the form aloud to the person and once they understand its contents can give it to them to sign or can give the form to the person to read and sign. The form should be in a language the person understands. You can also ask the person for permission to use the photo or video and note in your records their name, the date and that they granted permission.

Consent protects campaign staff and subjects from community alienation, especially if the campaign topic is hotly debated. If complications arise surrounding a subject, MCN encourages staff to consider removing the content, dependent on funding availability.

Campaign Organizer Tool
MCN provides Photo and Video Release Templates in English, Spanish, and Haitian Creole.

PREPARE DOCUMENTATION STRATEGIES

Summary

- If your campaign is supported by a funder, you'll need to determine how you'll meet their documentation needs.

- If your campaign is self-funded, it's still important to document your work so you can keep track of progress.

Early in the campaign-design process it is important to begin preparing strategies to document campaign activities and achievements. Data collection is one strategy that will almost always be necessary to document campaign activities. Documentation methods cannot be finalized before knowing the campaign objectives, strategies, and materials that will be used. Consider creating documentation strategies for the following:

- Requirements of funder

- Completion of campaign goals

- Impact in the target community

- Success and failure of campaign strategies for use in future campaigns

Documentation strategies will need to be modified continually.

Campaign Organizer Tool

MCN offers completely editable evaluation templates, data collection templates, data collection guides, and report templates and directions.

For more details on documentation and reporting please see the 'Evaluation, Data Collection, and Reporting' section of this manual.

NEEDS ASSESSMENT

Summary

- Needs Assessments help you identify who your community is, how much your community understands the topic of your campaign, and how you can best reach your community.

- Once you conduct a Needs Assessment, you then can analyze the results so that your campaign is fully meeting the needs of *your community*, not what Organizers think are the needs.

Why is it important?

A needs assessment for the purposes of a community-based communication campaign helps identify:
- The gaps between a community's physical and conceptual landscape (including physical resources and lack of resources, as well as misinformation/disinformation trends, culture, customs, and other physical and conceptual landscape aspects which shape their whole environment), and what is needed to achieve campaign goals.
- The level of understanding a target community has on a certain topic.
- The channels the community uses to receive information on the topic
- Other important information like their demographics.

Each of these factors are important to understand prior to the development and implementation of a campaign because they can critically influence a campaign's design.

A needs assessment can take on many forms. It can be done by asking a set of questions to community leaders and members or by conducting discussions or focus groups. See Campaign Organizer Tool box below and Appendix for links to resources on how to conduct focus groups. A Needs Assessment can also include a compilation and review of relevant literature or articles on a topic. The information retrieved should help answer questions about what is needed to address the needs of the community related to the campaign topic.

The results of well-conducted and analyzed Needs Assessments can offer the following benefits to a campaign:

- Helps to create focused campaigns
- Identifies the need for bridging the gap between the community and the end-goal
- Identifies what the target audience knows, or does not know, about the topic
- Identifies specific misinformation influencing target audience
- Highlights important communication channels to disseminate materials through
- Highlights what campaign materials are needed to accomplish campaign goals
- Identifies target audience demographics and other important information
- Creates opportunity for data-informed objective, channel, and message selection

Without a variation of a Needs Assessment, it will be difficult to achieve campaign goals. A Needs Assessment allows campaign staff to create a *focused* campaign that *accurately* addresses the *most current* needs of their community. Asking a target community on a regular basis about their thoughts, fears, channels through which they receive their information, and any other topic that could affect the direction or outcome of a campaign is a best practice.

Needs Assessments also allow campaign staff and Key Community Members to reach out to those in their target community who they may not regularly interact with, and who have a higher chance of having different opinions than they have.

Besides helping focus a campaign, a Needs Assessment will help Organizers demonstrate they have designed their campaign based on evidence, and that the chosen campaign activities are needed.

<table>
<tr><td>**Campaign Organizer Tool**</td></tr>
<tr><td>MCN recommends the following resources for more information on how to conduct focus groups:
• NRC-RIM 'Guide: Conducting Focus Groups with RIM Communities' in English and Spanish.
• University of Kansas's Center for Community Health and Development's CommunityToolBox: Conducting Focus Groups</td></tr>
</table>

Rapid Needs Assessment

While ideally, a Needs Assessment can be done in a comprehensive way, if time, funding and other resources are limited, a Rapid Needs Assessment offers useful information in a campaign. It is also helpful to do a Rapid Needs Assessment if there are still questions that need to be answered after a comprehensive Needs Assessment has been completed.

A Rapid Needs Assessment:
- Is short, sweet, and… rapid!
- Obtains the most important information in the shortest amount of time
- Includes responses which represent the range of opinions within the target community
- Includes the maximum number of people possible within the limited time available
- Includes questions and phrasing influenced by Campaign Experts
- Should be conducted by Key Community Members who are knowledgeable of the community's norms and customs

A Rapid Needs Assessment should collect data on your target community's:
- Frequently used channels for the campaign topic
- Need for information on the campaign topic
- Misconceptions or frequently heard misinformation on the campaign topic
- Needs in relation to the end-goal
- Knowledge level on the campaign topic
- Gender
- Race/Ethnicity
- Age
- Employment
- Location

In the Needs Assessment template referenced in the Campaign Organizer Toolbox below, example assessment questions are provided, as well as example questions staff can answer to assist with summarizing and analyzing collected data.

<table>
<tr><td colspan="2" style="background-color:orange">Campaign Organizer Tool</td></tr>
<tr><td colspan="2">MCN provides a Rapid Needs Assessment Template in English and Spanish.
The template can be edited to meet the needs of any campaign.
The template also includes a summary and analysis section.</td></tr>
</table>

Example Needs Assessment questions are provided in the Example box below. The questions were designed for the 'Vaccination Is…' Campaign.

Example: 'Vaccination Is…' Campaign Rapid Needs Assessment Questions	
Questions:	**Purpose:**
Where do you get your news about the pandemic and COVID-19 vaccine? (Facebook, WhatsApp, TV News Stations, Radio, Friends)	To determine what channels a target audience uses.
What concerns do you have about the vaccine? A. Price, B. Side effects, C. What to do in case of an adverse reaction, D. Other (explain)	To determine what information is needed to provide to a target community and/or what misinformation they have heard.
Are you are going to get the COVID-19 vaccine when it's available? Yes/No If not, why?	To determine what a community's needs are. Will they need increased access or persuasive messages?
Would you be able to tell me about how the COVID-19 vaccine works? (OPTIONAL)	To determine what a community's knowledge level is.
Gender	To determine representativeness of data and distinctions between genders.
Age	To determine representativeness of data and distinctions between ages.
Work	To determine representativeness of data and distinctions between professions.

Summarizing and Analyzing Results

Reviewing, summarizing, and analyzing results from a needs assessment allows Organizers to focus a campaign. Focusing campaigns is often accomplished by creating detailed campaign objectives which address the specific needs of a community (discussed in the next section of this manual). Campaign objectives, as well as the chosen channels for a campaign, determines the campaign strategies which will be used. Without this direct connection between what a community needs and campaign strategies Organizers are at risk of missing the mark.

The summary and analysis of Needs Assessment data can be accomplished in many ways. Below are recommendations for summarizing and analyzing results:

- Consider completing separate summaries for each group within a target community (broken up by age, gender, employment, or other category difference which may influence answers and campaign strategies to subgroups of a target community).

- Include all sides and all extremes of a target community's answers. For example, in summary answers, include both common and uncommon community answers, but note which answers were more often expressed by the community.

- Note trends within a target community's answers since they may guide which campaign strategies are chosen.

- Repeat a Rapid Needs Assessment if campaign staff feel like something is missing.

- Keep assumptions in check.

The Campaign Organizer Toolbox below references MCN's Rapid Needs Assessment Template, which contains summary and analysis directions and questions on the second page. The Example box below contains examples of the questions as well as their purpose in forming objectives and strategies.

Campaign Organizer Tool
MCN provides a Rapid Needs Assessment Template in English and Spanish which includes a summary and analysis section. The template can be edited to include simple, clear, and relevant questions to a community to meet the needs of any campaign

Example: 'Vaccination Is…' Campaign Rapid Needs Assessment Summary and Analysis	
Summary and Analysis Questions:	**Purpose:**
Why do you think people don't want to get vaccinated in the community?	Identifies areas of potential focus for a campaign.
What is stopping people from getting vaccinated in your community?	Identifies specific barriers which can be addressed with objectives and strategies.
What kinds of work does your target community participate in?	Identifies income level, communication channels, lifestyle, environments, etc.
Where does your target community get their news/information about the pandemic and the COVID-19 vaccine? (These are the channels they use: Social Media, WhatsApp, news, radio, friends, etc)	Identifies important channels for information on the topic of interest.
What specific concerns does your community have about the vaccine, if any?	Identifies specific concerns which can be addressed with objectives and strategies.
Does your target community plan on getting the vaccine? If yes, what were the reasons they mentioned? If not, what were the reasons they mentioned?	Identifies openness towards getting vaccinated. Identifies potential focus areas (example: access (if people are willing to get vaccinated) vs. persuasion (if people are not willing to get vaccinated).
Did specific groups stand out as having different concerns, or stand out as planning or not planning on receiving the vaccine?	Identifies differences within target community which could result in different strategies for different groups within target community.
What did your target community know, and not know, about the vaccine?	Identifies knowledge level. Identifies whether strategies focusing on education are needed.

There are many ways to analyze data, including using data analysis programs. However, if analyzing data by hand, consider using a simple chart like the one below to determine how assessment participants compare to a campaign's target audience. Feel free to edit the chart if needed. Consider creating charts with more specific ages if analyzing participants by group (Ages 0-12, or 12-21, farmworkers, etc).

Gender and Age Breakdown of Needs Assessment Participants								
Gender/Age	**0-5**	**6-11**	**12-17**	**18-24**	**25-39**	**40-59**	**60-69**	**70+**
Male								
Female								
Other:								
Other:								
Other:								
Other:								

CAMPAIGN TYPES

Summary

- Campaigns are usually purpose-specific or channel-specific.
- Purpose-specific campaigns are built around one idea, and may use many different ways to communicate that idea – like social media, handouts at local events, and local newspaper coverage.
- Channel-specific campaigns are built around a single channel – like one social media platform.

Overview of Types of Campaigns

An awareness of campaign types can help Organizers see how factors in a campaign can influence the campaign's direction and outcome. The results of a needs assessment, along with the knowledge of campaign types and channels, can help organizers pick objectives that make sense for their campaign. Below, you will find two lists of campaigns, Purpose-Specific and Channel-Specific (also known as Platform-Specific) campaigns. When Googling campaign types, many of these campaign types will show up in a Google search. It is important to understand that often, a real-life campaign will be a combination of various 'types' of campaigns.

The campaigns listed under 'Purpose-Specific Campaigns' are campaigns that have a particular purpose/focus. A Purpose-Specific Campaign may use a variety of channels or they may incorporate just one of the campaign types listed under 'Channel-Specific Campaigns', and only use one channel. For local campaigns it is more common that a campaign will use a variety of channels rather than just one. The reason for this is because Organizers will be seeking to address their community's communication needs, and on individual levels people receive their information in different ways. Large-scale, mass communication, campaigns for the general public are more likely to use only one or two channels. However, their goal is not to influence the entirety of a small target community.

The campaigns listed under 'Channel-Specific Campaigns' will always have one or more purposes-specific campaigns attached to them. This is not always apparent in a Google search for campaign types.

It is likely a local campaign will be categorized as one Purpose-Specific Campaign type or be a mix of Purpose-Specific Campaign types, while also using a variety of channels. It is important for Organizers to do their research and see what kinds of campaigns are being used by others who seek to accomplish similar goals as their own campaigns.

Purpose-Specific Campaign Types:
- Awareness Campaign
- Education Campaign
- Prevention Campaign
- Mixed Campaigns

Channel-Specific Campaign Types:
- Social Media Campaign
- Television Campaign
- Radio Campaign
- Paid Advertising Campaign
- Email Campaign
- Mixed Campaigns

The above lists include only the most popular campaign types. There are many more types of campaigns. Researching campaign types, and seeing examples of campaigns that have been successful, even if you have designed many successful campaigns in the past, is a best practice.

CAMPAIGN OBJECTIVES

Summary

- It's very important to choose and finalize your Campaign Objectives after you've completed your Needs Assessment.
- Creating SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound) objectives helps ensure your campaign will be successful by helping you solidify your campaign's specific and tangible objectives.

Objectives should be based on the needs of a community in reference to what they need for campaign staff to accomplish campaign goals. Completing a Needs Assessment, as explained previously, can provide Organizers with information they need to choose correct objectives for a campaign. Additionally, it is helpful to be aware of the many types of campaigns that are widely used [see previous section], and their purposes, before choosing Campaign Objectives.

Establishing Campaign Objectives

After establishing overarching goal(s), and analyzing the needs of a community, defining objectives is an important step in designing a focused and customized campaign that is in line with the community and helps Organizers determine how well they are doing with the campaign.

Objectives should always support a campaign's goals. Choosing objectives is easier when using the results of a Needs Assessment that has been built to retrieve necessary information to accomplish goals. If Organizers find that their data-based objectives severely misalign with the campaign's goals, then they should determine whether the campaign goals should be adjusted to meet the target community's needs.

For example, if a campaign has the goal of decreasing myths surrounding vaccinations in a target community in order to increase vaccination rates, but through a Rapid Needs Assessment campaign staff find that within the target community access to vaccines is a primary barrier, then campaign staff should consider adding 'increasing access to vaccines' as an additional campaign goal.

Goals vs. Objectives

GOALS	OBJECTIVES
Broad statements	Detailed statements
Intangible	Specific and concrete
Difficult to measure	Tangible
Usually, one for a proposal	Measurable
Accomplished through 3-4 objectives	3-4 objectives to achieve a certain goal
	Accomplished through a series of activities planned for each objective (strategy and tactics)

Identifying Campaign Objectives

Below, MCN outlines steps which can be used to choose campaign objectives. As noted above, objectives should be detailed statements that are specific and concrete. In the case of designing a campaign, they should be statements about what should specifically be addressed in a target community to accomplish a campaign, or project, goal(s). Therefore, needs assessment results or other community data should guide the choice of objectives. At least 3-4 objectives will probably be needed to achieve one campaign goal, with some objectives overlapping to multiple goals. At this point, strategies used to accomplish campaign objectives do not need to be specified, just ideas about what in particular will be accomplished (objectives).

1	Review results of any initial Needs Assessment completed prior to the start of the campaign design process.
2	Review the summary and analysis of any additional Needs Assessment or Rapid Needs Assessment (if any). • (For example, if a Needs Assessment contained questions about concerns a target audience had related to a topic, whether or not they were going to take an action and why, or whether they know or do not know about some kind of process, the summary and analysis of the results of these questions would be what campaign staff should review).
3	Allow the review and analysis of Needs Assessment/s to guide the creation of an initial list of potential objectives (what campaign staff want to address in the community related to campaign goal/s). Feel free to write down as many objectives as staff feel are important.
4	Narrow down objectives into 3-5 objectives per campaign goal.
5	Re-evaluate campaign goals to see if any adjustments are needed.
6	Finalize objectives.

Readers should consider making objectives SMART! Creating SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound) objectives can help focus a campaign. However, campaigns should still be flexible to allow objectives to change. Updating objectives with details or edits as a campaign design progresses, or during different phases of the project, is ideal. The box below outlines ways to apply SMART to objectives for community campaigns. Additionally, the example box displays how an objective can be edited to be a SMART objective.

Creating SMART Objectives		
SMART	**What the objective should specify:**	**Phrasing examples:**
Specific	What specifically does staff want to address in the community?	"To _____ ..."
Measurable	How will staff know that they have achieved the objective?	"_% of the target community ..." or "_____ responses..."
Attainable	How will staff achieve it? Who will address it?	"By _____ ...." or "by our ____ staff ..."
Relevant	Why does it meet the target community's needs?	"... [specific objective] which was stated to be needed among our target audience ..."
Time-Bound	When will it be completed by?	"Within _____ months"

Example: Objective to SMART Objective
Objective
The campaign will increase access to vaccines through creating advertised events that offer vaccines, food, educational health information, and other resources the target community needs.
SMART Objective
The campaign will increase access to vaccines through creating weekly advertised events that offer COVID-19 vaccines, food, educational health information, and other resources that the target community expressed needing. These events, which will be held in partnership with other local organizations, and will be run by our Community Health Workers, will help 300 individuals get vaccinated from September-February (6 months).

SMART	**SMART Objective Dissected**
Specific	"The campaign will increase assess to vaccines through creating weekly advertised events that offer COVID-19 vaccines, food, educational health information, and other resources" ….
Measurable	… "increase access" …. will help 300 individuals get vaccinated" …
Attainable	… "which will be held in partnership with other local organizations, and will be run by our Community Health Workers" …
Relevant	… "offer COVID-19 vaccines" … "that the target community expressed needing" …
Time-Bound	…. "from September-February (6 months)."

COMMUNICATION CHANNELS

Summary
• Create a detailed list of communication channels that your team could use.   • Your final choice of communication channels should fit your community's preferences.

After choosing objectives, MCN recommends choosing campaign communication channels, however, channels can also be chosen before objectives. Just like the objective selection process, choosing communication channels should incorporate any information learned about a target audience. Also, like objectives, channels may be adjusted as time goes on, particularly as strategies are chosen. First however, it is important to get familiar with the kinds of communication channels available.

Kinds of Communication Channels

The table below lists some commonly used campaign communication channels. It is important to research communication channels, but especially to research other campaigns which have similar goals to see what channels work and do not work. Technology, and the way people receive their information, changes constantly. What used to work a few years ago may not work today.

Print:	Social Media:	One-On-One:	Other:
• Newspaper • Posters • Flyers • Handouts • Door-Hangers • Information Cards • Stickers • Tri-Folds • Flip-Charts • Public Transportation Advertising	• Facebook • Twitter • WhatsApp • Instagram • TikTok • Snapchat	• Family Members • Friends • Physicians • Religious Leaders • Community Leaders • Official Leadership Positions • Community Events • Text Messages • Business Owners • Town Hall Meetings • Q&A Meetings • Phone Calls • Discussions	• TV News Stations • Radio • Zoom Q&A

Choosing Communication Channels that Best Fit a Community

Communication channels connect a target audience to campaign content. When choosing channels, it is important to meet a target audience where they are at and not to expect them to come to the content themselves, especially if the campaign topic is hotly debated.

There are many points to consider when choosing campaign channels. Everything, including the language a target community speaks, their technology capabilities, and whether they can read, hear, or see, must be considered. Do they have transportation to be where staff assume they might be? Do they use public transportation? Does limited transportation mean they will only be at certain locations on certain days?

Channels campaign staff are familiar using should also be considered. The channels of current or potential partners must also be considered, whether those channels are social media, print, radio, or other kinds of channels.

Since there is much to consider while choosing campaign channels, MCN recommends choosing communication channels through two phases, especially if a Needs Assessment has been completed. The phases are outlined below.

Phase 1: Create a List of Potential Campaign Channels

In the first phase of channel selection, create a list of potential channels using the recommendations below.

Note:	If a target community includes multiple age categories, or communities, or other differentiating factors, please consider creating a different list of channels for each group since these differences may result in different primary channels. Consider basing whether different lists are needed on Needs Assessment results.
1	Review results of any initial Needs Assessment completed prior to the start of the campaign design process.
2	Review the summary and analysis of any additional Needs Assessment or Rapid Needs Assessment that was completed. • (For example, if a Needs Assessment contained questions about how a target audience receives their information about a campaign topic, review the summary and analysis of these questions).
3	Create one list of all the channels the community mentioned
4	Create another list of the channels the target community may not have mentioned but campaign staff (Key Community Members) know the community uses (based on experience).
5	Organize and match the two lists of channels in order of importance to the community.
6	When reviewing the combined list, make a note of [or 'write down'] which of the listed channels campaign staff are familiar using, and which channels campaign staff may need to improve their skills on (the channels they need to learn to use).

Phase 2: Choosing Campaign Channels

In the second phase, Organizers and staff will choose the final list of campaign channels to take to the strategy-building table. The most impactful combination of the following will need to be found:

1. Channels the community uses

2. Channels campaign staff know how to use

3. Channels campaign staff can learn to use but do not yet know how to use

1	Review the list created in Phase 1. The final list should incorporate the following: • The top channels from the Phase 1 list - which combined the channels the target community told staff were most important to them and the channels they did not mention but staff know they use - with more weight being given to the channels the target community said they use. • The channels staff know how to use (which were in Phase 1).
2	Consider adding the following: • The channels the community told staff were important to them, that staff do not know how to use, but have the time and resources to learn how to use (if applicable).
3	Remember: At this point, do not worry if staff cannot think of a way to use a channel that made it on the list. The list will be edited once staff finish building their campaign strategies.

CAMPAIGN STRATEGY AND TACTICS

Summary

- A tactic is an activity that helps campaign staff achieve a campaign objective.

- Some examples of tactics include community events that incorporate campaign materials and messages, planned conversations between community leaders and community members that are supported by campaign materials, and community contests that highlight campaign ideas.

- Partners can be an important tactic. Develop a partner map, choose partners, and decide how to support those partners so the partnership can be successful.

How to Think About Strategy

At this point in a campaign-design process, campaign staff have determined some of the most critical elements of their campaign strategy, which are listed in the table below. Together, these elements create the basis for a strategy that will help campaign staff achieve their campaign goals. What else is needed? The identification of campaign tactics, materials, messages, and timeline (if the timeline has not already been determined).

CAMPAIGN STRATEGY ELEMENTS	
Strategy Element:	**Retrieved Through:**
Campaign goals which align with project/funder goals	Campaign goal selection
Area of impact	Resource Mapping
Target Community	Resource Mapping
Internal resources (and capabilities and limitations). See Community Resource Mapping section for examples of resources, capabilities, and limitations.	Resource Mapping
External resources (and capabilities and limitations). See Community Resource Mapping section for examples of resources, capabilities, and limitations.	Resource Mapping
Identification of community needs, and understanding and gaps to achieving campaign goals	Needs Assessment
Primary data-informed and ability-informed campaign messaging channels. (Primary channels for disseminating campaign messages which are chosen	Needs Assessment and Choosing Campaign Channels

according to the data collected and the ability to be used by staff and community members.)	
Specific, and data-informed objectives, in line with community needs.	Choosing Campaign Objectives
Data for campaign messages (the process of message-creation will be discussed in a future section)	Needs Assessment
Campaign tactics	To be determined
Campaign materials	To be determined
Campaign messages	To be determined
Campaign timeline	To be determined

Note about campaign messages: Campaign messages are often chosen before the selection of campaign tactics, materials, and even channels, but after a Needs Assessment. However, for small community campaigns, determining what tactics and materials are realistic for campaign staff before creating messages may be important. The order of choosing tactics, materials, and messages is up to campaign staff. However, no matter the order, message topics and type, which should be based on campaign goals, objectives, and Needs Assessments, should be kept in mind when choosing tactics and materials.

Choosing Campaign Tactics

Tactics are the activities that support the achievement of campaign objectives. To achieve an objective, more than one tactic may be needed. One tactic may also support more than one objective.

Tactics are one piece of a campaign strategy and must support the other elements of the campaign which have already been chosen for the entire strategy to work as a whole. Staff must also keep in mind elements not yet chosen, such as messages, which will be based on community needs and campaign goals. One of the most important of these factors is abilities - the ability of campaign staff to complete the activity.

Think of tactics, and the other elements of a campaign strategy, as gears to a machine. The chosen tactics must 'fit' for everything (an entire strategy) to work together, and for the machine to do what it was intended to do. Choosing strategy elements that work together creates a strategy-informed campaign, which is more likely to succeed. Some examples of tactics include community events that incorporate campaign materials and messages, planned conversations between community leaders and community members that are supported by campaign materials, and community contests that highlight campaign ideas. Partners can be an important implementation element of tactics like these.

Campaign Partners

Partners are an important tactic element to consider utilizing in hyper-local community campaigns. As noted in the Introduction of this manual, Partners are persons or entities in a unique position to positively influence a campaign's target audience, who are often a community resource, and who supports the ideologies upheld in a campaign and are respected by the target community.

Partners can be essential assets to campaign staff, amplifying or leveraging impact and reach through their assistance with campaign activities. Especially when staff, funding, and reach are limited, Partners can maximize impact by exposing a community to campaign materials and messages through new channels, such as businesses, social media pages, word of mouth, event support, and by donating radio, TV, or print advertising space. Also, since those chosen as Partners often have unique relationships with a target audience, they may be able to reach a target audience in ways that are otherwise inaccessible to campaign staff.

Campaign Partner Mapping

Campaign staff may find possible Partners from the list of external community resources gathered in the Resource Mapping exercise. Before reaching out to Partners, it could be helpful to complete a Partner mapping exercise using MCN's Partner Contact List template. See below for resource information. It is critical that Key Community Members assist with suggesting and choosing Partners.

Campaign Organizer Tool
MCN provides a Campaign Partner Contact List template. The template should be edited to be campaign specific.

Forging Partnerships with Campaign Partners

There are many ways to forge partnerships with Partners. When choosing strategies for requesting a partnership and keeping Partners engaged, it is critical to use Community Experts. An awareness of a Partner's culture can improve the chances of their participation in a campaign. Similarly, respect for primary language preferences, and language barriers, can make a difference in obtaining a Partner. It can also make a difference in their understanding of what they are being asked to do as well as keeping them engaged in campaign activities. If possible, a request to participate should be made by a Key Community Member.

People are busy, and it can be difficult to get them involved. Strategies such as highlighting a Partner's responsibility to improve their community, and making sure they feel appreciated, among many other strategies, can improve the results of a campaign staff-Partner relationship. Also, finding ways for a Partner to benefit from an exchange is always important. Highlighting their support on social media and at events is one of the many inexpensive ways their assistance can be reciprocated.

Providing Assistance to Campaign Partners

If including Partners in a campaign, be sure to provide assistance to ensure smooth campaign implementation:

- Be conscious that they will not be as familiar with the campaign as staff.

- Provide them with a specific staff member to contact if they have questions.

- Be prepared to assist them with technical assistance (social media, computer, website editing, etc), financial assistance for printing materials, translation assistance, or any other kind of assistance that can support the campaign.

Tactic Considerations

Sometimes, the difference between an element of a tactic (such as a channel, material, etc.) and a tactic might be confusing. For example, a channel is merely a specific way to communicate information, while a tactic is an activity (or activities) that helps campaign staff achieve a campaign objective (or objectives). Tactics integrate the resources and abilities of campaign staff, the needs of a target community, needed campaign messages, and necessary channels, together. Tactics are realistic and tailored, and connect a target community to campaign goals through meeting the target community's specific needs. Tactics can include the use of one or more elements and should be well thought-out. The following information highlights points to consider while creating tactics that use print, social media, and other kinds of channels as tactic elements.

Print Media

Funding availability will influence the decision of whether to use print materials as an element of a tactic. If funding is available, and if staff decide print materials are necessary, materials should complement the primary channels chosen for the campaign. Even if a specific print-focused channel was not chosen, there are many ways print can complement and enhance information being communicated through other channels.

For example, if a target community needs to receive information on a particular topic from physicians or community health workers (one-on-one channels), campaign staff can use tri-fold handouts to enhance the communication exchange. However, a tri-fold in itself is just a channel for communicating information and is not a tactic unless it is designed to meet the specific needs of a community. The tri-fold design will need to be based on the data-informed strategy elements campaign staff have collected during needs assessments for it to be a tailored tactic that meets a community's needs.

Answering questions like the following, would allow campaign staff to make sure the tri-fold is in line with the rest of the campaign strategy and meets the needs of the campaign, turning a tri-fold from a channel to a tactic:

- Who will distribute the tri-fold? (Example: Physicians, Community Health Workers)
- What information will be included in the tri-fold? Is it informative, persuasive, myth-busting, etc.? What the tri-fold includes should be in line with campaign goals, objectives, and the target community's needs, as well as messaging needs.
- What strategies will be used for how the tri-fold is designed? Examples include color choices, whether the tri-fold is welcoming and relaxed or official and scientific.

- How will the tri-fold be introduced by doctors? What phrases will they use? What body language will they use? How will this process meet the needs of the community?
- What language will the tri-fold be in?
- What grade level will the tri-fold be written in?
- Will the tri-fold include photos? Will the photos include community members?

If a target audience takes the public bus for transportation, simply having a campaign ad about a topic on a bus is not a complete tactic. Campaign staff must ask themselves how the community feels about the topic at hand. Perhaps a persuasive message won't meet the community's need. Perhaps an ad containing information for a website or app the community can download for additional information about the topic would be more helpful. When creating tactics, the perspective of the target audience must always be kept in focus.

Social Media

There is much to consider before deciding whether to design tactics that use social media as a tactic element. To justify the use of social media there must be a specific topic and purpose chosen, and its use must directly support one or more campaign objectives. Using social media can take a lot of time, so remember, don't post just to post!

Whether to include social media depends largely on the expertise and experience of campaign staff, and whether the target community has access to and uses social media. Certain age groups may use social media more than others, and certain age groups may use different social media platforms.

Also, just because a target community uses social media as a primary channel does not mean social media posting would be appropriate to build a tactic around. Before choosing social media as an element of a tactic, campaign staff should ask themselves:

- Are campaign staff able to use social media? If not, do they have the time and resources to learn?

- Will a large percentage, or meaningful group within the target community see the shared content?

- Do campaign staff have access to a platform page (Facebook, Instagram, Twitter), which a large percentage, or meaningful group, within the target community already follow?

If campaign staff do not have access to a page that already has a large following of target community members, it is important to note that gaining followers takes a long time. Including a strategy to gain a social media audience would need to be included in the tactic for it to be successful.

If campaign staff posting from a campaign page does not make sense for a campaign, creating content for others to share, like Partners or Community Leaders, might be more successful. If this is the case, then including a strategy for how the social media content is given to others in a way that is easy for them to share would be necessary.

Design is another important tactic element. Strategies for eye-catching designs, phrasing, length, and other elements, all play a role into whether a post is seen, even if it is on a popular page.

Other Tactic Considerations

The points to consider for print and social media tactic elements, which are noted above, should ideally be considered for each kind of tactic and tactic element an Organizer is contemplating using. The following list of general considerations may also be helpful:

- Remember to value one-on-one communication channels within communities.
- Only use tactic elements that are meaningful to the campaign.
    - For example, if hoping to create a campaign video, outline strategies for how the audience will have access to the video, and what will make them want to watch the video prior to starting to create the video.
- Think all the way through tactics, from tactic elements through implementation to save staff time and money.
- Most often, a tactic will involve more than one channel, material, or other kind of element.
    - For example, the tactic outlined in the print media section of 'Tactic Considerations' involved a strategically designed tri-fold to support conversations between doctors and patients. The included tactic channels are both clinicians (one-on-one) and tri-folds (print). The materials might include tri-folds (print) and conversation cards or emails to clinicians explaining to them successful language strategies to use when covering the topic with the patient.
- Just like how one tactic can support more than one objective, tactics can support each other, making them more successful. Using the example above, clinicians could hand out flyers for an event (a separate tactic) while they deliver their tri-fold and speak to their patients.

Finalize Tactics and Channels

At this point in the campaign-design process, Organizers have determined successful channels and have designed tactics which support campaign objectives, use those correct campaign channels, and support the overall campaign strategy.

Organizers should always stay flexible in case the campaign environment changes, or the chosen tactics are not working in their campaign. Finalizing the tactics and the channels that will be used prepares Organizers to confidently move into the material design and creation process.

MATERIALS

Summary

- Materials can be pre-designed or you can make them from scratch. There are pros and cons to each.
- Message creation is critical! Take time to craft the most concise and effective messages.
- Test your messages, or your materials with chosen messages, with the community to make sure it works for them.

Evaluation and Design

Whether Organizers decide to use pre-made materials, or to design and create materials from scratch, using best practices in material design is important. Many of these practices were overviewed in the 'Vaccination Is…' Campaign Overview' section of this manual.

Which materials are needed should be based on the Needs Assessment which will allow campaign staff to evaluate what visual strategies, language, and messages to use, as well as what channels materials should be designed for. However, the evaluation process should not stop there. Materials should be tested in the target community, whether they are pre-made or designed by campaign staff, to get feedback on whether they will create the impact that is intended. Options for initial assessments and testing of materials can go from in-depth evaluations, such as using focus groups, or quick evaluations, such as rapid surveys.

Materials should use pleasing and eye-catching designs but should also not distract from the message being communicated through the material. Any design elements should support and enhance the message being communicated. Testing materials can help Organizers know if the chosen materials will meet these criteria.

Adapting Materials or Starting from Scratch

Organizers will need to adapt pre-made campaign materials, design and create materials from scratch, or both. There can be pros and cons for each choice. Those pros and cons will be unique to the campaign they are being used for. Below, unique characteristics of pre-made and newly designed materials are highlighted.

ADAPTING PRE-DESIGNED MATERIALS		
Characteristic Category	**Adapting Pre-Designed Materials**	**Designing and Creating Materials from Scratch**
Assessment	The Needs Assessment would include a small number of simple questions to determine what materials are needed and how materials may need to be adapted.	The Needs Assessment would include elements for in-depth evaluation of what materials and material elements are needed so materials are designed correctly. Examples include questionnaires and focus groups.
Design	Most materials cannot be edited. Some materials may allow for limited editing to tailor it to the community and campaign topic.	Materials can be designed to be completely tailored to the community and campaign topic. Materials can even be designed by the target community.
Testing	Testing should be completed in the target community after pre-made materials are edited based on the results of an assessment.	Testing should be in-depth and continual throughout the design process. Several phases of material design and testing may be needed, with feedback influencing edits.
Expense	The process should be inexpensive and cost effective.	The process may be more expensive.
Time	The process does not take much time.	The process takes a lot of time.
Expertise/Resources	Limited expertise is needed for the process, including designing, editing, and creating materials.	Substantial expertise is needed for the process, including designing, editing, and creating materials.
Ease	Compared to designing materials from scratch, the process can be easier.	Compared to using pre-made materials, the process can be more difficult.

Message Creation

There are many available resources focused on how to create messages for campaigns. Many will recommend basing message creation on the goals of the campaign, and the behavior, opinion, or knowledge-level change that needs to occur in the target audience (which can be determined through a Needs Assessment). As noted previously, everything in a campaign must work together, and messages are no different. Messages can be tailored for a target community by using the results of a needs assessment to determine what kinds of messages are needed and what they should be focused on.

Please see the Appendix for a resource for creating messages. While this manual does not go into detail on the many processes available for creating messages, the following guidelines can help with message creation. This process can be completed once to create campaign key phrases to be used throughout a campaign and additional times to create messages for different purposes within the campaign.

1. Write a focus summary for the needed campaign messages. This could be either for the campaign as a whole or just a particular tactic or material within the campaign. Notes for the summary can be obtained from campaign goals, objectives, needs assessment results, and the campaign staff's intended purpose for how the message will be used.

2. Key Message Creation: Using the summary, write a set of one to two concise sentences. They should be persuasive or informative, or incorporate another angle that serves the purpose for communicating the information from the focus summary to the target audience. Repeat this two, three, or more times, creating multiple sets of one to two sentences. Keep the best sets and throw out the others.

3. Key Phrase: Choose one or two key messages from the step above to base key phrases on. To write a key phrase, writers can summarize the key message into a statement using 2-4 words (this can be flexible). Write a handful of key phrases and keep the best. The chosen phrase can be used as a main phrase for the campaign. Key phrase creation does not need to be created for each key message. For example, MCN's key phrase for their COVID-19 vaccine campaign is 'Vaccination Is…".

It is recommended that Organizers research campaign message design and include an experienced writer in the writing process.

If the final messages will be in a language the Organizer is unfamiliar with, it is critical to involve someone who speaks the language fluently. Messages should not be directly translated word-for-word from one language to the target audience's language, or else meaning may be lost. Instead, make sure messages are re-written, so they make sense and sound just as good. If possible, messages should be written in the language they are intended to be distributed in. Messages should be checked or written by an experienced writer in the target audience's language.

Final messages should be tested in the community either separately, or with the draft materials. Organizers can also hire experienced campaign message designers to create messages, although this process can be expensive.

The final messages should make sense for the overall campaign strategy, channels, and materials that will be used. As mentioned before, the process of message creation can be completed after objectives have been chosen, before tactics are chosen, or at any point during the campaign design process.

Material Creation

Creating materials for a campaign can be completed through either editing pre-created materials or creating materials from scratch. The design process includes determining the visual design elements and choosing information and key messages. It also includes ensuring the material itself is in a format that is easy to use and meets the needs of the target audience. For example, social media post images should be created with the appropriate pixel dimensions so information on the post is visible when shared to social media. Similarly, printable materials should include an appropriately sized border so they can be printed without the printer cutting off the outside of the design.

Organizers may need the assistance of staff who can design and edit materials. Or, if using pre-made materials, look for how-to-edit videos created by the material creator. Organizers can utilize free design programs like Canva that take into account the dimension and resolution needs of each social media or other platform, and assist users with making eye-catching designs.

MCN offers completely editable pre-designed campaign materials that can be edited to meet the needs of any campaign.

Campaign Organizer Tool
MCN offers free, editable, campaign materials, including materials for print, social media, and other kinds of materials. Please see the Appendix for links to materials.

FINALIZING CAMPAIGN STRATEGY AND MATERIALS

Summary

- Review your campaign as a whole and make sure each element is working together.

- Over time, your community's needs might change! A campaign may need to be edited, and Organizers should conduct Needs Assessments during the campaign to "measure" the campaign environment.

At this point in the campaign design process Organizers should finalize the campaign strategy, in other words, they should finalize everything that will go into the campaign that addresses the campaign goals and objectives, including the campaign materials.

This 'finalizing' process includes reviewing each campaign element that has been chosen and created and making sure they are in synergy with each other. This ensures each of the campaign areas are following the same strategy.

It also allows time for campaign staff to add campaign elements. For example, perhaps during the material creation process, campaign staff thought of other tactics that should be included to support the campaign. If so, follow through with those ideas and make sure all parts of the campaign are as complete as possible.

Remember, as a campaign environment changes, the opinions and needs of a target audience will change. A campaign, especially if it takes place over a long period of time, may need to be edited. Many of the processes outlined in this manual can be completed routinely, such as the Needs Assessment, to 'measure' the campaign environment and make sure the campaign is still addressing the community's needs.

Also, campaign staff should pay attention to any feedback they may get from the community. Communication with a target audience should include disseminating information as well as listening to the target audience and responding to what they are saying. Responding appropriately may mean editing a campaign to meet a target audience's needs and achieve campaign goals more efficiently.

CAMPAIGN IMPLEMENTATION

Summary
• A Campaign Rollout Outline helps you map out each step of a campaign, and all the factors associated with each step.

If possible, implementing a campaign should be well planned. Knowing who will be responsible for completing campaign tactics, and documenting activities, will allow a campaign to roll out smoothly. An implementation plan will be unique to each campaign.

Campaign Rollout Outline

A Campaign Rollout Outline (sometimes referred to as a campaign plan) is a helpful tool Organizers can use to outline each step of a campaign. Often, campaign activities take longer than anticipated, Campaign Rollout Outlines help Organizers to schedule extra time in the case that tasks take more time to complete.

They are helpful with:

- Assisting campaign staff with staying on the same page

- Keeping track of the order of campaign preparation and implementation tasks (especially if there is a rigid timeline)

- Helping staff become aware of areas of opportunity for data collection

- Assisting staff with identifying gaps in strategy

Campaign Organizer Tool
MCN offers an example Campaign Rollout Outline Template that is completely editable.

EVALUATION, DATA COLLECTION, AND REPORTING

Summary

- Whether you have a funder who wants data or whether you just want to make sure your campaign is effective, you will need to collect data and evaluate your campaign.

Campaign staff will likely need to evaluate and document their campaign. Evaluating whether campaign goals have been achieved usually involves assessing whether a campaign has had a desired impact on a target audience. What is being evaluated will influence what kind of data needs to be collected to prove whether a change has or has not happened. One form of evaluation is pre- and post-campaign questionnaires.

Other forms of data collection may be needed to document campaign activities and how a target audience responded to those activities. Examples of this could include documenting the number of:

- Campaign materials distributed

- Conversations held about the campaign topic with members of the target community

- Community members who attended events

- Social media data metrics

This kind of data collection on campaign activities may be necessary if the campaign was funded by a funder. As mentioned earlier in this manual, it is important to think about documentation of campaign activities early in the campaign design process, before the activities take place, so the data collection process can be planned.

Even if evaluation and data collection are not required, collecting data helps campaign staff know:

- Which strategies and tactics worked and did not work, improving future campaigns.

- Which campaign strategy elements to adjust if the campaign includes several phases or takes place over a prolonged period of time.

Funders may offer campaign report templates. However, if those are not available, MCN offers templates for reporting, evaluation, and data collection. See Campaign Organizer Toolbox below.

Campaign Organizer Tool

MCN offers completely editable evaluation templates, data collection templates, data collection guides, and report templates and directions.

Before seeking to collect social media data, make sure you have all data collection options on in your social media accounts:

PRE-DATA COLLECTION TIPS
Twitter   o   Turn on Twitter analytics so Twitter can start collecting your data.
Instagram   o   For Instagram to begin collecting data you must have a free professional account. To turn a regular account to a professional account go to 'Edit Account' then 'Switch to Professional Account'.

WhatsApp
    o   For WhatsApp, data for messages is only available for the account who posted the message to view. This is important to note if several campaign staff members are posting into a chat.
 	
    o   Limited data may be available, so be sure to record the date and time of the posted campaign content at the time it is sent, if collecting data for WhatsApp.

Linktree
    o   If using Linktree, users must have a paid account to see collected data. Data collection is capped at 90 days for detailed data.
 	
    o   Data from a paid Linktree account is limited, but can be used to see increases in views of the page and where people who viewed the page are coming from. For example, links shared in WhatsApp will show up as 'direct link' views.

APPENDIX

Campaign Resources and Templates

*Template resources with an asterisk (*) are included below in the 'Print-Ready Campaign Organizer Templates' section of the Appendix for ease of use without internet access.

Resource Websites	
Migrant Clinicians Network: Main web page – Migrant Clinician Network's website contains an abundance of factual resources on various health topics that can be used as campaign materials or can assist Organizers with developing messages.	https://www.migrantclinician.org/
MCN's 'Designing Community-Based Communication Campaigns' Manual Page: Refer to this page for the most updated version of this manual.	https://www.migrantclinician.org/resource/designing-community-based-communication-campaigns-manual.html
MCN's 'Vaccination Is...' Campaign Main Page: MCN offers free, editable, campaign materials, including materials for print, social media, images, and other Organizer templates not linked within this manual. All MCN resources linked in this manual, and other resources, can be found through this main page. Resources are available in English, Spanish, and Haitian Creole, and can be edited to any language.	https://www.migrantclinician.org/covid-19-vaccine-awareness-campaign-resources
National Resource Center for Refugees, Immigrants, and Migrants: Main Web Page – This site offers an abundance of resources for Organizers and communities, including full pre-made campaigns, campaign materials, success stories, and other resources	https://nrcrim.org/
NRC-RIM community engagement toolkit – This toolkit includes lots of resources for identifying community partners, conducting focus groups, setting up leadership boards, and other resources	https://nrcrim.org/toolkits/community-engagement-toolkit

Recorded Webinar Trainings on Campaign Creation and Implementation	
MCN's Recorded Webinar Series 'The COVID-19 Community Health Worker Vaccine Learning Collaborative': Learning Collaborative Series in English. Presenters in this series guide a group of Community Health Workers through the process of designing and implementing campaigns. The series includes presentations on the campaign-design process and the 'Vaccination Is...' Campaign.	https://bit.ly/3cEwKhg
MCN's Recorded Webinar Series 'Campaña de comunicación sobre COVID-19 para Ventanillas de Salud y Unidades Móviles de Salud': Learning Collaborative Series in Spanish. Presenters in this series guide a group of Community Health Workers through the process of designing and implementing campaigns. The series includes presentations on the campaign-design process and the 'Vaccination Is...' Campaign.	https://bit.ly/3vaw5dZ

Organization	
MCN's Work Plan Template* – Available in English, Spanish, and Haitian Creole	https://bit.ly/3PLMeym
MCN's Campaign Partner Contact List and Material Distribution Location List Template* – Available in English and Spanish	https://bit.ly/3PVdbzy
MCN's Campaign Rollout Outline Template – Available in English and Spanish	https://bit.ly/3ovEAwp

Community Analysis	
MCN's Resource Mapping Template* – Available in English and Spanish	https://bit.ly/3cBBbJM
MCN's Rapid Needs Assessment, Summary, and Analysis Template (only Rapid Needs Assessment Template is included in the 'Print-Ready Campaign Organizer Templates' section below)* – Available in English and Spanish	https://bit.ly/3zaLY54
NRC-RIM's 'Guide: Conducting Focus Groups with RIM Communities' Resource - Available in English and Spanish	English: https://bit.ly/3b2jxyz Spanish: https://bit.ly/3orWMac
University of Kansas's Center for Community Health and Development's 'CommunityToolBox: Conducting Focus Groups' Resource	https://bit.ly/3PznppL

Material Creation and Organization	
MCN's Recorded Webinar – 'Tips for Taking Photos and Videos Using Phone Cameras' - Presented by Alianza Nacional de Campesinas	https://bit.ly/3PLND86
MCN's Photo and Video Organization template* – Available in English and Spanish	English: https://bit.ly/3vi0YNs Spanish: https://bit.ly/3Ygy78S
MCN's Editable Canva video template designed to feature members of communities for campaigns. The video template can be edited using a free Canva account.	https://bit.ly/3J6rAGY
MCN Video - How-To-Edit Canva Video Template	https://bit.ly/3BeLxJJ
MCN's Photo and Video Release Templates* – Available in English, Spanish, and Haitian Creole	https://bit.ly/3BziIbp
The Model Systems Knowledge Translation Center (MSKTC)'s 'Developing Key Messages for Effective Communication' Resource	https://bit.ly/3vfM5v5

Evaluation, Data Collection, and Reporting	
MCN's editable evaluation, data collection, and report templates and metric definition and data collection instruction guides	https://bit.ly/3z73xDh

Print-Ready Campaign Organizer Templates

Note: MCN has included links for campaign resources within the orange 'Campaign Organizer Tool' boxes throughout this manual and includes the hyperlinks to these and other resources in the table above.

Below are many of the templates mentioned for ease of printing organized by Organization templates, Community Analysis templates, and Material Creation and Organization templates.

WORK PLAN TEMPLATE

Workplan for: _____

Objective:

What?	Who?	How?	When?	Necessary resources	How to evaluate?

Notes:

Facilitation guide for activities:

Time	Activity	Description	Materials needed	Notes
8:00 am				
9:00 am				
10:00 am				

CAMPAIGN PARTNER CONTACT LIST TEMPLATE

Table 1: Organization Partners (Only)							
Agreed to participate (Yes/No)	Partner: (Name of Organization)	Contact Person:	Relationship to Community and Notes:	Ask:	Phone:	Email:	Social Media Accounts: (Optional)
Health Center and Pharmacies							
Health Departments							
Churches							
Other Community Organization							

Date of Last Update:

Resource Mapping

NOTE: Please feel free to edit the tables so this resource best meets your group's needs.

To complete the internal resource mapping table please consider the following:

- Resources: Please enter internal resources which your organization has available to them for this project. Consider listing staff, equipment, databases, finances, and other resources.

- Strengths: Please enter the strengths of the listed resources when applicable. Consider skills, assets (financial and other assets), and other strengths.

- Limitations: Please enter the limitations of the resource. Consider listing hours staff members are available, timeline of rented equipment or programs, restrictions, and other applicable information.

To complete the external resource mapping table please consider the following:

Please consider listing community organizations, groups, and individuals who may be potential campaign partners. Please also consider listing community locations and channels for your group's campaign materials.

- Resource: Please enter the name of the organization, group, or individual. For example, health centers, health departments, pharmacies, community resource centers, churches, restaurants, grocery stores, laundromats, businesses, community organizations, community leaders, community media (news stations, newspapers, radio, etc), and other resources

- Contact Information: Please enter the contact information for the resource.

- Population Served: Please enter the population that resource serves or encounters.

Connection to Target Community: Please list how the resource is connected to your target community. This could include providing services to the target community, being a gathering place for the community, being respected by the community, as well as many other kinds of connections to your target community.

RESOURCE MAPPING TEMPLATE

Area of impact (example: city, county, etc.):	
Target Audience (community, gender, age, language, etc.):	

INTERNAL RESOURCE MAPPING		
Resource	**Strengths**	**Limitations**

EXTERNAL RESOURCE MAPPING

Resource	Contact Information	Population Served	Connection to Target Community

FORMAT OF QUESTIONS FOR RAPID NEEDS ASSESSMENT TO DO IN THE COMMUNITY

Questions	Participant 1	Participant 2	Participant 3	Participant 4
Gender				
Age				
Work				

PHOTO AND VIDEO ORGANIZATION TEMPLATE

CONTENT CREATION TABLE				
Resource Description (Video, image of man or woman, etc)	What Is Needed (Equipment, forms, etc)	Day/Time	Who	Contact Information

COMPILED IMAGES AND VIDEOS		
Resource Description	**Resource Location** **(Which computer drives/folder is your** **resource located in, etc)**	**Consent Form Location** **(If the resource features a person)**

[Insert Organization Logo]

CONSENT TO USE PHOTOGRAPHS AND VIDEOS

I _____(name) give permission for photos/videos of me (or my child) taken
at _____(location) to be used by _____[name of your organization]
for educational materials, exhibits, websites and publications. I wave any rights of compensation
or ownership.

Do you agree to participate? Yes _____ No _____

Name of Participant (please print):

_____

Signature of Participant:

_____

Name of Parent/Guardian if a minor (please Print):

_____

Parent/Guardian's Signature:

_____

Signature of person that is testifying

(Community Health Worker, or other person from your organization asking for consent):

_____

Date:

_____