

Brief 2: Planning and budgeting communication activities

ADDITIONAL MATERIAL TO ACCOMPANY AMP TOOLKIT, CHAPTER 6

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Resources:

- [Communication planning and budgeting checklist \(Excel\)](#)
- [How to conduct a stakeholder workshop](#)
- [How to develop a communication strategy](#)
- [How to conduct a situation analysis](#)

1. Introduction

A universal coverage campaign holds the potential to significantly reduce the incidence of malaria cases and deaths in a community by achieving at least 80 per cent ITN use among the population. Achieving a use rate of at least 80 per cent will require a well-planned campaign, including a robust strategy for advocacy, social mobilization and social and behaviour change communication. When budgets are being drafted for ITN distribution campaigns, the costs for communication are often underestimated. Activities may be forgotten or left out until planning is well advanced when it is often too late to make changes. Communication is, however, a vital element in the campaign and a careful step-by-step approach to communication planning is required.

The importance of audience-appropriate, timely, motivating, informative and engaging communication at all phases of the campaign cannot be overstated. Communication planning and budgeting should ensure that sufficient resources are available for implementation of a comprehensive communication plan and for responding to crisis situations as needed. Meticulous planning will ensure that critical communication activities function well and no activities are overlooked.

This brief is accompanied by an Excel file checklist for planning and budgeting communication activities for ITN campaign distribution. The brief provides some information for each of the main headings in the Excel file, and both the narrative and Excel contain links to further information for communication planning. Other briefs, attached to Chapter 6: *Communication*, and from elsewhere in the AMP toolkit, give more detailed information.

2. Establish coordination structure, communication subcommittee and organize initial meetings

The first step in planning for an ITN campaign is to establish the coordination structure at the national level, including the National Coordinating Committee (NCC) and its subcommittees. It is critical that this is done early as the preparatory period is the time when most of the delays are created for later in the campaign (for example, late planning leading to late tendering and delays in delivery of products). A minimum of six months is required for overall campaign planning, but nine to twelve months is recommended.

Mass ITN distribution campaigns provide NMCP/NMEPs with an opportunity to build on existing malaria communication activities taking place at community, district, regional and national levels. Normally, the NMCP/NMEP will have a list of the different malaria partners working to support the National Strategic Plan objectives and can identify those with specific expertise and focus on communication. As many stakeholders are involved in mass ITN distributions, each with different levels of exposure to, and responsibility for, day-to-day communication programming, it is important for NMCP/NMEPs to set a collective agenda and establish a coordination structure for all participating national and international communication partners.

The NMCP/NMEP should invite communication partners to a meeting about the campaign in order to establish the communication subcommittee. The NMCP/NMEP and partners that attend the meeting will be able to identify any gaps or partners that have been overlooked on the basis of a mapping of where health communication partners are working and what their specific areas of focus are. This type of mapping will also be a starting point for discussion on how the efforts of communication partners will complement one another and will help to reduce duplication of effort and maximize resources. Partner mapping will allow for all

communication partners to be brought together in support of a common objective of achieving universal coverage and use of ITNs.

The communication subcommittee must be established early. At the initial meeting of malaria communication partners, decisions should be taken about the frequency of communication subcommittee meetings for the mass campaign planning, as well as when the follow-up meeting will take place to officially start the planning for the mass campaign communication. Key partners and health promotion and education representatives should be invited to participate in the committee.

The subcommittee should review its terms of reference (TOR) during the first meeting and then determine how to share the work. Some examples of aspects that may be included in the communication subcommittee TOR are:

- Develop the communication plan to accompany the campaign plan of action and ensure that communication activities are included in the timeline and budget for the campaign
- Review the campaign branding (slogan, jingle and logo)
- Draft a creative brief to inform the development and review of campaign communication materials
- Develop, pre-test and reproduce/disseminate materials/key messages for use by all partners participating in campaign communication
- Share documents and materials developed with the NCC for review and validation
- Ensure that relevant authorities within the MOH have the opportunity to validate all key messages and communication materials prior to production
- Provide support for the planning of ITN campaign launches at national and sub-national levels
- Review and update the communication-specific training materials for the personnel involved in the campaign to ensure consistency and effectiveness in transmission of key messages

- Provide planning support to the organization of media/press briefing/orientation
- Design a comprehensive plan for mass media dissemination of campaign information and messages as well as for coverage of key ITN campaign activities
- Develop a plan for monitoring the broadcasting of packaged and station-originated programmes promoting the social mobilization and behaviour change objectives of the campaign
- Prepare contingency plans in case of problems in campaign implementation or false rumours during the ITN campaign
- Design advocacy strategies to engage key stakeholders including:
 - Government and relevant ministries
 - Administrative authorities
 - Religious, traditional and community leaders and other influencers
 - Women and youth associations
 - Health authorities
- Develop a campaign advocacy and media toolkit including key messages, fact sheets, etc.
- Support the design of visibility materials for the campaign (e.g. t-shirts, posters, banners, etc.)
- Ensure the inclusion of specific communication indicators in supervision/monitoring checklists in M&E tools
- Ensure the planning for post-distribution communication, leveraging on ongoing work of the NMCP/NMEP and other malaria partners

In some cases, the communication subcommittee will be small and will continue to work as a group on each of the different planning needs for the campaign. In other cases, the subcommittee will

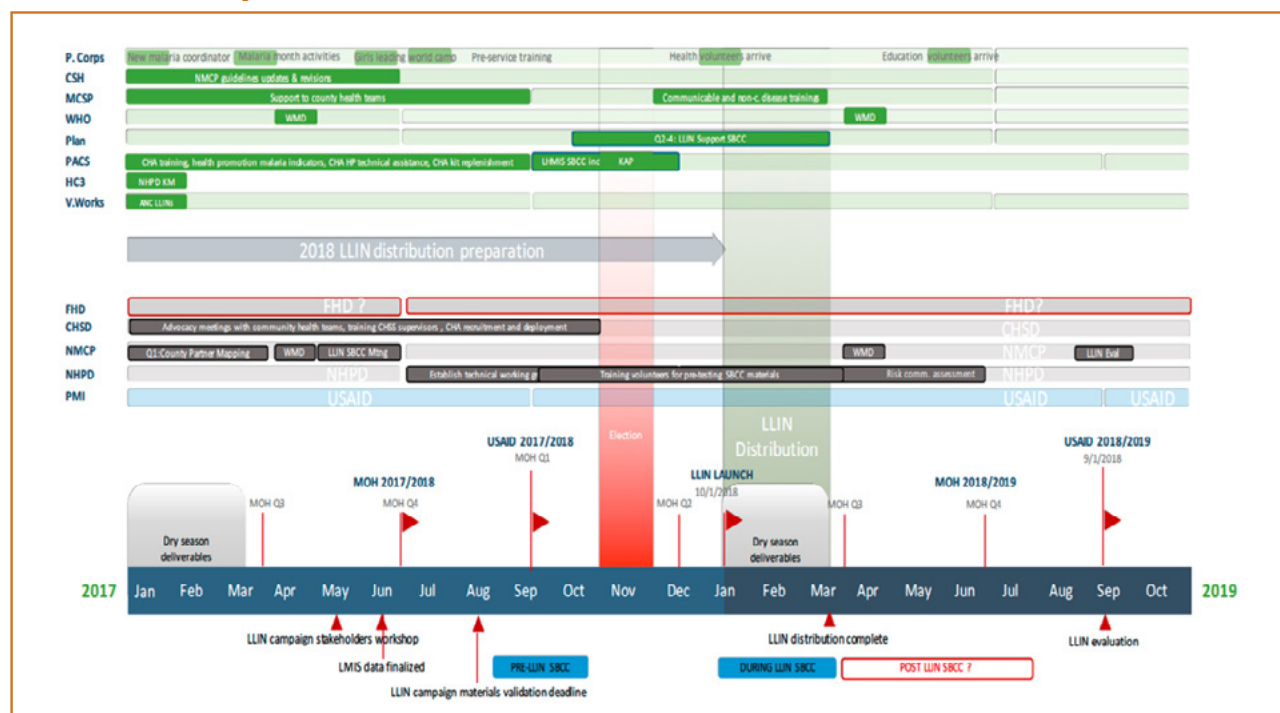
have sufficient membership to divide into smaller working groups that focus on specific areas, such as the development of communication materials, before bringing ideas and products back to the larger subcommittee for review and finalization.

The timeline for communication activities should be established at the initial subcommittee meeting and should show activities at the central, sub-national and local levels (see example from Liberia below). The timeline must be integrated into the overall campaign implementation timeline used to track the progress of campaign milestones.

When communication planning is started early, well developed, pre-tested materials should be available for timely roll-out. Partnerships with the private sector and media outlets take time to form. Political, religious and cultural leaders need to be contacted. Communication materials to be inserted into bales of ITNs must be developed and printed. The key communication activities need to be defined early and a timeline established with all the steps required to complete communication activities, to enable tracking of progress. All of the activities involved in a high-quality communication strategy take time and an effective communication subcommittee will ensure that a realistic timeline is established early.

A communication timeline should indicate who has responsibility for performing each activity, as well as the funding sources for each task. This solidifies partners' financial commitments to the campaign communication activities and informs the budget development process.

Timeline example from Liberia



3. Partner workshop for strategy development

Once the communication subcommittee is established and partner mapping is completed, a workshop for discussion of the initial ideas about communication planning can be set up with representation from the different communication partners, as well as partners implementing health projects in the areas targeted for the ITN distribution. This type of forum will allow open discussion on the strengths and weaknesses of proposed ideas, potential barriers that may affect acceptance of registration and uptake or use of ITNs and key gatekeepers that must be included in the planning from the outset to ensure the success of the distribution. The workshop is also an opportunity to review reports and recommendations from previous campaigns, and from continuous distribution.

This stakeholder workshop should not be held without the participation of the implementing partner(s) funded to carry out ITN distribution communication activities!

One of the most important parts of the communication macroplanning is gathering as much evidence and information as possible to determine the messages and channels that will be most effective and identifying populations in the targeted area that are known to have barriers to uptake of health services or use of ITNs. Review and discussion of partner insights during the planning phase of an ITN campaign will ensure location-specific barriers to ITN access and use are accounted for in the overall strategy.

Communication and implementation partners may have research on ITN use and knowledge, attitudes and practices of the target audience, as well as insights into current behaviour with old ITNs and their repurposing and misuse risks in specific parts of the targeted ITN distribution area (e.g. nets used for fishing¹). Their contributions will enhance the list of information to be collected in advance of the microplanning workshops (see [Microplanning guidelines](#), supplementary material associated with the AMP Toolkit) to strengthen the planning for communication at the implementation level.

1. See: www.vector-works.org/wp-content/uploads/PC.4.9-ITN-Misuse-for-Fishing-Toolkit- FINAL.pdf

The workshop should also be used to discuss a branding strategy, including how to collectively develop, test, approve and harmonize malaria messages across the Ministry of Health and its partners supporting campaign, routine and post-distribution activities.

The outputs of this workshop should include:

1. Situation analysis (review of global, national, sub-national ITN behaviour issues and potential need for focused research where gaps in knowledge are identified)
2. Identification and clear prioritization of and target audiences and ITN net behavioural barriers
3. ITN campaign communication strategy that includes clearly defined communication objectives (how to communicate and frame key messages), and behaviour objectives (specific ITN net behaviours that should be adopted)
4. Timeline of communication activities, including all preparatory steps

4. Undertake qualitative research to fill gaps in information

Where gaps in information on ITN use, attitudes and practice are identified during the strategy development workshop, it may be helpful to undertake qualitative research in specific areas or with specific population groups. This, however, requires careful planning and budgeting for results to be available for the development of appropriate messages. Often gaps in information are identified too late to take action prior to the campaign.

**SEE BRIEF 3:
USING RESEARCH AND DATA TO PLAN
EFFECTIVE SOCIAL AND BEHAVIOUR
CHANGE COMMUNICATION**

5. Develop communication sections of campaign plan of action

As soon as decisions are taken by the NMCP/ NMEP and partners about the overall campaign strategy, including household registration, ITN allocation, household identification and ITN distribution, the communication subcommittee should develop a communication strategy and comprehensive budget that supports each phase of the campaign. The communication plan should be integrated into the global campaign plan of action, clearly demonstrating how the communication activities will support each phase of the campaign and will ensure strong engagement of leaders and participation of the population, leading to successfully achieving campaign objectives. The communication plan should be based on data and evidence. It should ensure that all campaign actors understand the importance of communication for each phase of the campaign, as well as who should be given specific information, when that information should be delivered, and the channels used to deliver the information.

After providing any needed communication-specific context and background in the campaign plan, the first step is to set the communication objectives, which should be aligned with the objectives of the overall campaign. The objectives of the communication plan should be SMART:

- Specific: identifies concretely what should be accomplished
- Measurable: quantifies the amount of resources or activity to achieve the objective
- Appropriate: complies with what the programme wants to do
- Realistic: achievable with the available resources and experience
- Time-focused: specifies when each objective will be achieved

See *Social mobilization and SBCC planning and budgeting checklist* (Excel) for more detail on each section of the communication plan.

5.1 Communication messaging at each phase of the campaign

**SEE BRIEF 9:
PLANNING AND IMPLEMENTING SOCIAL
MOBILIZATION AND SOCIAL AND
BEHAVIOUR CHANGE COMMUNICATION**

The communication plan should describe the messaging for each phase of the campaign implementation, including (depending on strategy):

- Pre-registration
- During household registration
- Pre-distribution of ITNs
- During distribution of ITNs
- Post-distribution of ITNs

Target groups and key population groups need to be identified so that messages developed will appeal to the widest audience possible. The messages should be based on as much data and evidence as is available, and should include technical and motivational messages for social mobilization and social behaviour change communication. The development of communication messages must take into account rural and urban differences.

**SEE BRIEF 3:
USING RESEARCH AND DATA TO PLAN
EFFECTIVE SOCIAL AND BEHAVIOUR
CHANGE COMMUNICATION**

**SEE BRIEF 8:
SPECIAL REQUIREMENTS OF SOCIAL
MOBILIZATION IN URBAN AREAS**

Depending on the expertise of its members, the communication subcommittee may prefer to use an external specialized agency to develop the communication materials, whether print or audiovisual. In that case, there is a need to produce guidance for the agency in the form of a creative brief. See “[How to Write a Creative Brief](#)”. Where the communication subcommittee does not have the expertise to develop the creative

brief, the contracting of an external agency or organization should be included in the budget from the outset.

The channels for dissemination at the time of macroplanning should be as inclusive as possible – during microplanning, the particular channels to be prioritized for each district can be identified based on the information collected, the target audience, special populations, the mapping and the barriers identified.

**SEE BRIEF 6:
MEDIA ENGAGEMENT**

See *Microplanning guidelines*.

After messages have been developed, they should be pre-tested with representative sampling. This is applicable to all social mobilization and social behaviour change communication materials and tools that will be used for the campaign. Based on feedback from the pre-testing, any revisions should be carried out and final products made ready for reproduction. It is important that the communication timeline includes the time for pre-testing, finalization and reproduction of materials, as well as transport to the implementation level, to avoid problems linked to late delivery. It is also important that pre-testing is included in the budget.

5.2 Branding and production of campaign communication materials

**SEE BRIEF 5:
BRANDING AND PROMOTING
SOCIAL NORMS**

The communication subcommittee, or a designated design agency, may need to develop a “brand” for the campaign where there is not an existing umbrella branding for the NMCP/NMEP. Branding typically involves development of a campaign logo, slogan and, in many cases,

song or jingle, which will identify the information being communicated as part of the efforts to prevent and control malaria. Where this will be externally contracted, it must be included in the budget at the macroplanning stage.

5.3 Advocacy, engagement and outreach

**SEE BRIEF 4:
PRIVATE SECTOR ENGAGEMENT**

**SEE BRIEF 7:
DEVELOPMENT OF ADVOCACY
EVENTS AND MATERIALS**

Advocacy is critical during all phases of the campaign – from the initial planning through the post-distribution period – and at all levels, and should be described in the campaign macroplan. Advocacy is one of the key ways to ensure the buy-in of government and other leaders, as well as to generate additional resources through private sector stakeholders. Everyone has an interest in reducing the burden of malaria – gaining their support is often a question of how the request for support is presented.

Advocacy packages must be prepared early, including fact sheets, frequently asked questions and visibility materials that will show what investment in the campaign will mean in terms of return for the target audience.

The key audiences for advocacy activities at each level should be identified early; at the national level, these will be identified during the macroplanning, while at the regional, district and community levels, these will be identified during microplanning and implementation. Private sector organizations should be identified early to start a dialogue on how they can both support and benefit the ITN campaign. Where the audiences are divergent, such as in complex operating environments, it may be necessary to

organize multiple advocacy or engagement meetings, and this should be considered at the macroplanning and budgeting stage.

Advocacy and engagement with religious, traditional and communication organizations and structures at community, district, regional and national levels should include a focus on how these entities can support continuous implementation of social mobilization and social and behaviour change activities to sustain gains achieved during the campaign.

5.4 Development and production of campaign communication and visibility materials

Decisions about the materials that will be produced for the campaign (posters, flyers, job aids, visibility materials, etc.) must be made early enough for development, pre-testing, tendering, contracting, producing, and transport in advance of the campaign. What is being used, by whom and why should be detailed in the campaign plan to avoid long discussions with donors as to the rationale for the decisions on visibility and other campaign communication materials.

Visibility items – caps, t-shirts, aprons – with the campaign logo should be provided to campaign workers who will be dealing with the public in any role. Providing campaign workers with caps, t-shirts or aprons with campaign logos and slogans helps to reinforce their authority with community members and advertises the campaign objectives both during the campaign and through routine activities that these individuals will be carrying out after the campaign is over. The branded items, such as aprons and caps, can also be part of the advocacy package that is handed out to community leaders, etc. who will be asked to become campaign champions. It is therefore important to ensure that these items are planned, quantified and budgeted at the macroplanning level.

5.5 Mass media engagement

**SEE BRIEF 6:
MEDIA ENGAGEMENT**

The communication plan should include how media engagement will be ensured. Mass media can be mobilized to promote a campaign's communication goals for pre-, during and post-distribution phases of a campaign. Television, radio, newspapers, magazines, SMS messaging, social media, can all be useful to publicize the campaign brand, reinforce social mobilization objectives and promote behaviour change. Workshops for local journalists and broadcasters are vital for effective social mobilization and social and behaviour change communication. Establishing good relationships with journalists and broadcasters at all levels can get the coverage a campaign needs.

Often, as part of its ongoing communication efforts, an NMCP/NMEP will already have nurtured a network of journalists dedicated to the coverage of malaria issues. The communication subcommittee can build on these relationships and establish commitments for promotion activities. Where these relationships are not already in place, the campaign, with its high visibility, may be a good opportunity to establish ties, but this must be started well in advance of the campaign.

**SEE BRIEF 6:
MEDIA ENGAGEMENT**

It is necessary to differentiate rural and urban areas in terms of mass media. For example, radio may be more effective in rural areas, while urban areas are more likely to be influenced by television and social media.

**SEE BRIEF 8:
SPECIAL REQUIREMENTS OF SOCIAL
MOBILIZATION IN URBAN AREAS**

It is important to get the timing of mass media communication right, i.e. not too soon and not too late. Working with the mass media, a dissemination plan that will have the maximum reach should be prepared and closely monitored.

5.6 National and sub-national launch events

Campaign launch events are an opportunity to publicize the campaign and to reinforce the main messages. A national event can be planned to take place at the appropriate time and can be attended and supported by well-known people, such as politicians, sportsmen and women, popular musicians, actors, and religious leaders. There should be good media coverage, using the channels most likely to have the greatest impact on the target audience(s). The national launch event can be reinforced by similar events at the sub-national level, supported by local leaders and influencers.

It is often possible to liaise with the private sector, e.g. mobile phone company, mining company, to contribute to the costs of the launch event(s). Many companies practise good corporate citizenship, and wish to show support and a positive relationship with local society and the community. In exchange for support in the form of funding, loan of venue, loan of equipment, etc. the company gains valuable positive publicity.

The communication subcommittee needs to plan carefully for the national launch event and ensure there is a budget for the number of people that will be invited (catering, advocacy kits, etc.), and to hire chairs and tables and a sound system for the venue(s) where this is required. These are the kinds of details that often get overlooked in the planning, which then affect the budget and the implementation of the plan.

5.7 Social mobilization

**SEE BRIEF 5:
BRANDING AND PROMOTING
SOCIAL NORMS**

**SEE BRIEF 9:
PLANNING AND IMPLEMENTING SOCIAL
MOBILIZATION AND SOCIAL AND
BEHAVIOUR CHANGE COMMUNICATION**

Social mobilization activities in support of achievement of a campaign's objectives must be described in the campaign plan. Careful planning and budgeting is necessary for the social mobilization activities during all phases of the campaign. Social mobilization may include a variety of activities (road shows, theatre, drama, sports events, house to house visits, inclusion of messages in talks and sermons, etc.). It is necessary to know in advance the kind of activity that will be most effective in getting the message across and plan and budget accordingly.

5.8 SBCC during household registration, ITN distribution and post-distribution

The communication plan should ensure that all opportunities for SBCC are recognized. For example, during household registration and ITN distribution, campaign staff and volunteers can give SBCC messages. They must, however, be well trained on the key SBCC messages and the commonly asked questions and be furnished with job aids to ensure that the messages they give are consistent. At distribution points, it is possible to have a health education area where the correct hanging of ITNs is demonstrated.

The campaign's communication strategy should also incorporate plans for post-distribution activities. There is no set formula for what kinds of communication interventions should take place after beneficiaries receive their ITNs, but existing data, such as the [ITN access:use report](#), should be used during macroplanning, and options should be discussed during microplanning

with health facility and community representatives. Decisions on the extent of a post-distribution communication campaign depend on whether a culture of ITN use already exists in the communities, the existence of other malaria messaging as well as the availability of funds. Long-term, continuous post-distribution communication is not often budgeted during the upstream grant finalization phase, so it is important to understand what routine communication activities are being implemented by the NMCP/NMEP and malaria partners and to build on these channels to incorporate additional messages where possible. When limited funds are available, prioritization of populations based on data is essential.

5.9 Risk assessment and mitigation

In large-scale ITN distribution, there are many uncertainties, with the possibility of events or situations changing rapidly. It is important to identify potential risks at an early stage of the campaign and to propose measures to mitigate those risks. In communication, issues such as rumours, misinformation, poor crowd control, stock outs, etc. can occur. Any of these kinds of risks, which may affect the planned strategy, the operational aspects of the campaign or the funding, can occur at any stage of the campaign, and while the initial risk assessment exercise is done early, it needs to be revisited on a regular basis to see if the situation has changed.

The plan needs to contain information on each potential risk event and how it might affect the campaign. The likelihood of the risk happening should be assessed and the result graded according to its possible impact. Strategies for dealing with the risk should be part of the original communication plan. Part of the training of supervisors and monitors should be about what to do if an identified risk, such as a rumour or misinformation, occurs. Where addressing potential risks has financial implications, the macro budget should include the mitigation method and the associated costs.

SEE BRIEF 9:
PLANNING AND IMPLEMENTING SOCIAL
MOBILIZATION AND SOCIAL AND
BEHAVIOUR CHANGE COMMUNICATION

SEE BRIEF 3, CHAPTER 5
(AMP TOOLKIT: LOGISTICS):
RISK MITIGATION

5.10 Supervision and monitoring planning

The communication plan needs to set objectives and then define the indicators that will be used for data collection to evaluate whether the objectives have been achieved. Each indicator should be associated with a plan for collecting information about it, including who will collect the information, with what tools and when. Questions should be included in supervision and monitoring tools to verify if objectives have been achieved. For example, an objective of the communication plan may be that 90 per cent of households received information about the household registration in advance of the activity taking place. The supervision checklists during household registration can include a question related to whether the household received information and, if so, from what source. This will allow the communication subcommittee to gather information during the campaign implementation to improve planning for future activities.

Some questions to consider when planning monitoring for communication activities include:

- Were the activities completed as planned, including timely arrival of communication materials at the furthest distribution sites?
- Are there any rumours that are negatively affecting the campaign?
- Are social and behaviour change and informational messages being conveyed correctly and consistently?
- Did messages reach the majority of the target population?
- In households in the targeted areas, are people using nets (either existing nets or the

nets just received)? If they are not using the new nets and there are no older nets available in the household, what are the barriers affecting the use of the new nets? Among the people who received ITNs at distribution sites, are the nets hanging in households?

6. Human resources for communication

Early planning, based on lessons learned from previous mass ITN campaigns, is required to decide on the human resources needed for communication during every phase of the campaign and at every level. The communication plan should detail the requirements for human resources for communication in the health structure and implementing partner organizations and their roles and responsibilities at each level (national, regional, district, community). It should also include the role of key advocacy figures that will be engaged in the campaign such as ITN ambassadors and at what levels they will be recruited and motivated.

7. Communication microplanning

See also *Microplanning guidelines*, supplementary material associated with the AMP toolkit.

One of the most critical phases of the campaign is microplanning, as it will include collection of information from health facility and community representatives that reflects the actual context at the implementation level. Health education/promotion officers should be encouraged to collect and present information about locally identified barriers to use and care, as well as ITN misuse, so that appropriate modifications can be made for training of campaign staff involved in registration, distribution and post-distribution phases of the campaign.

The communication subcommittee must ensure that the list of information to be collected in advance of the microplanning reflects the needs for detailed planning for advocacy, social mobilization and social and behaviour change communication and is based on the communication plan. This may include, for example:

- The radio stations with the widest reach in the district
- Communities without radio access
- The presence of non-governmental, faith and community-based organizations engaged in health activities
- A list of key influencers at district and community level for planning for engagement meetings
- The reach of the telephone network where SMS messaging is planned
- A list of schools and head teachers
- A list of religious structures, such as mosques, churches and temples, as well as the contact person for those structures
- Local factors and behaviours related to net use, misuse, net repurposing and net care and repair

The communication subcommittee will also, in collaboration with the technical and logistics subcommittees, need to develop the microplanning templates that will be used for communication planning and assist with planning the training of trainers to ensure that communication receives sufficient attention.

It is imperative that the communication subcommittee review the budget for the microplanning training of trainers and the decentralized workshops, as well as the list of participants, to ensure that communication and health education are sufficiently represented.

During the review of the microplans at the regional or national level in advance of validation, it is critical that members of the communication subcommittee are present to make the case for the vital importance to the campaign of communication activities. Often, when budget reductions are required, cost savings are made through cutting communication activities, which is not recommended.

Microplanning is also the first real opportunity to officially introduce the campaign at the

regional and district levels, so it offers an early possibility to organize advocacy meetings with local leadership in the areas where the microplanning workshops will take place. The communication subcommittee must ensure that advocacy materials and packages are developed early if these meetings are planned at the time of the microplanning (four to six months before the planned distribution) or should ensure that a minimum package is available for these initial meetings with a more formal advocacy package being distributed prior to the start of activity implementation.

**SEE BRIEF 7:
DEVELOPMENT OF ADVOCACY
EVENTS AND MATERIALS**

8. Training preparation and implementation

The communication aspects of the training sessions and, subsequently, the implementation of communication activities during key activity phases, are often underemphasized. It is critical that the communication subcommittee plays an active role during the development of the training materials as well as the data collection tools where the subcommittee must ensure, for example, that appropriate communication questions are included on supervision and monitoring checklists. The post-test must include communication aspects to assess the understanding of content covered and identify any issues that may affect the quality of the cascade training sessions moving forward.

While it may not be possible to have a communication or health education expert in every training session, it is necessary to ensure that the plan and budget for the central, regional and district trainings include this cadre and sufficient time on the agenda to allow all facilitators to deliver a high-quality training to participants. Communication staff should facilitate the sessions related to social mobilization and SBCC during the training of trainers sessions and should have a supervisory and monitoring

role for the implementation of training at the regional, district and community levels.

The training for communication should include, for example:

- Key messages to deliver in advance of household registration through different community mobilization methods and channels
- How to introduce yourself and the registration to households, including the reason why data are being collected and how they will be used
- How to explain the ITN allocation to households and the voucher/coupon/form of identification to be used in exchange for ITNs at the distribution points
- How to set up an ITN hang-up demonstration and explain how to modify the method of hanging to adapt to household context
- How to discuss and address any barriers to registration, ITN distribution or participation in the campaign identified during communication activities
- How to discuss repurposing of nets that can no longer be used, with an emphasis on beneficial repurposing to continue using old nets to prevent mosquitos biting (such as for curtains, window screens, etc.)²
- How to explain the importance of care and repair of the nets to improve their longevity
- How to listen to, understand and answer questions from household respondents

The training agenda should be planned to include participatory sessions, including question and answer, role play, group work and teach-back. The training should be used as an opportunity to introduce the job aids linked to that phase of activity. The job aids should be distributed, reviewed and any questions related to their content or use answered. During the training, there should be a hands-on session where participants practise using the job aids.

Communication should be incorporated into all of the participatory and group work sessions during training at all levels, beginning with the national level to ensure that any trainers undertaking facilitation of training put enough emphasis on this aspect.

9. Supervision and monitoring of communication activities during each phase of the campaign

It is important that communication is highlighted during the training of supervisors and monitors to ensure that this aspect receives sufficient focus. Supervisors and monitors at all levels, whether they are communication experts or not, will need to be trained to scrutinize all elements of a campaign including social mobilization and social and behaviour change activities. Supervision and monitoring data collection materials and job aids will be designed to collect data on key process and outcome indicators for communication, in addition to logistics and other campaign areas.

Supervision and monitoring tools should be developed for the different phases of the mass distribution campaign: pre-campaign, pre-distribution, distribution and post-distribution, and include all activities that are taking place during these periods. Monitoring should also focus on diverse kinds of communication in play, including interpersonal communication and the broadcast of programmes and announcements in the media as per the established schedule to ensure accuracy of information, timely dissemination and to provide corrective feedback, if necessary.

During and/or following the household registration and/or the ITN distribution, if a rapid assessment of sample households is planned, the inclusion of questions about knowledge and practices around malaria, its prevention and net use will help campaign planners and supervisors to determine the effectiveness and impact of communication activities, channels and messages

2. See: www.vector-works.org/wp-content/uploads/Consensus-Statement-Repurposing-of-ITNs-2018-11-28.pdf.

in light of their objectives as well as what types of additional post-distribution behaviour change activities may be warranted.

The monitoring of broadcast spots and other programmes that have been contracted should also be part of the communication plan and monitors should be trained to check on compliance to contracts. Each contracted station should receive a schedule for the broadcast of the spots. Supervisors and monitors will use the schedule to monitor the broadcasts. All supervisors and monitors should receive checklists or forms for standardized reporting, as well as the planned schedule for dissemination of programmes. The radio monitors should then report back to their supervisors their monitoring findings. Corrective actions should be taken in cases where stations are not complying with their contractual obligations.

10. Wrap-up and lessons learned

Wrap-up meetings should be held at each level (district, region, national) at the end of the campaign and include as many key planning and implementation actors as possible, including people that represent logistics, monitoring and evaluation, communication, finance, etc. to get a full picture of the successes, challenges, lessons learned, and recommendations based on the experiences during the campaign.

Once all implementation activities are complete (with the exception of post-distribution communication) and the wrap-up meetings have taken place and reports are available, the communication subcommittee should meet to review the reports for the improvement of future campaigns. The information collected during implementation of activities through supervision and monitoring, as well as direct observation, and the information collected during the wrap-up meetings, may identify issues that need to be addressed following the campaign both to improve routine communication planning and to improve the next mass ITN distribution that will take place.

11. Budgeting

Often, the budget for a campaign will be fixed early (i.e. prior to procurement), but will be revised and refined in line with the final campaign strategy and then submitted for validation and approval of the National Coordination Committee and technical and financial partners with the other macro planning documents (campaign plan of action, including communication and M&E; logistics plan of action; timeline of activities; risk assessment and mitigation planning).

The communication subcommittee must develop a budget to support the communication activities adopted in the campaign plan of action and communication timeline. For development of the budget, it is important to understand where, and for which activities, partners will be using their own financial or other resources and to highlight these. This will help ensure that the budget needs are not overstated and will demonstrate cost sharing among partners to their donors. The budget should also illustrate gaps to facilitate resource mobilization to ensure all of the planned campaign activities, including communication, can be funded.

The budgeting process for communication must also be closely coordinated with the campaign's technical subcommittee. For example, once budget items have been established for microplanning meetings or training sessions at all levels, it will be important to ensure that the costs for communication personnel to participate have been included. Normally, the campaign budget for the microplanning or for the training sessions does not specify who is participating in each of these activities, only how many are required, so the communication subcommittee members need to be actively participating in the planning to ensure that they are not overlooked. Early planning and budgeting ensure that essential communication activities conducted at all levels are adequately funded. These activities include:

- Review of existing behavioural and communication research (national level)
- Facilitation of a stakeholder workshop for messages and materials development (national level, but possibly with some regional or district consultations in advance)
- Pre-testing of communication support materials (flyers, posters, banners, advocacy kits, job aids, etc.) (national level)
- Production of communication materials (national level)
- Outreach to religious, educational, community and other organizations and business groupings (all levels)
- Orientation of the mass media professionals (all levels)
- Outreach to telecommunication companies for SMS messaging (national level)
- Budgeting costs of national launch and sub-national launch events (all levels)
- Ensuring the inclusion of communication indicators in supervisory and monitoring tools (national level)

It is not uncommon for social mobilization and local advocacy costs to be based on projections and previous costs for rural communities. It is important to work with the logistics and technical subcommittees to develop a comprehensive plan and budget for urban areas that reflect their unique logistics, distribution and communication requirements. Urban distribution costs are likely to be higher than in rural areas.

**SEE BRIEF 8:
SPECIAL REQUIREMENTS OF SOCIAL
MOBILIZATION IN URBAN AREAS³**

3. See also: www.vector-works.org/resources/strategies-in-urban-distribution-of-insecticide-treated-nets/.