ECL Association of European Cancer Leagues

12 European Code Against Cancer 12 WAYS TO REDUCE YOUR CANCER RISK

EVENTS TOOLKIT

A guide for Youth Ambassadors

by Events Working Group

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INTRODUCTION

PROJECT MANAGEMENT

Project Management is the process of designing, planning, executing, controlling, and evaluating the work of a team and its partners that cooperate to achieve goals in a limited amount of time.

To manage a project effectively you must keep your goals realistic and achievable, be a fast thinker, find solutions for the problems or obstacles that may show up along the way, and, in the end, celebrate your achievements.

THEORIES OF PROJECT MANAGEMENT

THEORY OF CHANGE

The theory of change helps a project manager concentrate on what results they want their work to have, by allowing them to organize the chronological link between activities and impacts, and to understand the amount of time between the implementation of the project and its impact. This theory implies the following steps for project management: impact, medium- or long-term outcomes, short term outcomes, outputs, activities, inputs or resources. While analysing the steps mentioned above, we should keep in mind how the pandemic may influence our work.

PROJECT CYCLE

The project cycle helps a project manager work strategically. After analysing the steps that must be followed for your project, we must determine if there are any problems or

issues that would have a negative impact on our work and offer a solution. On that note, we must focus on the results that we want our work to generate, create clear goals, and finally build the proper, sustainable solution (institutionally and financially) for the displayed problem. The next steps are securing adequate funding, implementing the project activities, and monitoring and evaluating the process and its impact.

The project cycle operates in four phases:

The Initiation Phase: Start of the Project

1. Carrying out research after identifying the needs and problems in the country/region/location and determining important external factors.
2. Verifying the strategic importance for the organization or movement.
3. Identifying the stakeholders and then categorising them into beneficiaries, partners (and their roles), and opponents.
4. Creating the Theory of Change for Project Management.
5. Defining objectives, global and specific, to better understand how the project can be effective and efficient. Map the project innovation and prepare the communication strategy by doing a SWOT analysis.

The Planning Phase: Organising and Preparing

1. Defining activities and desired results.

2. Defining the team, material financial, and partner resources that are needed, and creating an external calendar.
3. Performing a risk assessment and creating mitigation strategies.
4. Creating a social impact measurement system and defining the Monitoring and Evaluation system.
5. Defining the financial management system, the verification methods, the necessary documents, and the procedures for the project.
6. Creating an organisational chart for the team by creating job descriptions, distributing responsibilities, and setting up a governance structure.
7. Preparation of standardised documents.
8. Providing training for each team member on critical issues.

The Execution Phase: Carrying out the project

1. Start managing the finances: buy the products needed, hire services, reimbursements, etc.
2. Detail the communication strategy and start the project by having strategic meetings with partners, meeting the team regularly and carrying out the activities.
3. Communicating the results and impacts.

4. Prepare technical and financial reports
5. Prepare a mid-term impact report after attending mid-term strategic meetings with the partners, stakeholders, and the team.
6. Evaluate the project after analysing the mid-term impact report and based on that evaluation adjust your strategic activities.

The Termination Phase: Ending the Project

1. Ending all project activities and financial executions, preparing the final project or impact evaluation report and impact newsletter, and communicating the results through social media, websites, and mailings.
2. Reflect strategically on the results and impacts of the project and use them for lobby and advocacy.

TIME MANAGEMENT

Time management is an important aspect of project management. Keeping track of time will ensure that the project will keep progressing efficiently. To manage time correctly we should:

- Learn how to divide our time by identifying urgencies and priorities.
- Plan.

- Group tasks together.
- Manage unexpected situations.
- Understand our daily rhythms and how to manage those.
- Know how to deal with interruptions.
- Understand our time consumers (personal and job).
- Visualize our tasks (including new ones).
- Be efficient and effective.

Time is divided in:

- Very urgent and very important (VUVI);
- Very urgent and non-important (VUNI);
- Non-urgent and very important (NOVI):
- Non-urgent and non-important (NUNI).

PRIORITIES

Priorities must be decided by what is important and not by what is urgent. If something is important it may need to move up on the priority list and be listed as urgent if there is a time constraint. As our planning becomes more efficient, we have fewer urgencies.

FINANCIAL MANAGEMENT

Financial management means planning, organising, directing, and controlling the financial resources of an organisation or project. Effective financial management involves a clear strategy, financial sustainability, fundraising or business plan, robust management system, transparency, accuracy, good procedures, and control systems. Keeping this in mind we will be able to pick and define resources that will be used effectively and efficiently thus reaching the project's goal. Respecting the financial management principles builds trust with stakeholders and stronger relationships with your donors and community. Efficient financial management means financial stability that helps to fulfil our legal duties and plan a better future for the organization or movement.

HUMAN RESOURCES

Human resources are an essential part of the project. Building a trustworthy team is something that ensures success. The people working on a project can be categorised as technical staff, support staff, and management. After classifying them, all that is left to do is divide their work and determine their involvement in the project.

REPORTING

Reporting is an efficient way to document the different processes in a project. Reporting can help us evaluate the work done, its impact, the progression or regression of the project, and overall reflect on the current strategies and determine the next steps. A report

should include:

1. General information about the project.
2. Progress status.
3. Goal fulfilment.
4. Milestone analysis, including the results and impact.
5. Financial data.
6. Next steps.
7. Risks and mitigation strategies.
8. Sustainability strategy (institutional and financial).

We have two kinds of reports: technical reports and financial reports. Technical reports are all about fulfilling goals, reaching milestones, performance, executing activities, and generating impact. While financial reports talk about managing the budget, explaining financial changes, ensuring a continuous financial flow, accountability for spending, and making sure that the legal responsibilities are fulfilled. Through reporting, we can improve and simplify our communication, share important information with our stakeholders, share key messages, gain our team's trust, and ensure timely payment and reimbursements, especially when issues arise.

PROJECT COMMUNICATION

Impact communication. The goal is not to communicate the mission of the project, but to generate empathy in the target groups.

Empathetic Communication

1. Communicate results and impact.
2. Use success cases and testimonials.
3. Partnership with an ad company.
4. Have a relationship with the media and use social media.
5. Develop accountability and transparency newsletters.

EVALUATION

Relevance

Is the project on the right track?

1. How does the project respond to different sources (beneficiaries, countries, partners etc)?
2. Will the project continue to proceed effectively if the circumstances change?

Effectiveness

1. What is the project supposed to achieve and is it achieving its goal and objectives?
2. What are the current results?
3. Do these results change when consulting with different groups?

Efficiency

1. How well are resources being used?
2. To what extent does the project deliver on its goals?

Impact

1. What difference does the project make?
2. What positive or negative, and intended and unintended effects has the project generated?

Sustainability

1. Will the benefits of the project last?

PRINCIPLES OF PROJECT MANAGEMENT

Involve stakeholders

Inform stakeholders about important project activities and how their impact is valued.

Understand changes

Articulate how change is created and evaluate the changes through gathered evidence. Recognizing positive and negative changes as well as intended and unintended changes and effects

Value the things that matter

Making decisions about needed resources, activities, outcomes etc.

Only include what is material

Determine what information and evidence must be included in the accounts to give a true and fair picture and to ensure that stakeholders can draw reasonable conclusions about the impact of the project.

Do not over-claim

Only claim the outcomes that the project is responsible for.

Be transparent

Demonstrate accurately and fully the sources and data used in the analysis and show who will be reported to and what information will be shared with stakeholders.

Verify the result

Ensure appropriate and independent data.

PARTNERSHIP MANAGEMENT

Partnerships are important if a project is to have a wide reach. We should look for partners that can provide:

1. Funding for a project or a set of projects.
2. Access to specialised knowledge and good practices.
3. Increase the impact of your project.
4. Added credibility.
5. Ways to scale up your initiatives.
6. Increased visibility and standing.

With aligned partnerships, the project will be able to evolve through focus groups, interviews, surveys, meetings, workshops, observation, and research.

SUMMARY

In summary, the process for project management that we should follow in 12 steps:

1. Create the organisation's or movement's Theory of Change.
2. Create the project's Theory of Change.
3. Create a value chain.
4. Define an evaluation method.
5. Choose your measurement system (ex-ante/ex-post, LBG, etc).
6. Define indicators for your outputs, outcomes, and impacts.
7. Build your impact map with all the systems (Baseline, Value Chain, Indicators, Means of verification).
8. Collect baseline information and build all instruments (KII guides, focus group guides, surveys, registers, databases, etc).
9. Start the project activities, monitor, and gather all information in the impact map and system.
10. Data analysis and impact reporting.
11. Reflect on the information and make changes to the project and organisation's strategy (impact management).
12. Communicate your impact and improve your financial sustainability.

EVENT CYCLE

BEFORE THE EVENT

PLANNING

a) The principal step in the planning phase is determining the nature of the event. Is the event in-person or virtual, is it a campaign, a conference, an awareness talk at a school, an awareness stall in a mall, or a talk at a media house? This needs to be clearly defined from the start. Inspiration can be derived from past events by youth ambassadors.

b) The next step would be to define a topic or theme for this event correlating with the nature determined above. A suitable date, time, and venue should be chosen, taking into consideration the audience being targeted and the anticipated time needed to prepare for the event. Remember, a strategic date and time can be a vital instrument to the event's success.

c) The final step in the planning phase would be to identify key stakeholders and potential partners for the event. Research needs to be done to find organizations or bodies whose mission and goals align with the event you plan to organise. Partnerships are instrumental to success as they ensure the visibility of the event as well as expand its reach and impact. This can be in the form of social media presence or resource contributions. Furthermore, at this stage, it is worth noting potential speakers or facilitators that may be required, depending on the nature of the event.

Preparation

a) Define your target audience, the impact you aim to make and how to measure that impact. Elaborate on your impact points.

b) Delegate the roles. Effective task distribution is invaluable to a successful event. Assign roles for handling aspects of the event such as partnerships, financing, logistics, marketing, design, sponsorship, and so on. Teamwork and coordination are invaluable.

c) Presentation and content design. Content is the bread and butter of your event. A detailed and clear description of the content designed using software to make it eye-catching is needed.

d) Define the timeline. Ensure a clearly outlined timeline with milestones to be achieved.

e) Produce action posters. This will serve as a tool for promoting the event and can take the form of videos, posters, or infographics related to the event in order to give visibility to your event.

Promotion

a) Social media platforms are invaluable in this digital age in order to gain visibility for your event. From Instagram, Twitter, and Facebook to LinkedIn, WhatsApp, Discord, and even TikTok, leveraging these platforms will ensure increased awareness and participation

b) The social media handles of the Cancer Code can also be utilized to promote the event to target audiences. Social media analytics and sharing strategies come into full view in this regard.

c) Cancer prevention advocate groups are platforms with enthusiasts who are passionate about cancer prevention and can serve as a major snowball effect for event promotion.

d) Union for International Cancer Control (UICC) country representatives can serve as key stakeholders and/or partners that will help with promoting the event.

e) Scientific Committees and Medical student groups on Facebook can be great platforms for dissemination. Some examples of these are:

- https://www.facebook.com/groups/1371170522943464/
- https://www.facebook.com/groups/intoppmedstud
- https://www.face sebook.com/groups/ISEMS/
- https://www.facebook.com/groups/ifmsa.scome.europe/
- https://www.facebook.com/groups/1609663609103044/
- https://www.facebook.com/groups/ifmsaeurope/
- https://www.facebook.com/groups/492246414636832/
- https://www.facebook.com/groups/478405952299610/

- https://www.facebook.com/groups/396417373772145/

DURING THE EVENT

PRESENTATION STRUCTURE

- Use software you are familiar with (Prezi is more impressive than PowerPoint but make sure you know how to use it).
- Use one slide as an outline or flowchart of the presentation or workshop.
- Keep an eye on the layout. Use a template with the colours of the ECAC. The font size should be larger than 18.
- Make the ECAC visible and accessible. Include the social media accounts and any relevant contact details in the presentation.

PRESENTATION DELIVERY

- Make a captivating opening *(a striking number, an unexpected fact, or a historical event. For example, did you know that you can decrease your cancer risk by up to 50%?)*
- Outline your presentation (briefly state the main part of your presentation, whether it is a theoretical presentation, what are the main points/sections, and whether there is an interactive part).

- Make sure there is cohesion between slides. Identify linking concepts/words and highlight them.

Prevent technical difficulties

- Make sure that you have a stable internet connection. If not, provide a recorded presentation beforehand.
- Make sure your presentation runs smoothly at the designated platform (especially if it is Prezi).
- Sharing your screen is preferable to asking the moderator to change slides. If this is necessary, make sure that the moderator knows when to change the slides. A joint rehearsal is usually the best solution in these cases

Interactivity

- If the duration permits, include interactive features such as a Kahoot questions game, a moderated discussion, or a role-play.
- Make the best out of the interactive session. Explain any rules or procedures clearly and ask the moderators of the session (if any) to be part of the interactive session so that they can motivate other participants.

Miscellaneous

- Prevention is better than treatment. A rehearsal *(with the same device and internet connection)* can save you from a lot of trouble.
- Maintain contact with the moderators of the session. Inform them as soon as you suspect that something is not working.

After the event

After performing an event, it is essential to report it and measure its effect. This section of the toolkit lists ideas and recommendations for reporting and measuring the impact of an event. The question is: Are we changing something or not?

It is essential to know that we can sometimes feel that we are a drop in the ocean, but we should know that there will be one drop missing if we aren't there. We will try to explain the impact measurement of any event using pre and post surveys and word clouds.

Pre & Post Surveys

We aim to measure the knowledge level of the participants before and after the event with this technique.

In this way, we will have data that represents their current knowledge. With that data, we can compare and see if there is any change after the event.

All of these will give us an idea about the impact of the event. In these surveys, you can use structured questionnaires which have validity and reliability. The surveys can be created on Google Forms, SurveyMonkey, or any other platform.

If you are going to use a questionnaire that was designed by you, please pay attention to these recommendations:

- Define the main learning objectives of your event. These will give you a structured plan for you to use in the following stages. You can see this as a splitting process. Try to divide the content of your event into small pieces. For example:
    - ECAC in general.
    - Primary/Secondary prevention techniques.
    - Tobacco, second-hand smoking, and other lifestyle modifications.
- Think about putting some self-check points. Add a sequential tab from 1 to 5 where attendees can mark their status. For example:
    - Please rate your current knowledge on this topic. (Put here any of your learning objectives).

- Design your survey so that it touches upon the content you shared at the beginning, middle, and end of your event. Be sure that your questions cover what you share in the presentation.
- You can use true/false statements after the self-check questions. Do not ask anything that you didn't mention in the event. Also, include the essential points as a true/false statement. For example:
    - In the last edition of the European Code Against Cancer, there is a recommendation on stress management. Question: A more stressful life increases the risk of cancer. (F)
    - There is strong evidence that some cancers are linked to occupation. (T)
- You can use multiple-choice questions.
    - Instead of questions like "Choose the wrong option", choose questions like "Which one is a message from the ECAC?" with only one response. Try to find flashy questions and keep the answers relatively short.
- Add a ranking scale at the end that asks the participant's feelings about the event. You can add a comment section after it if you want to hear more feedback.
- You can construct a point system with the questions you asked the participants. You should give points to the questions that have a correct answer, not for statements that play as a self-check point.

- For example, if you have 6 true or false and two multiple-choice questions, you can set up 1 point for each true or false and 2 points for each multiple-choice question. In the end, you will have 10 points. You can use Google forms as a quiz creator. You will get the total points of participants before & after the event. Check this article for more info about the Google docs quizzes.

Word Clouds

A word cloud is a useful method that collectively expresses participants' views on a particular topic. With this method, you can ask participants about their expectations for the event, for example. You can also ask them to express their opinion on any subject with one word. For example:

- What brings you here?
- What are the first three things that come into your mind when you hear the word "cancer"?

If the number of participants is too high, you can ask the participants to write one word. If there are not many participants, you can request the participants to write more than one word.

- Please write three words that explain your feelings when leaving this event.

Use mentimeter.com for adding interactive word clouds to your events.

Reporting Issues & other recommendations

In the report form

- You can send the survey you have prepared to the participants with the registration form before the event and as a feedback form after the event. So, you will have two data points for comparison.
- Don't forget to add statements to these forms which explain that the answers will be used only for action analysis and reporting purposes, and names and personal information will not be used for any other purpose.
- After completing a comparison of the survey results, summarise them in two or three sentences and include them in your report.
- Have you reached the learning goals in the activity? How did the audience you've reached in your event benefit from this event?

ATTACHMENTS

- Template action
- Example joint and individual action
- Successful events done by YAs.