Campaigns
to
End Violence against Women and Girls

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1. INTRODUCTION AND KEY CONCEPTS

1.1 OVERVIEW

This module provides practical guidance to institutions and individuals interested or involved in campaigning to end violence against women and girls (VAW), including, amongst others, women's groups, human rights and other civil society and development organizations, government entities, and community groups. It draws from and builds on time-tested tools and literature, a growing body of evidence from research and a wide range of campaigns to end VAW.

The module is divided into 8 sections which describe the different, multi-faceted aspects of campaigning on VAW. The last section offers links to existing campaigns and relevant networks, as well as references for further information. Readers who wish to gain a quick overview should focus on this introduction and Guiding Principles, as well as the beginning of the sections on Campaign Planning and Campaign Strategy.

Essential knowledge on VAW: Readers who have little experience in work to end VAW are advised to start by visiting the *Overview of Violence against Women and Girls* in Programming Essentials.

Terminology*:* Throughout this module, the acronym VAW designates violence against women and girls. The United Nations Declaration on the Elimination of Violence Against Women (1993) defines VAW as any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life. *"There are many forms of violence against women, including sexual, physical, or emotional abuse by an intimate partner; physical or sexual abuse by family members or others; sexual harassment and abuse by authority figures (such as teachers, police officers or employers); trafficking for forced labour or sex; and such traditional practices as forced or child marriages, dowry-related violence and honour killings, when women are murdered in the name of family honour. Systematic sexual abuse in conflict situations is another form of violence against women"* (WHO, 2009. *Promoting Gender Equality to Prevent Violence against Women.)*

See also *Defining Violence Against Women and Girls* in Programming Essentials.

Key elements of campaigns on VAW:

- Strong basis in human rights and gender analysis: Regardless of the campaign context, theme and strategy, any campaign on VAW must be grounded in the understanding that VAW is a human rights violation rooted in, and contributing to, power imbalances between women and men.
- Campaigning ethics: In campaigns on VAW, ethics are particularly important to prevent the potentially severe security and emotional hazards that people involved in the campaign may be exposed to, such as women and children survivors of VAW, or advocates who speak out publicly. Ethics also contribute to the credibility and effectiveness of a campaign.
- Strategic campaign planning: This requires formative research and analysis to define the problem, assess the situation (including risks and opportunities), identify the stakeholders, and develop a theory of change that illustrates the approach to best achieve the campaign goal.
- Campaign strategy: Just as planning determines WHAT to do, strategy determines HOW to do it. It represents the roadmap or course of action that should be taken to meet the campaign goal. It lays out the outcomes and types of actions that should be carried out (by whom, how and when), and the target audiences that should be reached (by whom, how and when).
- Campaign implementation: This focuses on the ‘nuts and bolts’ of translating the campaign strategy into concrete actions and activities. It involves action planning, monitoring, determining campaign leadership and management structures, how to work together in alliances, and manage tension.
- Campaign communications: Communication is the very essence of campaigning, and a decisive element in any successful campaign on VAW. Effective campaign communication is multi-pronged, combining different techniques and tools to reach and influence target audiences.
- Monitoring and evaluation: These are campaign management activities to ensure the campaign is run as effectively as possible, and to learn from experience. Monitoring tracks campaign implementation, while evaluation analyses the data and findings tracked to assess the effectiveness of the campaign.
- Campaign financing and fundraising: Budgeting is a critical part of transparent financial management and accountability. When combined with rigorous financial

control, it enhances the efficiency of a campaign, and protects it from potentially damaging allegations of financial mismanagement. This is especially significant in campaigns that need to raise funds from external donors.

1.2 WHAT IS A CAMPAIGN TO END VAW?

DEFINITION: A campaign is an ***organized effort to bring public pressure to bear on institutions and individuals so as to influence their actions*** (Lamb, 1997. *The Good Campaigns Guide*). Two broad types of campaigns to end VAW can be distinguished: (1) campaigns aiming for ***institutional and policy change***, i.e. for effective laws, policies and institutions that prevent VAW and support VAW survivors, and (2) campaigns aiming for ***change in individual behaviour*** and social norms and attitudes (Coffman, 2003. *Lessons in Evaluating Communications Campaigns*). Awareness-raising campaigns fit under both types as their aim can be to influence people's behaviour, and/or be a means of attracting attention and generating public support – public awareness is always an important element whether seeking individual behaviour or policy change (or both).

SCOPE: A campaign may target vast sectors of the general public, or specific, smaller audiences, e.g. law makers, health practitioners, teachers, youth, men or parents. It can focus on specific forms of violence, or on particular issues around the theme of violence. The scope of a campaign can be world-wide, regional, nation-wide or limited to specific localities, as illustrated in the examples below.

Illustrative Campaigns with different Scope

- ***International****: The global* **UNiTE** *Campaign launched by UN Secretary-General Ban Ki-Moon in 2008 calls on governments, civil society, the private sector, the media and the entire United Nations systems to join forces in addressing the global pandemic of violence against women and girls.*
- ***Regional****: The* End FGM European Campaign*, launched by Amnesty Ireland in 2010, aims to protect young women and girls living in Europe from female genital mutilation/ cutting (FGM/C). It calls for European institutions to enhance prevention,*

protection and treatment for women living with FGM/C or under threat of FGM/C. Some 500.000 girls and women in the European Union are estimated to have undergone female genital mutilation/ cutting.

- ***National**: One of the first and most influential campaigns to end VAW,* Zero Tolerance*, started out as a Scottish campaign in 1992 launched by the Edinburgh City Council to educate large segments of the population on the prevalence and nature of VAW.*
- ***Community-based:** The Uganda-based NGO* Raising Voices *has inspired the emergence of community-level campaigns to end VAW. They assist community organizations to plan and develop activities that mobilize women and men, girls and boys to transform attitudes and behaviours within their communities.*

DURATION: Campaigns to end VAW can take place over different periods of time. Those addressing an urgent, narrowly circumscribed cause may be **short**, running for just a few weeks or months. Those that seek to change social attitudes and practices should be of at least a **medium** duration, lasting up to 5 years, or **long-term**, sometimes stretching over an entire decade or more.

Example: An example of a long-term campaign is Freedom from Fear, launched in 1998 by the Western Australia Family and Domestic Violence Taskforce, a government body. The 10-year community education campaign accompanied criminal justice and other interventions that were integrated in a multi-pronged strategy to end VAW. Targeting perpetrators of domestic violence, it successfully encouraged violent men (or those with violent tendencies) to seek treatment for their behaviour by calling a dedicated “Men’s Domestic Violence Helpline”. In the first 21 months of the campaign over 6000 calls were received with a large proportion (64%) of those calling being men in the primary target group (ie.perpetrators or men 'at risk').

Read the Freedom from Fear mid-campaign assessment (2000) describing the research underpinning the campaign development and evaluation.

Example: An example of a short-term campaign is the ‘Know Your Power’ campaign, which the University of New Hampshire in the United States ran for two months in 2010, targeted at students on the college’s campus. The campaign used social marketing communication channels to focus on students' roles as bystanders and how they could prevent or intervene in situations of sexual and intimate partner violence and stalking on campus. The channels used were considered the best means of catching the attention of students and generating campus-wide awareness in a short period of time. The Know Your Power campaign is the social marketing component of the university's nationally known 'Bringing in the Bystander' violence prevention programme.

Visit the campaign website.
Read the campaign evaluation.

THEMES: As violence against women and girls is present in all societies and takes different forms in different contexts, the number of possible campaign themes is immense. Many behaviour change campaigns have focused on domestic violence, warning perpetrators about its consequences and encouraging survivors to seek specialized support. Campaigns for institutional change have held governments to account on their obligations to translate relevant international Treaties into national legislation, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child (CRC) and the Convention against Torture and other Cruel, Inhuman or Degrading Treatment. There are also campaigns that tackle international and cross-border issues, such as trafficking of women and children, sexual violence as a tactic of warfare, and the role of international law and justice in protecting women's and girls' rights. Still others focus on issues rooted in local customs and traditions, such as child or forced marriage or harmful initiation rites. Where mass media play a strong role in shaping social norms, campaigns that tackle unhealthy gender stereotypes or degrading, sexist depictions of women in the media can contribute to preventing VAW.

The choice of the campaign theme depends on the local context, and the campaigners' skills, resources and ability to mobilize support. A wide range of examples and case studies are included throughout this module.

Examples: Behaviour change campaign themes

Scotland *- In response to the low conviction rate for rape (2.9%), and the well documented humiliation experienced by female victims in court, Rape Crisis Scotland started a campaign in 2008 with the theme of challenging prejudicial public attitudes that women 'ask for it' in certain circumstances – if they dress in a way considered 'provocative', if they drink, or if they are intimate in any way with their attacker before being assaulted. The campaign called 'This is not an invitation to rape me' produced a variety of publicity materials including posters, postcards and a downloadable briefing pack for activists and individuals interested in learning more about the campaign issue.*

Afghanistan *– The Afghanistan Independent Human Rights Commission (AIHRC) celebrated 2007's International Day for the Elimination of Violence against Women with a campaign called "Don't destroy the future of your children by forced marriages." The day was celebrated through conferences, meetings, gatherings and media broadcasts. Messages from the Chief of Justice, Speaker of the Parliament, Attorney General, Chief of Peace and Stability Commission and people from the general public condemning forced marriages were broadcast by the national and private television channels in Kabul. Billboards with messages on forced marriages were printed and installed in five main squares of Kabul, conveying messages on forced and underage marriages.*

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1.3 WHY ARE CAMPAIGNS NEEDED TO END VAW?

Campaigns over the past decades have contributed significantly to heightening awareness of VAW as a violation of human rights that affects society as a whole. They have helped to rally support for and influence change in international and national legislative and policy frameworks. In spite of such progress, however, violence against women and girls is still rampant in all parts of the world. ***A continuous, protracted effort throughout society and across disciplines is needed*** to effectively address the causes of VAW, which are rooted deep in social attitudes and practice.

Campaigns are an appropriate tool in this endeavor, because they can:

- **Make VAW a public issue,** and highlight the fact that it is **a public concern** that affects all segments of society.

- **Challenge and influence change in individual and society-wide attitudes and behaviours** that condone and tolerate VAW.
- Serve as a vehicle to **inform and educate VAW survivors** about their right to receive support and redress, and how they can claim these rights.
- **Catalyze the initiatives of different organizations and individuals** in coordinated, multi-layered and multi-sector action to prevent VAW and provide effective support to VAW survivors.
- **Build critical mass for change** by bringing together people from different backgrounds to create opportunities to learn from each others' experience, form networks and grow wider and more powerful movements.
- **Develop leadership skills among campaign organizers and supporters,** and empower women and men, girls and boys to become individual agents of change, and advocates of gender relations that are free of violence and based on equality.

1.4 WHAT WORKS? KEY LESSONS FOR CAMPAIGNS ON VAW

LESSONS ON STAKEHOLDERS

Providing access to VAW prevention and response services (added, repeated from ethics section further below): Campaigns on VAW tend to increase demand for direct support to VAW survivors, as women who have not dared to report their experience of VAW may feel encouraged to seek support. It is critical therefore that campaigns, and especially those that focus on awareness-raising, not be undertaken unless survivors and other community members have access to minimum services (health, protection and legal) or referrals to get the support they may need. In many instances, outreach or advocacy may result in a woman or girl speaking out about her abuse for the very first time, and prompt counseling and care should be made readily available, in line with ethical standards.

If inadequate or no support services are available, it may be advisable to start with projects or advocacy campaigns for the establishment of organizations supporting VAW survivors. Another option would be to re-frame the campaign to call for justice, and address inequities faced by women and girls in their daily lives, rather than to directly address VAW.

If protection and support services are available to survivors, it is also crucial for campaigners to work to establish links and co-ordinate activities with the organizations which provide such services, e.g. counseling centers, women's shelters and police and judicial officials trained to deal with VAW-related issues. Keep an up-to-date list of addresses and telephone numbers where survivors can be referred to, and regularly share information with service providers as the campaign progresses.

- See Services for Victims in the Legislation module.

Example: The IOM's Southern Africa Counter-Trafficking Assistance programme (SACTAP) developed a serial radio drama called 'Dealers/Troco' as part of its campaign to raise awareness about human trafficking and advertise its help lines in South Africa, Zimbabwe and Zambia. The toll free help lines are manned by counsellors who have been trained to respond to calls ranging from general enquiries to requests for assistance from trafficked persons.

For additional information, see the website.

Working with men and boys: Although evidence shows that, no matter the form and context of VAW, perpetrators are overwhelmingly men, VAW deeply affects all segments of society. It can destroy social networks and tear apart families and communities. Effective campaigns, therefore, must include and target not only women and girls, but men and boys.

Men and boys must be engaged as key allies in preventing violence—when provided with information and sensitization on the issue, many men can serve as important role models and spokespeople to promote gender equality in family relationships, and condemn the use of violence to resolve conflict at home and in the community. Men and boys can help to make clear that it is possible to prevent violence, in their own lives, and by exerting influence on their peers.

The evidence-base is growing on the positive changes associated with working with men and boys. (See also What is known to-date about working with men and boys.) In many countries, men have joined the struggle to end VAW, organizing all-male campaigns or participating in "mixed" (male and female) campaigns. An example is the White Ribbon Campaign, widely considered the first men's campaign to end VAW. It was first launched by a group of men in Canada in 1991 to encourage men and boys to speak out against, and prevent violence from happening to women and girls. Today, the campaign runs in at least 60 countries in November and December of each year.

- See the Men and Boys module for more information and guidance on engaging men and boys to end VAW.

Bear in mind: Women's rights activists occasionally express concerns about working with men. Some feel for example, that it might distract from the need to empower women, or that not all men who oppose VAW would subscribe to a gender-equitable agenda. Women's groups and "mixed" or men's organizations can rise above differences and difficulties to form strategic alliances on a shared basis of key values and goals. The Men and Boys module lists some of these challenges and ways of overcoming them.

Gender sensitivity: As a rule, campaigners on VAW must be aware of gender issues, i.e. problems linked to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for men and women. If a campaign includes groups that have never worked on gender issues, it is vital to organize training and regular dialogue to ensure that campaigners continually update their knowledge and understanding, and work in a gender-sensitive manner as a matter of daily practice.

Promoting leadership and guidance by the women's movement: Women's organizations have been at the forefront of campaigning to end VAW, making the problem visible as a human rights issue, and a health and social challenge, and placing it on international agendas. Over the last few decades, many women's organizations have developed critical skills and experience in analyzing and challenging social and cultural norms that foster VAW. Campaigns to end VAW should draw on this experience and promote women's leadership so as to contribute to social transformation towards gender equality.

Mobilizing communities and promoting local leadership: To create a supportive environment for change, a large cross-section of communities and key community leaders need to take responsibility and get involved in ending VAW. The general ethos behind successful campaigns has been that every person can and should be an agent of change, and that local leadership must be supported. Decentralized campaign leadership and grassroots level activism that mobilizes ever larger numbers of people from varied backgrounds can help create a ripple effect and build critical mass, which in turn, can impact the reform or transformation of social or institutional practices (e.g. law enforcement, court system, improved services).

Example: *The campaign against foot-binding in China is an example of one that involved a cross-section of the community. It is arguably, one of the first campaigns to end VAW in the modern world. Foot-binding was a "traditional" practice in China where young girls' feet were broken and wrapped in tight layers of cloth so that they would grow into deformed, tiny lumps, so-called "lotus feet". It was thought that girls with "lotus feet" would be more likely to find a wealthy husband even if they were disabled for all their lives. Many contributed to the movement to end this practice, including political leaders who outlawed it in 1912, respected Chinese scholars who denounced it as a cruel practice, and Christian missionaries who worked with local communities to raise awareness. In addition, the success of the campaign owed much ultimately to parents who formally committed themselves to not binding their daughters' feet, and to keeping their sons from marrying girls with "lotus feet". In communities where both the "offer" and the "demand" side were thus tackled, the practice reportedly disappeared within a single generation.*

Source: Appiah, K., Oct. 2010. The Art of Social Change, New York Times Magazine.

LESSONS ON KEY MESSAGES

Making it clear that VAW cannot be tolerated*:* An essential element in VAW prevention is to eliminate misconceptions about violence against women and girls. All elements of society, including public decision-makers, and key influential figures need to understand that VAW is a violation of human rights, regardless of when and where it occurs, and that not only should there be zero tolerance for it, but that swift and effective action must be taken to end it.

Example: *A pioneer VAW campaign,* Zero Tolerance *in Scotland (1992-present), has successfully used provocative images on posters and in the media, alerting women and men to the reality of rape, sexual violence, child sexual abuse and domestic violence. It contributed to a shift in attitudes on VAW, turning a previously "private issue" into a public concern (WAVE, 2000). They have spearheaded campaigns on justice, men, engaging youth and prevention.*

<iframe src="http://player.vimeo.com/video/17129431?title=0&byline=0&portrait=0" width="400" height="225" frameborder="0" webkitAllowFullScreen mozallowfullscreen allowFullScreen></iframe><p>About VAW Prevention Scotland from Zero Tolerance on Vimeo.</p>

Watch a video about Zero Tolerance.

See the Zero Tolerance Website for more information.

Promoting gender-equitable norms: A seminal multi-country study by the World Health Organization (2005) shows that VAW is closely correlated with inequality between men's and women's rights; unequal gender roles; and low levels of women's mobility, autonomy and empowerment. Therefore, campaigns against VAW need to promote gender justice, and models of masculinity and femininity that are based on equality and human rights. Representing women and girls as active agents of change –

rather than as potential victims that must be protected – contributes to their empowerment, and acknowledges and values their contribution to society.

Providing information to VAW survivors: Women and girls who have survived VAW need to know that they are entitled to receive support and redress, and how they can claim these rights. Focused public awareness-raising and information campaigns can disseminate such information and encourage survivors to use appropriate services and demand justice. See also Providing access to VAW prevention and response services section and the Public awareness and education (implementing laws) section in the Legislation module.

A growing body of evidence shows that well-designed information campaigns that combine public advertisements (e.g. posters) and community mobilization succeed in prompting increased use of services by VAW survivors.

LESSONS ON APPROACHES

Promoting multi-sector, multi-level approaches: Virtually all sectors of society can contribute to addressing VAW – e.g. health services, education systems, courts of justice, police, armed forces, religious and other traditional authorities. An effective campaign needs to reach all sectors relevant to its themes and goals, and intervene at multiple levels so as to mobilize a wide range of individuals, local groups, government institutions and other decision-makers for change.

Example: *The annual* 16 Days of Activism against Gender Violence Campaign*, first launched by the Women's Global Leadership Institute in 1991, has become an international annual event that rallies activists, government leaders, students, academia and the private sector in many countries around the world to demand an end to violence. It has created links and synergy among a wide range of initiatives around the world.*

See the 16 Days site *dedicated to youth from Bosnia and Herzegovina.*

Combining approaches in multi-pronged strategies: Both policy and institutional change, and transformation in individual attitudes and behaviour are needed to end VAW. Policy/Institutional change, such as more effective enforcement of laws criminalizing VAW, is necessary so as to safeguard women's rights. At the same time, the social and psychological roots of VAW need to be tackled. Multi-pronged strategies that combine these approaches, intervening at many different levels and coordinating the participation and cooperation of different stakeholders can make for successful campaigns. One example is a campaign that works directly with law enforcement officials to change their mindsets about VAW, while also strengthening the networks and linkages between such officials and VAW service providers (shelters, legal aid, etc).

Example: Soul City *in South Africa, combines nation-wide educational entertainment via TV and radio serial dramas with community mobilization and advocacy for effective implementation of the Domestic Violence Act.*

View the case study of a 1999 Soul City multi-media series.

Addressing intersectional issues: Women and girls whose citizenship status, physical ability, descent, age or other factors make them vulnerable to discrimination, are often disproportionately affected by VAW (WHO & UNAIDS, 2010. *Addressing Violence Against Women and HIV/AIDS: What Works?*). Campaigners must involve women facing such intersectional issues in designing, implementing and monitoring the campaign, so as to reduce marginalization and ensure the campaign reaches vulnerable groups.

LESSONS ON PLANNING AND IMPLEMENTATION

Grounding the campaign in evidence: Research is essential to gain an understanding of the attitudes and behaviours, institutional mechanisms and situational factors that generate or reduce different forms of VAW in different contexts. Research should be participatory, involving representatives of the target audience, so that multiple perspectives are taken into account and assumptions underlying the campaign idea are tested and rectified. Theories and models of change grounded in social sciences can be used to anticipate possible routes towards change among the target audience and to devise effective implementation strategies.

***Example: Breakthrough**, a global human rights NGO, launched its Bell Bajao!/Ring the Bell! campaign in 2008 to call on men and boys across India to take a stand against domestic violence, by performing a simple bystander intervention – ringing the door bell when they witnessed such violence taking place. The campaign's integrated cultural, organizing and media strategy sought to make the issue part of mainstream conversation; increase knowledge about and change community attitudes towards DV and towards HIV-positive women; and alter individual behaviour.*

As part of its formative research, Breakthrough conducted a baseline survey to gather state-specific information on gender-based violence, domestic violence, women's rights and related legal provisions (Protection of Women from Domestic Violence Act). In addition, the baseline recorded the target audience's media habits, and the information sources they used and preferred. Secondary data sources were also used eg. from the WHO and the National Family Health Survey in India. As the campaign progressed, monitoring activities were initiated to build off the formative research – for example, the indicators or 'markers' measured at the baseline were used to create a benchmark, monitored at an interval after the launch of the campaign and then again at the end to guage the impact of the campaign as a whole.

Access the Bell Bajao/Ring the Bell Campaign.
Read the Baseline Survey on Domestic Violence and HIV/AIDS.
Read the Bell Bajao case study.

See a list of campaigns, including those that have been well-research and evaluated.

Defining specific goals and agreeing on a strategic plan: The more specific the campaign goals, the easier it is to define precise target audiences, communication channels, tactics and techniques. A deliberate, participatory strategic planning process generates informed choices and creates an agreed basis for action and accountability.

Devising a strong communications strategy: Effective communication is driven by the purpose of the campaign: what must change, why, and who needs to be reached so as to bring about change? Within the overall campaign strategy, a communication strategy that defines how to capture the attention of target audiences, convey compelling campaign messages, and stimulate action is essential. Particularly in recent times, with the growth of internet usage and social media networks, and the widespread use of mobile and video technology, well-planned communications activities can directly influence the success of a campaign.

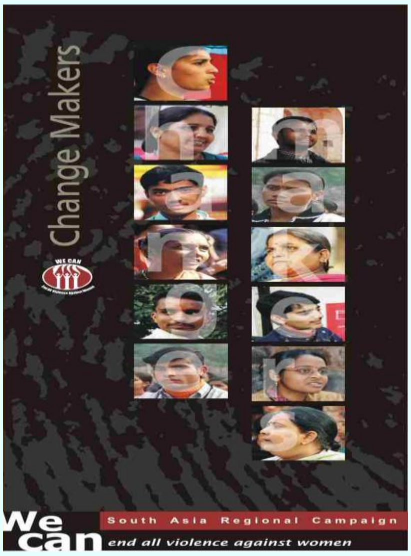
Monitoring and evaluation: It is critical for campaigns, and particularly their context and outcomes, to be subject to a well-defined monitoring and evaluation process. ***Monitoring*** is a crucial element in verifying campaign progress, correcting any errors and adjusting to external changes. It enables campaigners to grasp new opportunities and avert risks. ***Evaluation*** measures outcomes and impact, and turns data and lessons learnt into knowledge that can be shared with others so as to strengthen and inform future campaigns to end VAW.

So far, publicized evaluations of campaigns to end VAW are unfortunately few and far between and none that are available demonstrate a direct link between campaigning and a reduction in violence against women and girls. The ones that exist address different questions in different contexts, using various methods to variable degrees of rigor. As a result, the conclusions that can be drawn are only tentative. More investment in research and analysis of campaign evaluations is needed to broaden the knowledge base for future campaigns.

LESSONS ON ETHICS

Being models for change: Campaign staff and activists should be role models for gender equitable norms, and violence-free interaction with others that is based on openness, respect and dialogue. It is not only the verbal campaign message that matters: campaigners who fail to live up to campaign values in their daily practice and private lives may lack credibility and jeopardize the success of the campaign.

Example:



The "We Can End All Violence against Women" Campaign, first launched in South Asia in 2004, has successfully called upon all individuals and members of organizations joining the campaign to become "Change Makers" in their own right and promote equal, violence-free relationships as part of their private lives. The Campaign developed guiding principles to ensure continuity among participants. See the Campaign website for Change Maker testimonies.

Starting with an 'insider' initiative: Before embarking on a public campaign to end VAW, organizations and alliances that are not specialized in VAW-related work are advised to first run an "internal" campaign to enhance gender sensitivity and understanding about VAW within their own organizations (Jolly, 2002. *Gender and Cultural Change*). Such 'insider' initiatives do not only yield precious learning for the subsequent campaign, but they help to reinforce appropriate messages and behaviour, and stress the importance of ethical rules in campaigning. Also, men and women in these organizations who may have successfully ended VAW in their own lives can be powerful spokespersons, strengthening credibility and cohesiveness of campaigns.

See also Guiding Principles: Adhering to ethics in campaigning.

1.6 WHAT CAN ONE EXPECT FROM A CAMPAIGN ON VAW?

With a clear strategy, frequent consultation with stakeholders and careful planning, it is possible to make change happen. Existing evaluations and evidence show that campaigns can be successful – within a reasonable scope. A single campaign however, cannot solve all issues related to VAW. Long-term multi-pronged strategies are needed to effectively prevent and reduce violence against women and girls (WHO, 2010. *Preventing intimate partner and sexual violence...*). The sum of partial campaign successes has done much to contribute to tangible change in public awareness, and in laws and policies to end VAW.

The following describes what might reasonably be expected as successful outcomes of a campaign to end VAW:

- As a minimum, ***to break the silence*** on violence against women and girls: campaigning is about public action to achieve change, i.e. making VAW a public issue. However, breaking the silence is only a first, albeit essential, step towards ending VAW.

- In advocacy campaigns, ***to influence decision-makers*****:** the more public support a campaign garners, the more it is likely the issue will be noticed by politicians and opinion-makers who can prompt policy/institutional change.

- ***To attain specific and realistic campaign goals:*** a campaign for a precise action to be taken by a well-specified group of people has better chances of reaping success than a vague call for an end to violence. Such goals may include -
    a. prompting survivors of violence to seek support and redress
    b. securing government funding for women's centers that support VAW survivors
    c. convincing legislators to translate international law on VAW into national legislation (see Legislation Module.)
    d. persuading perpetrators of violence to seek treatment

Examples:

The Freedom from Fear *campaign in Western Australia succeeded in substantially increasing the number of VAW perpetrators seeking psychological treatment by phoning a help-line.*

The Moroccan campaign (beginning in the 1990's) for the amendment of Islamic family law (the Moudawana*) obtained significant legal changes that enhanced women's rights in marriage and divorce. (*Source: Alexandra Pittman, with the support of Rabea Naciri, *Cultural Adaptations: The Moroccan Women's Campaign to Change the Moudawana*, Institute of Development Studies, 2007.)

- ***To provoke a shift in social norms over a period of time***: evaluations of VAW campaigns suggest that well-designed campaigns can prompt significant change in attitudes and social norms related to VAW. However, there is not necessarily a direct link between changes in knowledge and attitudes and changes in violent behaviours, which depends on a multiplicity of factors. The World Health Organization notes about media campaigns for example: *"Media campaigns have proven successful in increasing knowledge of intimate partner violence and influencing attitudes towards gender norms, but less is known about their ability to reduce violent behaviour, as it is difficult to measure potential changes in levels of violence associated with media interventions. Research shows, however, that the most successful media interventions are those that begin by understanding the behaviour of their audience and engaging its members in developing the intervention"* (WHO, 2009. *Promoting Gender Equality to Prevent..*).

Campaigns therefore, while important elements in any fight to tackle gender-based violence, in and of themselves, are insufficient to eradicate the problem. Instead, it takes a multi-sector multi-pronged effort, including campaigns, legislation, services and community-level interventions, to truly reduce violence against women and girls.

2. GUIDING PRINCIPLES

2.1 GROUNDING THE CAMPAIGN IN HUMAN RIGHTS AND GENDER ANALYSIS

Regardless of the campaign context, theme and strategy, ***any campaign on VAW must be grounded in the understanding that violence against women and girls (VAW) is a human rights violation rooted in, and contributing to power imbalances between women and men***. This means that condoning or ignoring VAW will encourage impunity, along with further inequalities between men and women, and persistent discrimination against women and girls.

Careful analysis of the social dynamics that inform the roles of women and men in the campaign context is necessary to understand which gender inequalities need to be addressed so as to tackle the root causes of violence. Multiple discrimination issues, e.g. related to age, physical ability, or descent, need to be acknowledged and addressed. Please refer to the sections *Adopting a Human Rights-Based Approach* and *Ensuring Gender Responsiveness* in Programming Essentials.

It is not necessary for all participants in the campaign to be fluent in gender and human rights terminology, but ***all campaigners should realize and subscribe to the fact that VAW is not a private matter, a sacrosanct tradition, a normal part of warfare or an ordinary burden that women must accept to bear.***

Research on campaign issues may reveal that women also perpetrate violence against women: for example, in sex trafficking, in genital mutilation or cutting rites on girls, or by failing to report sexual abuse of girls perpetrated by relatives. Gender analysis helps to break down the dimensions of such cases, to show that they are not just isolated, individual criminal acts, but systemic of the overall positioning of women in subordinate roles in society. ***Campaigners on VAW must be aware of structural violence, i.e. women's and girls' oppression embedded in many aspects of life in society.*** See *Causes, protective and risk factors* in Programming Essentials.

2.2 ADHERING TO ETHICS IN CAMPAIGNING

Violence against women and girls (VAW) is a serious threat to human lives. For survivors of VAW and their advocates, even discussing VAW may carry dangerous risks, as perpetrators may feel threatened and react with more violence. Ethical principles are important to prevent harm.

According to the World Health Organization, *"ethics can be defined as a **system or code of moral values that provides rules and standards of conduct**. The three primary ethical principles that should guide all inquiries involving human beings (including methods used to collect information) are as follows:*

*1) **Respect for persons**, which relates to respecting the autonomy and self-determination of participants, and protecting those who lack autonomy, including by providing security from harm or abuse.*

*2) **Beneficence**, a duty to safeguard the welfare of people/communities involved, which includes minimizing risks and assuring that benefits outweigh risks.*

*3) **Justice**, a duty to distribute benefits and burdens fairly.* (WHO, 2007. *WHO Ethical and safety recommendations...)*

In campaigns on violence against women and girls (VAW), ethics are particularly important to prevent the potentially severe security and emotional hazards that people involved in the campaign may be exposed to, such as women and children survivors of VAW, or advocates who speak out publicly. Ethics also contribute to the credibility and effectiveness of a campaign.

The basic ethics principles described in this section are closely linked to the practical steps of setting up a campaign. It is vital all participants in the campaign know and adhere to these principles.

Depending on the nature of a campaign, its leading organization/ alliance and its context, additional principles may be needed to guide the campaigners' conduct. Please also refer to the *Guiding Principles* in Programming Essentials, and the section on Ethical Guidelines.

2.3 CONSULTING THOSE CLOSE TO THE ISSUE

In campaigns on issues distant from the campaigners' daily reality, local activists and organizations who are affected by the campaign issue must be consulted. The campaign must be designed and implemented in partnership with people who experience the campaign issue in their own lives. Ignoring this rule may undermine valuable local work and the credibility of the campaign.

Many campaigns to end VAW have been initiated by women who experienced VAW in their own lives. Survivors with different social, economic and cultural backgrounds may experience VAW and related issues in vastly different ways. Hence, even in campaigns run by VAW survivors, it is important to ***consult widely with a broad range of women and girls whose issues are addressed in a campaign.***

Example: *An example of poor consultation with local sources is the case of* ***Amina Lawal****, who had been sentenced to death by a low-level court in Nigeria that found her guilty of adultery (2002). Unfortunately, well-meaning but inaccurate information used in international letter-writing campaigns to support her cause negatively impacted the credibility of activists in Nigeria, making it difficult to have the judgment overturned using the appeals system. As a result of this experience, women's rights NGO* Women Living under Muslim Laws (WLUML) *and* BAOBAB for Women's Rights *pleaded: "We are asking for international solidarity strategies that respect the analyses and agency of those activists most closely involved and in touch with the issues on the ground and the wishes of the women and men directly suffering rights violations. (…) Of course, there is always the possibility that those directly involved are wrong but surely the course of action is to persuade them of the correctness of one's analysis and strategies, rather than ignore their wishes. They at least have to live directly with the consequences of any wrong decisions that they take. Please do liaise with those whose rights have been violated and/or local groups directly involved to discuss strategies of solidarity and support before launching campaigns." Read the full plea from Baobab for Women's Human Rights.*

Amina Lawal's legal team eventually succeeded in winning her appeal and overturning the judgement.

2.4 DO NO HARM: PROTECTION

The lives of all participants in the campaign, including the audience at campaign events, must be protected. People must not be exposed to any unnecessary risks. In some contexts, e.g. where women's mobility is severely restricted and subject to punitive action by the community, campaigns on women's rights may face potentially violent opposition. Even in environments considered safe, however, campaigning can cause damage—e.g. VAW survivors may suffer extreme psychological stress when being reminded of their traumatic experience.

Risks linked to the campaign, including "internal" and "external" risks, must be identified and analyzed with campaign participants. Explicit plans to reduce risks, and to competently mitigate and respond to any incidents must be elaborated with and known by all members of the campaign team. Further, as campaigns unfold in complex, often unpredictable environments, the ***risk management plan needs to be monitored and adjusted*** if the context changes. Such changes may be sudden and dramatic – e.g., mass displacement caused by a natural or man-made disaster – or more gradual, as in the rise of political movements that oppose gender equality. It is important that all participants in the campaign share responsibility in managing risks. Campaign participants must be empowered to share any concerns about new or deepening risks with the campaign management team. Depending on the gravity of the changed situation, it may be necessary to cancel certain campaign activities, or suspend the campaign altogether. [See Risk analysis for tips on identifying and assessing risk in campaigns.]

Campaign participants must be empowered to determine if they should take risks on the basis of their own free, informed decisions. They must be free to decide whether they participate in a campaign activity or not, and to cancel or interrupt their activity if they feel unsafe. This is particularly important in campaigns spearheaded by powerful "outsiders", such as international NGOs or donors, who may not be fully aware of the risks facing local individuals and groups who take a public stand against VAW.

Campaigns that take place in a situation of armed conflict (e.g. campaigns to end sexual abuse in refugee camps) should respect the ***Do No Harm principles of development and humanitarian assistance in conflict***, which can easily be transposed to campaigning activities. Based on an analysis of the different factors likely to deepen or to defuse a crisis, *Do No Harm* identifies action that limits risks and supports a peaceful resolution of the conflict.

For further information, see the Do No Harm project and the Do No Harm blog which has stories, photos and videos of project lessons and activities.

Campaigns on VAW tend to increase demand for direct support to VAW survivors, as women who have not dared to report their experience of VAW may feel encouraged to seek support. It is critical therefore that ***campaigns, particularly those that focus on awareness-raising, not be undertaken unless survivors and other community members have access to minimum services*** (health, protection and legal) or referrals to get the support they may need. In many instances, outreach or advocacy may result in a woman or girl speaking out about her abuse for the very first time, and prompt counseling and care should be made readily available, in line with ethical standards.

If inadequate or no support services are available, ***it may be advisable to start with projects or advocacy campaigns for the establishment of organizations supporting VAW survivors.*** Another option would be to re-frame the campaign to call for justice, and address inequities faced by women and girls in their daily lives, rather than to directly address VAW. Multi-country studies have shown that long-term efforts for greater equality between women and men are critical to reducing women's risk of experiencing abuse and to ending VAW (WHO, 2009. *Promoting Gender Equality to Prevent Violence against Women*).

If protection and support services are available to survivors, it is also crucial for campaigners to work to ***establish links and co-ordinate activities with the organizations which provide such services,*** e.g. counseling centers, women's shelters and police and judicial officials trained to deal with VAW-related issues. Keep an up-to-date list of addresses and telephone numbers where survivors can be referred to, and regularly share information with service providers as the campaign progresses.

Practical advice – the triple "A" test:

Check whether the support survivors can obtain from the service providers identified is ***accessible, affordable and acceptable*** *(3 A's). Keep lists of appropriate ("3A") service providers with their contact details, and update and distribute them regularly among campaigners. Care needs to be taken not to divulge addresses of women's shelters that* *keep their addresses secret for security reasons; only their public telephone numbers or e-mail addresses should be listed.*

Highest standards of safety must be respected when working with girls. The term “girls” designates female children up to the age of 18 years, as defined in the Convention on the Rights of the Child (CRC).

Violence against girls is a severe problem. Worldwide, up to 50 percent of sexual assaults are committed against girls under 16 (UNFPA, 2003). An estimated 150 million girls under the age of 18 suffered some form of sexual violence in 2002 alone (WHO, 2004). The first sexual experience of some 30 percent of women was forced (WHO, 2005). The percentage is even higher among those who were under 15 at the time of their sexual initiation, with up to 45 percent reporting that the experience was forced. Girls are also subjected to dating violence and experience abuse at and on their way to school. Other harmful practices against girls, include 2-3 million a year that are subjected to female genital mutilation/cutting (FGM/C) and over 50 million that are married as children (UNICEF, 2006).

Although many campaigns to end violence against women and girls (VAW) do not explicitly differentiate between VAW affecting adult women and VAW perpetrated against girls, it is crucial to bear in mind the following issues that are specific to violence against girls. Ignoring these issues may cause harm.

- Protecting girls may be challenging, if the perpetrator is a family member or within the household. Extreme caution should be exhibited in engaging girls where consent for participation requires the permission of the parent/legal guardian.
- Services may not be youth friendly. If girls are a target of the campaign, advocates should ensure that services tailored or sensitive to this age group are available.
- Campaign messaging should not place blame or the burden of protection on girls themselves. For example, sending messages insinuating that girls may be victimized if they wear certain clothing or walk in certain locations.
- Campaigns intending to enhance girls “safety” should be designed to empower girls, being mindful that such campaigns can lead to policing girls more closely than boys, thus deepening girls’ sense of powerlessness (Betron and Dogget,

2006. *Linking Gender-Based Violence Research to Practice in East, Central and Southern Africa...*).

Tools:

- ***Ethical Approaches to Gathering Information from Children and Adolescents in International Settings*** (Population Council/Horizons Programme and Family Health International/Impact, 2005). Available in English.
- ***So you want to involve children in research? A toolkit supporting children's meaningful and ethical participation in research relating to violence against children*** (Save the Children, 2004). Available in English.

2.5 INFORMED CONSENT AND CONFIDENTIALITY

The voices of women and girls who have experienced violence in their lives can be a powerful force for campaigning that should not be ignored or belittled. Hearing directly from those who have endured violence, fought against it, or helped to prevent it happening to others adds credibility, and helps put 'a human face' on facts and statistics that can provoke the public to take action.

In considering this as an element in campaigning however, it is critical to account for the potential risks involved. Safety concerns should be paramount. For example, revealing the names or whereabouts of survivors, in news articles, websites or videos, can lead to retaliation by perpetrators, and often escalate violence not only against survivors themselves, but also against their families and others who may be helping them.

Specific cases of violence against women and girls must therefore not be exposed to the public unless the survivors are fully informed of potential consequences, and have given their explicit, possibly written, consent. In addition, it is imperative that any information on any individual cases of violence against women and girls is treated with strict confidentiality, e.g. when publishing research results or campaign materials. A possible exception is ***"naming and shaming",*** i.e. publicizing information on proven violations perpetrated by well-known personalities, as a deliberate campaign tactic. In this case, it is just as crucial to consult with the survivors affected by the case and obtain their full consent, and to present the issue in a way that protects the survivors' dignity and privacy.

Example: The Family Violence Prevention Fund (now Futures without Violence) maintained a “Hall of Fame” and a “Hall of Shame” for celebrities and other prominent public figures who either championed and upheld gender equitable norms or exhibited gender inequitable and abusive behaviour.

Note that even if survivors have given their informed consent to have their experience publicized, it is important to continually assess risks and prioritize safety, e.g. by using pseudonyms, blurring faces (TV, video) and changing any information that may be used to identify the survivors. Photographs of survivors should not be used without their informed consent, and they should be fully aware of the potential use and dissemination of the publications which carry their photographs or other information. It is important to remember that even if informed consent is given, those involved in a campaign may not be fully aware of the potential safety risks involved—these should be fully explained, and at any point, ***it must be left to the individual campaigner to decide whether she wishes to disclose her own experience to others***, within the campaign alliance or beyond.

The four principles of informed consent presented below are designed for interview and research purposes. However, they can also be applied to campaign activities that may put participants at risk, such as public events, or media-related activities.

– ***Disclosure***: The use and the purpose of the information sought from VAW survivors and other individuals who participate in research (the “subjects”) must be fully explained, so as to protect the subject’s safety and to maintain an honest relationship between the researcher and the subject.
– ***Voluntariness***: The subject must give explicit, preferably written, permission for her information to be used, and express whether she is willing to be identified by name. She must be in a condition to give this consent voluntarily.
– ***Comprehension***: The subject must understand the implications of her providing information. This may be complicated if she does not have a full understanding of the intended distribution (e.g. via the internet). The interviewer must protect the subject’s safety without being condescending.

– ***Competence***: The subject must be able to understand the implications of her participation. This is especially important for survivors of VAW, who have suffered significant trauma and who may be psychologically unprepared to deny consent.

(Adapted from Witness)

In campaigning on VAW, a further decisive aspect is ***empowerment***: since VAW can be a deeply disempowering experience, it is important survivors take the opportunity to speak out – but only if they wish to do so, and if they are adequately prepared for the experience (e.g. by rehearsing the speech as a group and planning for risks).

2.6 *DEMONSTRATING INTEGRITY*

Wrong or exaggerated statements undermine the credibility of a campaign. ***Information used in a campaign must be accurate and up-to-date***. Statistics or other information should not be quoted without verifying the source and comparing it with other sources. Reports by academic, government and UN institutions usually offer more accurate data than newspaper reports. Appropriate research on the campaign issue should be carried out to ground the campaign on robust evidence. (See Campaign Planning in this module).

As with any other project, a campaign needs to be managed in a responsible, accountable manner. ***Accountability is not only about effective checks and balances in campaign finances. It is also about unambiguous decision-making mechanisms and documentation, about taking responsibility and being open to critical feedback,*** both on campaign processes and their outcomes. Accountability nurtures trust and appreciation among campaigners, thus lending cohesiveness to the campaign. This module's sections on Campaign Implementation, Monitoring and Evaluation and Campaign finances and fundraising provide advice on how to develop campaign accountability.

Since violence against women and girls is a pervasive, multi-faceted issue, campaigners, particularly those who may be new to the issue, or who may not have been adequately sensitized, may sometimes inadvertently undermine their own messages or those of the campaign's, e.g. by using images that reinforce stereotypes about "submissive" womanhood. They may even perpetrate certain forms of VAW, such as physical maltreatment of their daughters. ***It can be highly educational and empowering for campaigners to carefully examine their own lives and ensure they do not perpetrate or condone any form of VAW.*** See also “Starting with an insider initiative”.

3. CAMPAIGN PLANNING

3.1 STRATEGIC PLANNING: ESSENTIAL ISSUES

OVERVIEW

Strategic planning is the process of analyzing the current situation, setting goals for the future, and determining how to effectively reach those goals. Campaign planning is not a simple "prelude" to the actual campaign—it is of central importance to effective campaigning and should receive as much attention and effort as the subsequent campaign activities themselves. In fact, the success of a campaign is inherently linked to how rigorously it has been planned from the outset—analyzing the context, identifying problems and solutions, specifying target audiences and outlining an appropriate course of action all enhance the chances of reaching campaign goals (Coe & Kingham, *Tips on Good Practice in Campaigning*). Ideally, all members of the campaign team or alliance should be involved in planning, as well as key stakeholders, particularly representatives of the target audience.

This section describes the crucial first steps for a campaign —the research and analysis steps that must be taken to a) determine why or when to start a campaign, b) define the campaign issue (the problem), c) identify the necessary stakeholders to target or involve, and then d) develop an appropriate campaign approach that best responds to the issue. The following section explains how to develop the Campaign Strategy, the roadmap or course of action for effective campaign implementation.

Bear in mind:

Both campaign planning and campaign strategy processes can overlap, and in some cases even be interchangeable. One easy way of distinguishing between the two is: **planning determines WHAT to do, while strategy determines HOW to do it.**

In the case of campaigns, the planning stage asks the question: ***What needs to change?*** To answer, one will need an ***analysis of the situation*** and the ***specific problem*** to be addressed; a ***purpose*** to drive the campaign; and a ***vision*** for the future the campaign is intended to contribute to. The planning stage also asks the questions: ***How will the campaign contribute to change? And who are the key stakeholders?*** To answer, one will need to determine an appropriate ***theory of change***, and conduct a thorough ***analysis of stakeholders***. All of this lays the foundation for then developing a campaign strategy to focus on ***goals, outcomes and the types of actions*** that must be carried out (by whom, how and when). The strategy will also determine how to reach ***target audiences***, and involve potential allies and participants in the campaign.

KEY POINTS TO CONSIDER

In campaign planning, the following points deserve particular attention:

- ***Effective campaigns are purpose-driven***. A shared sense of purpose should inform all stages of campaign planning and implementation. Campaigns are complex, onerous processes – lack of goals and concrete plans may waste resources and fail to produce results.

- ***Purposeful strategic planning and campaign preparation*** are crucial. It is important to note that this stage can often be time consuming and labour-intensive.

Example*: Oxfam Great Britain's **We Can** campaign to end domestic violence against women rallies thousands of activists – of both sexes – to challenge abuse. Campaigners in India, Pakistan, Bangladesh, Sri Lanka, Nepal and Afghanistan, visit households, persuading couples to find ways to address their differences without violence. The campaign aims to recruit 5 million volunteer 'change makers' by 2011 to mobilize 50 million people against violence.*

Watch a video about one of the campaign's Change Makers.

Oxfam Great Britain decided in August 2000 to start the South Asia-wide campaign. It then took almost four years of an iterative strategic planning process, encompassing several rounds of research and consultations throughout the region, to define and plan the We Can campaign. It was eventually launched in September 2004. Its innovative approach encouraging women and men to make a formal pledge to end VAW and devise appropriate action in their own lives has triggered an impressive range of activities and demonstrable behaviour change among people who took the pledge, the "change makers".

Read the Campaign Strategy.

Read the external evaluation.

See the We Can Campaign Website and other videos.

Source: Aldred & Williams, 2009. *We Can: The Story So Far*.

- ***Participatory planning and consultation with others***, especially members of the target audiences, women's organizations, relevant public institutions and other groups who work to end violence against women and girls (VAW), is needed to:
  - identify what is needed according to the perspective of the target groups;
  - enhance the quality of the situation analysis and research on the campaign issue;
  - identify barriers to, and enablers of change;
  - build on local knowledge and social networks;
  - identify potential allies and supporters;
  - avoid duplicating or hampering other effective initiatives to end VAW.

  Depending on the nature of the campaign and its context, consultation can be organized in the form of workshops, focus groups, face-to-face meetings with stakeholders or virtual discussions, e.g. via e-mail listservs, chat groups or "Skype".

- ***Documenting the planning process***, such as through written meeting reports summarizing key discussion points and decisions, flip-charts, and materials consulted (e.g. reports, statistical charts), is essential for future reference and decision-making. Campaign planning is an iterative process – moving back and forth between the different steps is necessary to integrate new insights gained at each stage of planning. Comprehensive documentation helps to ensure that critical decisions, agreements, potential risks and other campaign dynamics are captured each step of the way to provide a frame of reference to move the campaign forward.

- ***Formative research***, i.e. research carried out before and during the campaign to determine and refine the campaign strategy and implementation, provides accurate, up-to-date information to build the strategy on a sound basis. The complexity and nature of formative research depends on a number of factors, including the nature of the campaign. For example, in an advocacy campaign for legal change, analysis of law, law-making processes, the institutions involved and ways of influencing these will be key topics for formative research. In behaviour change campaigns, formative research examines the prospective target audience, their behaviour and the factors which influence it. In social marketing, formative research is used to determine the best ways to reach the target audiences.

Formative research should combine several methods and use different sources of information so as to take into account different perspectives and cross-check the data obtained. Where resources are insufficient for large-scale surveys, participatory research methods, e.g. focus group discussions, can be used to obtain basic information. See Monitoring and Evaluation in this module for guidance on data collection.

***Example**: The **Red Flag Campaign** run by* Virginia Sexual & Domestic Violence Action in the United States*, systematically conducted focus groups discussions to inform their research and evaluation. In a first phase, they used focus groups to determine what college students thought about dating relationships, and their willingness to intervene if they witnessed something that was troubling. After the initial campaign posters were created, the designers reconvened the focus groups to ask students if the wording used was appropriate, whether the target audience could identify with the models, and whether the poster design enhanced the message. The designers then made changes based on that feedback.*

See the Campaign Planning Guide Table of Contents to get a sense of the scope and depth of preparatory work recommended before implementing the campaign.

Source: *Potter, S. (2008): Incorporating Evaluation into Media Campaign Design, Harrisburg, PA, on VAWnet, a project of the National Resource Center on Domestic Violence/ Pennsylvania Coalition Against Domestic Violence.*

In large-scale campaigns, it is advisable to cooperate with research institutions so as to ensure methodological rigor, e.g. by conducting a population-based survey to gather comprehensive data on the campaign issue. But even campaigns that run on a tight budget can obtain quality scientific advice, e.g. by cooperating with students who research on the campaign topic or strategy as part of a thesis.

Example: *The Cambodian government, supported by its bilateral and multilateral donors, commissioned a baseline survey on domestic violence against married women and other family members. The survey drew on the work of several organizations in Cambodia working on ending gender-based violence, including Project Against Domestic Violence (PADV), Cambodian League for the Promotion and Defence of Human Rights (LICADHO), Cambodian Women's Crisis Center (CWCC), Gender and Development (GAD), and Social Services of Cambodia (SSC).*

The survey was based on a representative sample of 3,300 people in 13 (out of 25) provinces in 2005. A similar follow-up survey in 2009 with a sample of over 3,040 people in 13 provinces assessed the impact of the Domestic Violence Law, adopted in 2005, and related awareness-raising activities. The 2009 survey showed a significant decline in incidence of domestic violence as reported by the respondents, from 63% to 54%. The baseline surveys have been used by Cambodian NGOs as an advocacy tool to sustain attention on VAW. In 2007, for instance, the Cambodian Committee of Women (CAMBOW) produced a follow-up report called Violence Against Women: How Cambodian Laws Discriminate Against Women.

- ***Monitoring*** is essential to verify, at regular intervals, whether the campaign progresses as planned and whether context changes call for adjustments, e.g. different tactics. It refers to the continuous process of systematic collection of data and information to stay informed of campaign activities, their outcomes, and the degree to which campaign goals and objectives are being met. Monitoring the broader environment helps to recognize new opportunities – or threats that may jeopardize campaign activities and outcomes. It is a key part of effective campaign management and therefore needs to be a prominent item in campaign planning. For more information on monitoring see Monitoring: Key Issues (under Campaign Implementation), as well as Monitoring and Evaluation in this module.

- ***Resource mobilization and management***: It takes money and other resources (staffing, equipment, time, etc) to run effective campaigns. The availability and efficient management of funding and other resources is a key determinant in the scope of a campaign.

***ESSENTIAL CHECKLIST**: Even if immediate action is required, you should answer the following questions – or determine which of them you have no answers for – before starting a campaign:*

- *What is the problem you want to address (identifying the **campaign issue**)?*
- *What is known about the problem, its causes and the context (**research**)?*
- *What needs to be changed and how (**theory of change: goal, assumptions, strategy, desired outcomes among the target groups**)?*
- *Who needs to be influenced, to do what – and why (**target audiences, message**)?*
- *What are your resources, such as people, skills, contacts, time and money (**internal analysis**)?*
- *What are your opportunities and threats/risks (**external analysis**)?*
- *What are your entry points and potential allies?*
- *What are the **most effective activities** to influence your target audiences – who will have to do what, where and when?*
- *How will you **manage** the campaign - How will you assign responsibility for implementing activities according to the strengths of participants?*
- *How will you **test** your messages, tactics and tools?*
- *How will you cover costs (**fundraising, campaign finances**)?*
- *How will you **monitor and evaluate** campaign activities, outcomes and context?*

This list enables you to decide what to do depending on what you know and what you do not know, and what focus and scope your campaign can take with the knowledge and resources available.

3.2 WHEN DOES IT MAKE SENSE TO START OR JOIN A CAMPAIGN?

IMPORTANT QUESTIONS TO ASK

Campaigns need to be driven by a purpose and planned in an imaginative way that accommodates the uncertainty and unpredictability that characterizes campaigning.

Concerning purposefulness, the Association for Women in Development (AWID, 2003) recommends examining the following questions before starting or joining a campaign:

– **Why** am I joining/creating this campaign? What **outcomes** am I hoping to achieve?
– Who/**what** is this campaign supporting?
– **Who** is supporting the campaign and why?
– Is this campaign supported at different levels and grounded in daily struggles which could be improved by successfully achieving the campaign's goal?
– Is this campaign harnessing a **strategic moment** or a particular political venue that is appropriate to the issue?
– Will the campaign **raise awareness** of people and encourage citizen participation in decision-making?
– Will the campaign contribute to the **transformation of power relations** between men and women?

Asking the following questions can further help with deciding whether it makes sense to start a campaign:

1. ***Can the goal be reached or contributed to through other, less onerous means?*** Campaigning can be a long, expensive process involving many stakeholders. In some cases, lobbying key decision-makers may be a more cost-effective way to solve specific problems, and it can effectively bring about legal or policy reform. However, good policies and laws are not always fully implemented, and lobbying as such does not influence the media and does not change attitudes and behaviour among the wider population – including those in charge of law enforcement. For example, lobbying with education authorities may speed up the adoption of policies to prevent sexual and other forms of abuse at schools. But if the new policy is not widely known among school personnel, parents and pupils, implementation may be slow and patchy. In such situations, campaigns can help provide the information, pressure and motivation to ensure that policies are actually implemented.

2. ***Is there a risk of duplicating or competing*** with a campaign run by others on the issue to be addressed? If your organization or alliance doesn't campaign on the issue, will anyone else? Would time and resources be better spent by joining an ***existing campaign*** with a good track record of success?
3. ***Is it the right time to address the issue?*** What is the worst that could happen if your organization or alliance does not campaign on the issue at this point in time?
4. ***Can your organization or alliance mobilize the necessary resources*** to campaign on the issue, including the knowledge and skills needed and the financial resources?
5. ***How does the campaign team feel about the chances for success?*** If it is felt that chances are extremely slim, then other types of activities or approaches should be considered.

JOINING EXISTING CAMPAIGNS

Many international campaigns offer advice and readily available campaign kits (e.g. on their websites) for groups who wish to support the campaign in their own region. If the campaign goal is one of your priorities, and the strategy, message and materials appear sound and appropriate to your context, consider joining such a campaign rather than "reinventing the wheel".

Bear in mind:

- If the campaign goal and objectives do not match the priorities identified, you need to balance the advantages of joining a high-profile national or international effort against the risk of draining resources for a cause that is not a strategic priority for you.
- Review and pre-test the campaign tools with representatives of the target audience group before launching the campaign activities. Certain aspects may need to be adjusted or re-designed to match the local context.

Example: *The international* ***Blue Heart Campaign*** *was launched by the UN Office on Drugs and Crime (UNODC) to draw attention to the global problem of human trafficking, and mobilize people to act against it. As a symbol of their support, participants are asked to wear the blue heart, or 'wear' it on their social media profiles (facebook, twitter, etc). Local organisations can also join the international campaign by running a local* *effort in their own countries (on key trafficking-related dates for example) using a number of tools and resources provided including factsheets, brochures, and a PSA.*

In April 2010, Mexico joined the international campaign by launching its own national version – ‘Corazón Azul’. Over a dozen important buildings were lit up in blue across Mexico City in a symbolic act to raise awareness about the campaign. A pact (in Spanish), was also developed, which is a list of ten promises that act as guiding principles for those joining the campaign.

Case study: Sixteen Days of Activism to End Gender Violence

Arguably, the best-known global campaign to end VAW is the **Sixteen Days of Activism to End Gender Violence.** *The case study below is reproduced and slightly adjusted from the Communication Initiative Network, a rich source of information and examples on communication for social change.*

Background: *In 1991, international participants in the United States-based Center for Women's Global Leadership (CWGL)'s first annual Women's Global Leadership Institute created an annual international campaign to communicate this message: violence against women violates human rights. They chose to symbolically link November 25th (International Day Against Violence Against Women) and December 10th (International Human Rights Day), designating the days in between the "16 Days of Action against Gender Violence", an organizing strategy to call for elimination of all forms of VAW (whether in the public or private sphere). 20 years later more than 2,800 organizations in 156 countries have participated in the global campaign, and the issue of gender-based violence has garnered a significant amount of international attention.*

International Day Against Violence Against Women was first declared in 1981 by the first Feminist Encuentro for Latin America and the Caribbean to commemorate the violent assassination of the Mirabal sisters on that date in 1960 by the dictatorship of Rafael Trujillo in the Dominican Republic. As a result of extensive organizing by women’s rights organizations, the United Nations General Assembly officially designated November 25th as International Day for the Elimination of Violence Against Women [A/RES/54/134] in 1999.

Communication Strategies: *The dates chosen for the campaign are meant to indicate a symbolic link between VAW and violation of human rights: November 25 marks the UN-established International Day for the Elimination of Violence against Women and December 10 is International Human Rights Day. The 16-day period also highlights other significant dates including December 1 (World AIDS Day) and December 6 (the anniversary of the Montreal Massacre, 1989, in which 14 women students at the École Polytechnique were systematically killed).*

In coordinating the campaign, CWGL *helps individuals and organizations plan activities that focus on developing and calling for the implementation of local, national, and global policies aimed at eliminating VAW. Resources available for campaigners include:*

- *an International Calendar of Campaign Activities, developed annually to highlight organizing efforts as part of a broader movement for women's human rights, to provide others with examples of activities and strategies used during the Campaign and to give activists an opportunity to join and support plans already in existence;*
- *an interactive website that includes resources and opportunities for global campaign organizing and collaboration.*

With these tools in hand, activists have engaged in the following approaches:

- *raising awareness about gender-based violence as a human rights issue at the local, national, regional, and international levels*
- *creating tools to hold governments accountable to their promises made to eliminate VAW*
- *strengthening local work around VAW*
- *establishing a link between local and international work to end VAW*
- *providing a forum in which organizers at different levels can develop and share new and effective strategies*
- *demonstrating the solidarity of women around the world organizing against VAW.*

Each year, a particular theme is chosen; materials (e.g., the "take action kit") *and activities are shaped around the theme. (To read about past campaign themes, please visit the [16 Days website]).*

***Campaign achievements**: Organizers say that, while much work remains to be done, significant gains have been made since 1993 at the international level for the movement to end VAW, especially in the field of legal and policy reform. As of 2009, more than 2,000 organizations in over 156 countries had participated in the 16 Days Campaign since 1991, mobilizing support for practical measures to end VAW around the whole world.*

As of September 2010, campaign materials are available from the site in Arabic, Bahasa Indonesia, German, English, Spanish, French, Italian, Kiswahili, Dutch and Nihongo. The site updates its campaign kits every year to match the annual campaign theme. Visit the campaign website.

TIMING

VAW can, arguably, be considered a 'permanent' crisis, in that the promising progress that has been achieved over the last few decades in different areas, such as laws, policies, resource allocation, is still dwarfed by the magnitude of the problem worldwide. It remains an acute, urgent challenge in countries around the world.

It may seem therefore that anytime is a good time for a campaign on VAW, to continue to focus much-needed attention on the problem. Yet, the success or failure of campaigns can depend significantly on the timing of the campaign. Political events for instance, depending on their nature (e.g. elections, parliamentary debates), can distract public attention away from a campaign, or help fuel public interest in a campaign. For example, campaigners may time their campaign to influence electoral candidates' platforms or pledges before elections are held; or government discussions, scheduled to take place around domestic violence and anti-trafficking legislation could be used as well-timed rallying points for campaigners (as has occurred in countries like Cambodia, Thailand and Indonesia).

Example: In 2005, women's groups in Thailand, led by the Foundation for Women, mobilized to campaign for a new domestic violence bill. The timing was considered right because Thailand was due for a CEDAW Committee review in early 2006, and would have to report among other things, its actions to tackle gender-based violence. The NGOs worked hand-in-hand with the National Commission on Women's Affairs and

Family Development to lobby with bill drafters, and provide them with critical data and information collected from their networks on the ground around the country. Immediately after the CEDAW review, the campaign focused on public outreach through an extensive media campaign intended to highlight concerns the CEDAW Committee had raised and use this to pressure legislators to include important provisions in the bill. Thailand's Protection of Victims of Domestic Violence Act was signed into law in July 2007, and contained much of the provisions that campaigners had lobbied for.

Two aspects need to be considered to determine the timing of any campaign – the ***significance of the campaign issue*** and its ***likeliness to attract public attention and to influence the identified targets***.

*The Work Group for Community Health and Development of Kansas University Community Toolbox (adapted) lists **7 criteria** to determine the timing of a campaign:*

- *When there's a crisis involving the issue*
- *When the issue has reached a point where it can't be ignored*
- *When the number of people affected reaches critical mass*
- *When new information calls to the issue*
- *When a publication, or a media story not initiated by you, highlights the issue*
- *When a crucial event makes your issue more visible*
- *When the political time is right (e.g. when an election comes up)*

3.3 SETTING AND FRAMING THE CAMPAIGN ISSUE

DEFINING THE PROBLEM

The campaign issue is the specific problem addressed by the campaign. Describing and framing the campaign issue in a concrete and accurate manner is a key step in strategic planning, and a precondition to setting specific, realistic campaign goals and objectives.

Violence against women and girls (VAW) is a complex problem, affecting entire societies in different ways. It is important to decide what **aspects** of VAW to focus on – for example, the form of harm (e.g. rape, domestic violence, female genital mutilation/cutting, sexual harassment), the specific context where VAW occurs (e.g. home, school, prison, war, political violence), or the type of perpetrator (e.g. soldiers, intimate partners, traditional healers, peers). ***The more specifically the problem is defined the better informed the campaign design and monitoring, and the more likely its success.*** The **scope** of the issue also needs to be defined – it may be a local issue, e.g. a school teacher known to sexually abuse girl students without being punished; or an issue that affects the whole country, e.g. the absence of national legislation or policy to stop violence and sexual abuse in schools. It can be punctual and urgent, e.g. a court decision unjustly punishing a specific rape survivor for her ordeal; or a permanent problem, e.g. national courts routinely ignoring criminal law provisions punishing rape. It can be political, e.g. relevant government ministries failing to implement a national action plan to end VAW, or societal, e.g. large sections of the population believing that violence is a normal part of women's lives.

Distinguishing between "simple", "complicated" and "complex" campaigns

Campaigning for results requires distinguishing between the desired results in the simple, complicated and complex situations faced by a campaign. Many challenges are ***simple****: there is ample agreement about what you want to achieve and certainty about how to go about doing it. That is, the relationships of cause and effect between what you want to do and what the results will be are known. This is especially true of the relationships between campaigning activities and campaign outputs. Often, you can calculate with confidence the time and money you will need to invest in order to produce a piece of research, create a website, administer a survey, set-up a database, produce a newsletter, organize a press conference, or run a workshop. You can plan with relative certainty that you will achieve your results as planned and budgeted.*

When, however, there is disagreement about the best campaigning strategy, as may be the case when you are to campaign in a different place, time or other circumstances, or in a new activity, the challenge will be ***complicated****: You are uncertain of the relationships of cause and effect but they are knowable if you can first experiment and test what has worked in other circumstances or locales. Here, rather than applying good practices, what you need is to innovate using best principles of how to do, for example, research on a new topic, with novice researchers, in a different language and culture than previously experienced.*

*You face a **complex** situation when the relationship between what you will do and its effect is unknowable until the results finally emerge. These are circumstances when reaching agreement about action tends to be a political negotiation because there are diverse opinions on the best course of action or different judgments about what will work and not work, and often both disagreement and uncertainty are high. The principal results-based management challenge presented by complexity is not so much to plan what you will achieve – to predict the unpredictable – but to monitor what actually emerges so that it informs future action. This is not easy because it involves understanding how a campaign contributed to outcomes when the contribution is indirect, partial and many times unintended or unexpected.*

***Typically for advocacy campaigns, the environments in which they work, as well as the campaigns themselves, are complex.** Thus, the outcomes – changes in the behaviour, relationships, activities, policies or practices of individuals, groups, organizations and institutions that the campaign attempts to influence – are highly unpredictable. The relationships of cause and effect tend to be nonlinear and multi-directional. Thus, the outcomes may be plausibly linked to the activities of the campaign although the relationship is indirect and even unintentional. In addition, the campaign's contribution to the outcome is usually limited; other actors and factors contribute too. And, frequently campaigning success rarely is replicable because achievements are highly dependent on context and the campaign itself changes in the process.*

For campaigns, even when the relationships between activities and outputs are simple or complicated, generally there is enormous uncertainty about what will be the campaigning outcomes and the impact. Much of what a campaign will do is decided month to month and what will be achieved is uncertain. This is true not only of campaigns but of all efforts for social change. In a study sponsored by McGill University and DuPont Canada, the authors conclude, "…to know step by step, in advance, how the goals will be attained [is] an approach doomed to failure in the complex and rapidly changing world in which social innovators attempt to work…. In highly emergent complex environments, such prior specification is neither possible nor desirable because it constrains openness and adaptability."

In sum, in a campaign there are simple, complicated and complex challenges and grey areas in between. Known and knowable cause and effect relationships will be evident between some of your activities, and the resultant processes, products and services that are under the campaign's control. Most importantly, the causal relationship between activities and outputs and the results that matter most– outcomes and impacts – will be unknowable until after you achieve the results, if they ever are. The clearer and more accurate you are in distinguishing between the simple, complicated and complex dimensions of your work, and acting accordingly, the greater the success you will have. (Ricardo Wilson-Grau, personal communication inspired by Quinn Patton, 2010, and Westley, Zimmerman and Patton, 2007).

Practical tips for setting the campaign issue

- *Try to* ***name*** *the campaign issue in one sentence and in a concrete and accessible way, e.g. "****few*** *survivors of domestic violence in our country dare to seek help when they need it", or "****many*** *community judges in province X disregard national law when dealing with domestic violence". State* ***what*** *it is,* ***who*** *it is about,* ***where*** *and* ***when*** *it occurs.*
- *If the issue is rather broad, e.g. "too many girls in our community suffer or die from harmful traditional practice", try to* ***frame*** *the problem more precisely – what is the harmful traditional practice referred to? If it cannot be decided at this point, the following planning steps will help to add precision.*
- *The broader the campaign issue, the more people are likely to be affected in many different ways and the more complex it might be to campaign on the issue.* ***Research*** *can help narrow down the issue. Build on existing research, but verify the quality and credibility of the reports consulted, and use different sources so as to get a more complete picture. Reports by reputed research institutes including government statistical offices, think tanks, UN agencies and reports submitted to UN monitoring bodies, such as the CEDAW committee, tend to be more credible sources than news reports.*
- *Propose a* ***solution*** *to the issue identified. How can the problem be overcome? Who needs to take what action so as to change the situation for the better? How can the campaign most effectively contribute to the necessary change?*

RESEARCH ETHICS

Research on social issues must observe ethical principles so as to avoid causing harm. This is even more crucial when working with survivors of violence, who may experience safety risks or extreme psychological stress when being interviewed, and children, whose special vulnerability requires additional protection. See also Adhering to ethics in campaigning in this module.

Key safety and ethical recommendations

The World Health Organization (*Ethical and safety recommendations...*, 2007) proposes the following recommendations (adapted) which focus on research on sexual violence. Based on universal ethical and safety principles, they can be applied and should be observed in any research on VAW:

– *The **benefits to respondents** or communities of documenting violence must be greater than the risks to respondents and communities.*
– *Information gathering and documentation must be done in a manner that presents the **least risk to respondents, is methodologically sound**, and builds on current experience and good practice.*
– ***Basic care and support for survivors**/victims must be available locally before commencing any activity that may involve individuals disclosing information about their experiences of violence.*
– *The **safety and security of all** those involved in information gathering about violence is of paramount concern and in emergency settings in particular should be continuously monitored.*
– *The **confidentiality** of individuals who provide information about violence must be protected at all times.*
– *Anyone providing information about violence must give **informed consent** before participating in the data gathering activity.*
– *All members of the data collection team must be carefully selected and receive relevant and sufficient **specialized training and ongoing support**.*

***Additional safeguards must be put into place if children** [i.e. persons under the age of 18] are to be the subject of information gathering. Every effort must be made to anticipate and prevent or minimize harmful consequences:*

- *Seek advice from experts in collecting information from and working with children, as well as people familiar with the culture and the setting in which the inquiry is to take place.*
- *Draw on the emerging body of literature and experience regarding how best to work with children and young people. There are many innovative and engaging means of working with them and where relevant these should be employed. One example is through the use of comics: The comic book "Has it Happened to You?" by Raising Voices talks about violence against children. It shows common forms of violence that can take place and actions children affected by violence can take. Another comic booklet "Breaking Barriers: Safe Schools: Every Girl's Right" by Amnesty International relates the story of a school girl who successfully rallied fellow students' support to end violence against girls in their school.*
- *Consult with community members and parents, guardians or caregivers to anticipate all possible consequences for children involved in the information gathering process and properly address them.*
- *Advise children, as well as their parents, guardians or caregivers, of the referral services and protection mechanisms that are available to them.*
- *Be prepared to deal with very serious or complex issues and needs.*

The WHO /Path guide *Researching Violence against Women* (Ellsberg & Heise, 2005) provides comprehensive guidance on effective and ethically sound research. In addition to the principles listed above, it points out that community-level research is an intervention in local people's lives, and therefore utter care must be taken to draw maximum benefit from the research for the local people who have participated in it and to avoid further damage.

TOOLS FOR PROBLEM ANALYSIS

Problem analysis defines the specific **nature, extent, causes and consequences** of the campaign issue so as to determine how the campaign can best address the issue and what can be changed. Factual, relevant and compelling evidence lends a solid basis to any campaign strategy, revealing the ways in which the intended change can happen. Without a clear, evidence-based understanding of causes and effects of the issue, it will be difficult to develop sound tactics and a theory of change.

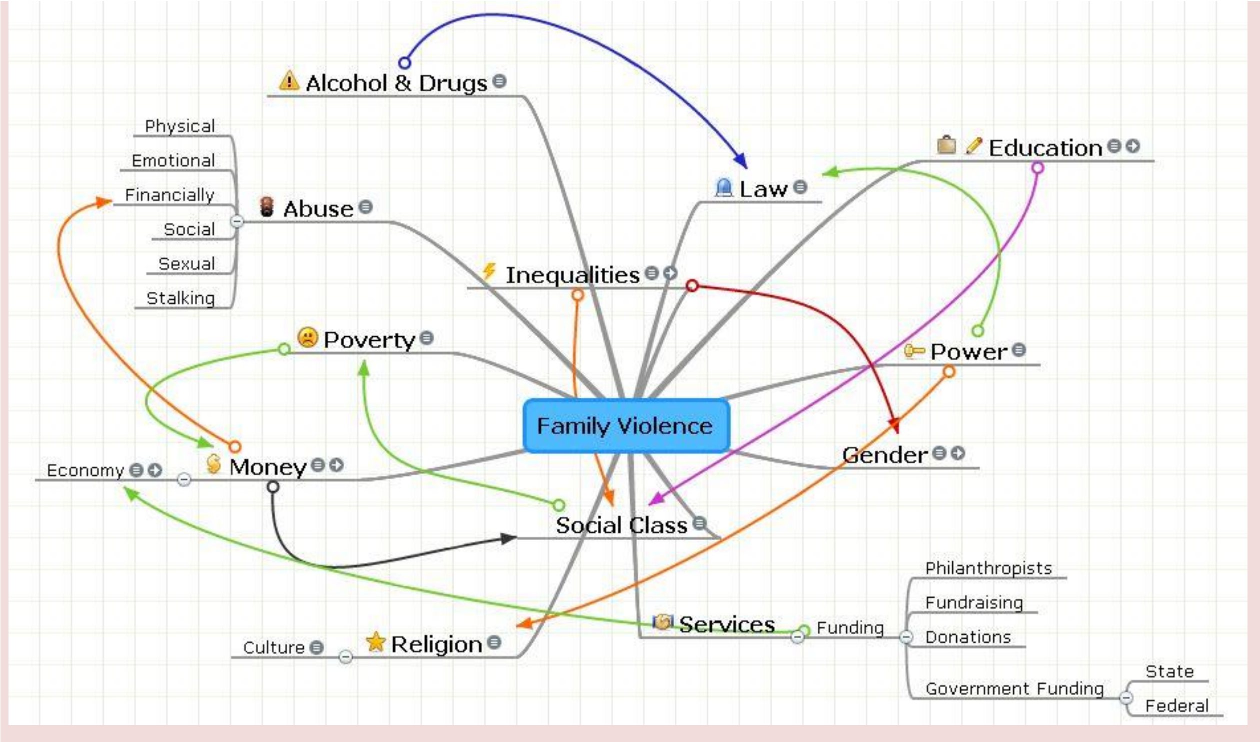
The following are two easy-to-use creative tools commonly used in problem analysis: mind maps and problem trees.

Mind maps visualize ideas gathered in a brainstorming process

Practical instructions for mind mapping:

– *Write a phrase summarizing the problem for analysis in the middle of a large sheet of paper, or on a card that you place in the middle of a pin board.*
– *Identify key factors that have a bearing on the issue and write them, or place cards, in the space around the issue. Connect each factor to the issue with a line (dark grey in the example above). Factors that exert particularly strong influence should be placed closer to the central issue.*
– *Identify secondary factors related to the key factors identified and write them next to the relevant key factors, connecting them again with lines (see bottom-right corner in the example above).*
– *Draw lines or use logos to visualize the respective weight of each factor, or links between factors. The resulting image may look "messy", but it is an effective way to map the complex factors that influence a campaign issue and decide which to prioritize.*

The example below using Mindmeister, an online mind-mapping software, shows a mind map on the problem of family violence, placed at the center of the map. Participants in the mapping exercise have added the different factors likely to contribute to or reduce family violence, leaving some relatively vague and adding detail to those of special interest to the group (e.g. abuse, services). Subsequently, differently colored lines and arrows were drawn to show connections between the key factors identified.

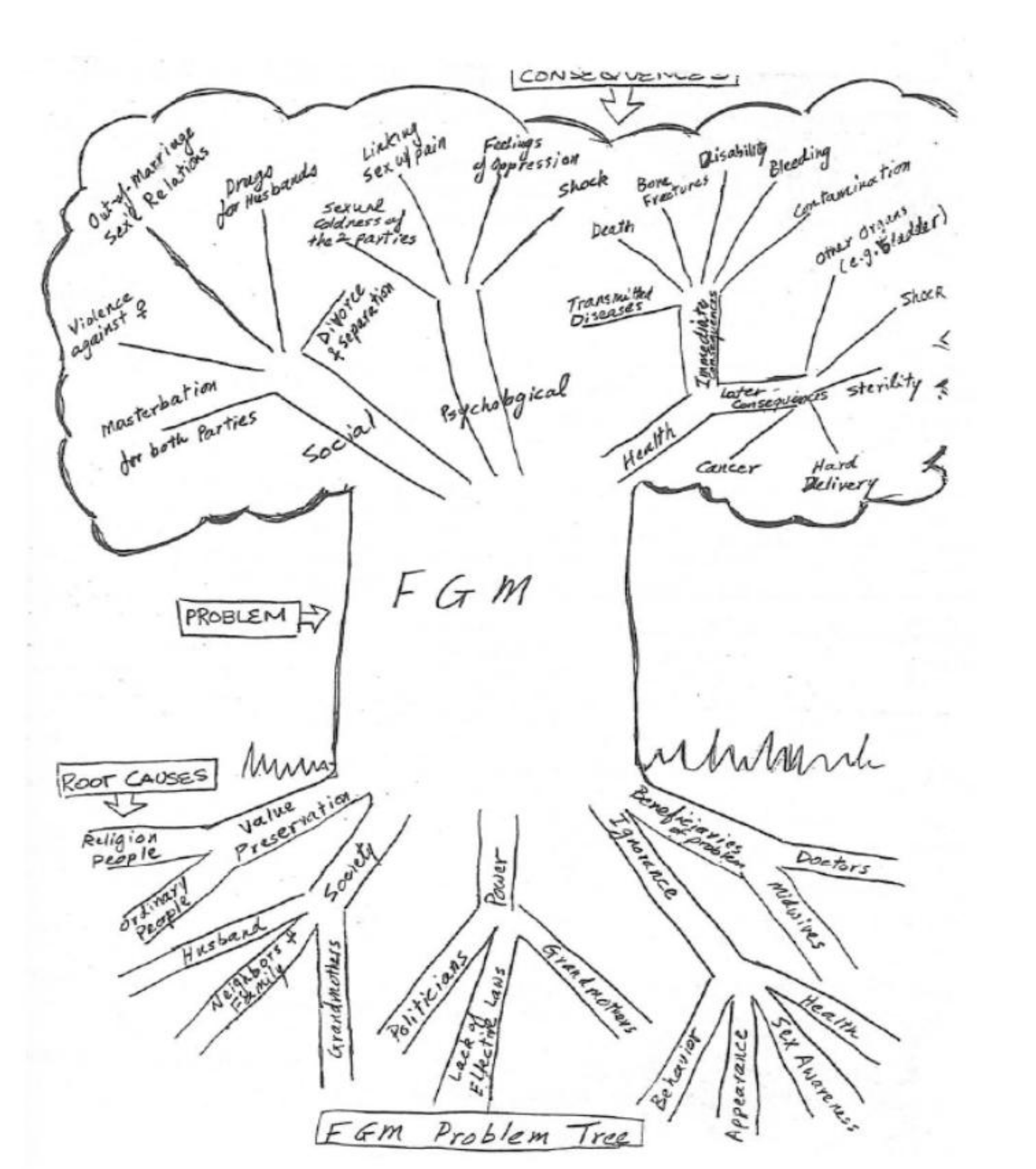


Problem trees visualize the causes and effects of the campaign issue

Practical instructions for problem trees:

In group work, draw a large tree with the issue written across its trunk. Collect ideas from all participants and write or draw the multiple manifestations and consequences of the issue as branches of the tree, and the causes as the roots.

The example below reflects the perceptions and concerns of a particular group which analyzed female genital mutilation/ cutting (FGM/C) in its own context; a different group might produce somewhat different results. It can be useful to conduct several "problem tree" discussions with different groups including members of the target audience so as to gain an idea of the diversity of perceptions.



(From The Change Agency*, Problem Tree Analysis)*

FRAMING THE CAMPAIGN ISSUE

Once the campaign issue (the problem) has been defined, the following questions should be asked to determine how best to **frame** it:

- Is the problem new or old? Is it increasing or decreasing? ***(Identification of trends)***
- How has the problem been addressed so far, in what ways, to what success? ***(Identification of existing approaches)***

– What other possible solutions are there to this specific problem, or this type of problem? Building on the results of the previous research steps, a mind-map can be drawn to generate and visualize ideas of possible solutions. ***(Brainstorming on solutions)***

Additional research may be necessary to frame the campaign issue more precisely – or change it altogether, if it is found that the initially identified issue was imprecise or ill-chosen. ***Campaign impact evaluations suggest that campaigns which are based on sound formative research, i.e. preliminary and continuous research that is constantly fed back into the campaigning process, are more likely to develop a successful campaign strategy and generate impact*.**

See the Monitoring and Evaluation section in this module for specific research methods and approaches. Specific guidelines for research on legal issues are contained in the Legislation module.

CONDUCTING FORMATIVE RESEARCH

Formative research, i.e. research carried out before and during the campaign to determine and refine the campaign planning process, provides accurate, up-to-date information to strategically develop the campaign on a sound basis. The complexity and nature of formative research depends on a number of factors, including the nature of the campaign. For example, in an advocacy campaign for legal change, analysis of law, law-making processes, the institutions involved and ways of influencing these will be key topics for formative research. In behaviour change campaigns, formative research examines the prospective target audience, their behaviour and the factors which influence it. Using social marketing theory, formative research is used to determine the best ways to reach the intended target audiences. [See formative research on target audiences for a case study that illustrates how this can influence campaign design.]

Formative research should combine several methods and use different sources of information so as to take into account different perspectives and cross-check the data obtained. Where resources are insufficient for large-scale surveys, participatory research methods, e.g. focus group discussions, can be used to obtain basic information. See Monitoring and Evaluation in this module for guidance on data collection.

Formative research may also include a baseline study, i.e. an initial assessment of the situation the campaign aims to change. Ideally, this assessment should be conducted in the early campaign planning stages, well before any campaign activities take place. The baseline study provides a critical reference point for assessing changes and impact, as it establishes a basis for comparing the situation before and after an intervention, and for making inferences as to the effectiveness of the campaign.

In campaigns for policy/institutional change, research on legislation, policies and their implementation are the most common data needed for baselines (see also Policy Analysis in this module). In behaviour change campaigns, a baseline would typically collect data on knowledge, attitudes and practice (KAP) of the target audience with respect to the campaign issue. For guidance on data collection, please see Monitoring and Evaluation in this module. See also Baseline assessment.

Example: *Freedom from Fear, a 10-year advocacy education campaign in Australia, focused on perpetrators of domestic violence and men at risk of perpetrating domestic violence. Formative research included qualitative research with the primary target group to investigate awareness, attitudes and beliefs about domestic violence, and to explore potential communication messages regarding their acceptability, credibility and potential to change attitudes and behaviours. Based on the findings, the campaigners decided on two types of messages:*

(1) A "consequences" message focusing on the damaging impact of domestic violence on children, considering that all target audience participants in the formative research expressed strong attachment to their children (while very few expressed any feelings of fondness for their partners). Furthermore, many respondents were able to relate to their own feelings from their childhood, when they witnessed or experienced domestic violence.

(2) A "help" message that would stretch out a helping hand to perpetrators ready to change their ways. Most perpetrators questioned voiced a need to be pointed to sources of formal help, such as counseling and treatment programmes.

Read the Freedom from Fear mid-campaign assessment (2000) describing the research underpinning the campaign development and evaluation.

Source: Gibbons & Paterson, 2000. Freedom from Fear. Campaign against Domestic Violence

3.4 SITUATION ANALYSIS

OVERVIEW

A situation analysis is a snapshot of the situation before the campaign begins (similar to a mapping exercise). It provides a picture of the internal and external factors that influence the achievement of campaign goals and objectives. Internal factors are the various resources needed, including human skills and time. External factors can be of a political, economic, social, cultural or legal nature, among others.

For example, any national action plans to end violence against women and girls, as well as reports to UN monitoring bodies (such as government and alternative CEDAW reports) should be examined as part of the situation analysis.

The tools presented—SWOT, Policy and PESTEL analysis— serve to deepen the understanding of the campaign issue, resources, potential opportunities and obstacles to achieving the campaign goal, and ways of overcoming them.

"SWOT" ANALYSIS

SWOT analysis, sometimes also referred to as "Scoping Analysis", is a popular tool. It identifies the Strengths, Weaknesses, Opportunities and Threats (SWOT) related to a specific situation/scenario, programme or planned campaign. While the "strengths" and "weaknesses" tend to focus on internal issues and past experience, the analysis of "opportunities" and "threats" is outward- and forward-looking.

SWOT analysis needs to happen early in the strategic planning process to obtain a first idea of likely options. At a later stage in the process, it can be used to verify the viability of a strategy envisaged, and what adjustments may be needed. SWOT is an excellent support for joint brainstorming in a workshop setting, to be used with the campaign team, or with the campaign alliance.

SWOT Analysis

Strengths	Weaknesses
Opportunities	Threats

Practical Instructions for SWOT:

In a planning workshop, the standard template above can be split across four large flip-charts or pin boards for joint brainstorming.

- ***Strengths*** *are* *internal* *factors within the organization or alliance that may be of particular importance for the campaign, e.g. human and material resources, access to relevant government decision-makers, or a good reputation. In a workshop, the questions "what are we good at" and "what are we proud of" help to surface these elements. See also below, "resource mapping".*
- ***Weaknesses*** *are* *internal* *factors that may inhibit the ability to campaign. They may include inexperience in campaigning, limited funds, lack of relevant contacts and lack of capacity.*
- ***Opportunities*** *are usually* *external* *factors, e.g. aspects in your society or community that potentially offer support to your campaign or that you could use to gain public attention. They may include media attention, or a pre-existing public debate spawned by an event that makes violence against women and girls (VAW) more visible. It could be the ratification of the Convention against Torture or another relevant Treaty by your national parliament, a favorable national policy, or the appointment of a government Minister who supports your campaign goal. It could also be an on-going or planned larger national or international effort (e.g. United Nations or national campaigns) that you can refer to and obtain support from.*

Mapping opportunities helps to determine whether it is worthwhile to start a campaign, and what is an effective ***timing****. The existence of a national or international campaign on your issue may offer the opportunity to simply join the campaign and/or tailor it to your community's needs.*

- ***Threats*** *are* *<u>external</u>* *factors, i.e. factors beyond your direct control, that may have a negative impact on your campaign and the likeliness it achieves its goal and objectives, for example security issues, a change in government, a hostile social environment, or national crises.*

In order for this exercise to provide useful information, strengths, weaknesses, opportunities and threats should be phrased as concretely as possible. Avoid abstract concepts such as 'unstable political climate' – specify, in this example, what aspects of politics are unstable and how each aspect may affect your campaign goal and objectives.

POLICY ANALYSIS

Policy analysis reveals the gaps and problems in existing policies in the broader sense – i.e. including legislation – that need to be addressed in order to end violence against women and girls. It should be one of the first steps in any campaign for policy/institutional change, as institutional rules and practice are to a large extent determined by relevant policies.

Practical guidance – In policy analysis, examine the following questions:

- *What is the issue the campaign addresses? State and define it.*
- *Why is the issue important? (Scope and severity of the problem, other aspects that make the issue important from a public policy perspective, e.g. public health, rule of law, etc.)*
- *What areas of policy are relevant to the issue?*
- *Who are the main stakeholders?*
- *What is the current knowledge of the issue? (I.e. review of existing research on the issue – do not forget to provide all references for your sources)*
- *What is the existing policy on the issue and what are the main problems about current policy? (I.e. current laws, rules, policies and their implementations)*

- *What are your policy recommendations to address your campaigns issue ? Why do you choose these recommendations (criteria)?*
- *What outcomes will your alternative policy produce? How do you know the alternatives you propose will work? Cite evidence.*
- *How can your recommendations be translated into practice? Outline an implementation strategy.*
- *How can constraints and potential resistance be overcome?*

An effective way to share the result of the analysis with the campaign audience is a policy brief.

Tools:

If part of the research is **monitoring or assessing the status of implementation of policies**, a checklist is available at Programming Essentials.

The ***One World Trust*** offers a host of time-tested practical tools – checklists, step-by-step guidance through common methods for participatory planning and evaluation. Its website Accountability for Policy Research has an innovative, user-friendly search function.

"PESTEL" ANALYSIS

PESTEL (or PESTLE) is a strategic planning tool to scan the context of the campaign. It examines political, economic, social, technological, environmental and legal external factors likely to have a bearing on the campaign. When examining the different factors, it is important to bear in mind that women and men, girls and boys may be affected differently by different aspects and at different levels.

Practical Instructions for PESTEL Analysis

Political *factors pertain to the political life in your context, at the levels relevant to your campaign. For example, is there a risk that ultra-conservative politicians opposing women's rights gain a strong voice in national parliament? Or, are there opportunities to overcome resistance from local decision-makers by winning support from national or international political forces?*

Economic *factors may include issues of poverty and economic development and access to resources, and the different ways in which they affect women and men.*

Social *factors include opportunities and challenges related to social distinctions such as culture, religion, social class or caste, and gender roles and stereotypes.*

Technological *factors include the availability of information and communication technology (ICT) for your campaign, and the extent to which your target audiences use ICT.*

Legal *factors refer to laws and law enforcement related to your campaign issue, and more broadly to VAW and women's rights.*

Environmental *factors relate to the natural environment, such as the effects of climate change, which may have an impact on VAW. For example, natural disasters may cause mass displacements that increase the risk of VAW.*

External Factors	**Local**	**National**	**International**
Political			
Economic			
Social			
Technological			
Legal			
Environmental			

Conduct your PESTEL analysis in a workshop, as a brainstorming exercise involving different team members and stakeholders, or use it as an analytical tool in a planning meeting with the campaign team.

Step-by-step guidance is available from the Improvement Network (UK).

3.5 RISK ANALYSIS

Unlike SWOT and PESTEL analysis, risk analysis does not only examine the present situation, but asks the question “what might go wrong?” It examines the likelihood of new problems surfacing, or existing threats and weaknesses worsening, and the potential impact of this on the campaign. **Risk analysis is needed to plan for emergencies and contingencies.**

More specifically, risk analysis examines:

- External threats that may affect the target audience generally or in relation to the campaign, e.g. a rise in conservative religious sentiment or likely armed conflict
- External threats that may affect the campaign activities, e.g. a law might be adopted that limits NGO activism, change in government or policy or a new education policy may make access to schools more difficult
- Internal threats that may affect the capacity to run the campaign, e.g. an alliance member might leave, or key campaigners might no longer be available for the campaign

Risk analysis does *not* focus on existing weaknesses, such as lack of funding. It anticipates future problems – e.g. the possible lack of donor response to your fundraising strategy.

Practical Instructions for Risk Analysis

*Use or adapt the template below. For each **risk** identified, consider how **likely** the risk is and how **serious** the consequences would be if it were to materialize. Scoring determines which risks deserve particular attention. In the example below, scoring from 1 to 10 is used; alternatively you can use a simpler system with just three scores (“high – medium – low”).*

Risk	**Probability** *(1 – very unlikely; 10 – highly likely*	**Impact** *(1 – insignificant; 10 – very serious)*	**How to minimize or mitigate the risk?**
1.			

2.			

For each risk that is probable and likely to produce medium to strong impact, conduct **contingency planning** – i.e. define ways of reducing the likeliness the risk occurs, and of reducing the likely impact on attaining the campaign goal. That may include increasing or limiting certain activities – e.g., if donors do not respond to your institutional fundraising strategy, decide whether to submit funding proposals to other donors, or to reduce activities to match existing resources.

If risks are identified that are highly likely, extremely grave and unmanageable, consider adjusting the campaign strategy.

"Prospective hindsight" (Coffmann, 2007:14) is another way of assessing the risks and obstacles that need to be taken into account when designing a campaign.

Practical instructions for "prospective hindsight"

When you have completed the steps of planning outlined in this section—issue setting, stakeholder analysis, situation analysis, developing a theory of change—, get together as a campaign team and with members of the target audience for the following exercise (adapted from Klugman, B., 2009. *Less is More :Thoughts on Evaluating Social Justice Advocacy).*

Assume that the effort has failed. Advocates and any other stakeholders involved in the effort are asked to identify possible reasons for failure. Do it individually. Each person then shares one reason from their list until all reasons have been recorded. The result is a comprehensive list of risks that you should be cognizant of and monitor. This process uses everybody's insights and "mitigates the overconfidence" that campaigners might feel. If it feels overly demoralizing, then the team should carefully explore why.

Note that this is similar to the 'risks/assumptions' column of a logical framework. That column tends to focus on external factors, whereas this exercise can pick up a wide range of things that could go wrong and should be addressed in advance.

3.6 STAKEHOLDER ANALYSIS

OVERVIEW

Stakeholder analysis examines the groups who are affected by the campaign issue. Its purpose is to identify the campaign target audiences, as well as other institutions and people that have a more or less direct stake in the campaign issue, so as to decide on the campaign strategy and tactics.

Stakeholders are not only persons directly affected by VAW, but everybody with a likely interest in the campaign outcomes, e.g. parliamentarians, police, justice, health personnel, and family members, colleagues or other people who are in contact with VAW survivors or perpetrators. Government institutions at all relevant levels are routinely part of a stakeholder analysis, as governments have a duty to address violence against women and girls as a violation of human rights. That includes ministries and departments of finance, women's affairs, justice, health, education, interior, labour and social affairs, among others.

Whether a stakeholder is a ***potential ally, a target or a likely detractor*** of the planned campaign depends on the context and the nature of the campaign. For example, the Ministry in charge of Public Security may be an ally in a behaviour change campaign aiming to ensure that rape cases are systematically reported to and effectively handled by the police. The same Ministry could be the primary target of an advocacy campaign calling for more effective government implementation of legislation to prevent and punish rape. It could even be a detractor, for example if high-level officials from that Ministry feel threatened by a campaign that may publicize cases of police abuse against women. In some situations, different departments within the same institution may play different roles in the same campaign. Careful stakeholder analysis is therefore a key element of effective campaign planning. Key stakeholders should be monitored throughout the campaign, as they may "change sides" or perform other shifts that the campaign strategy and tactics must reckon with.

This section presents common tools in stakeholder analysis. It is recommended to work in a group benefit from rich, diverse perspectives. For more information and tools on stakeholder mapping and identifying target audiences, see also Key Tools to Identify Targets in the Campaign Strategy section of this module.

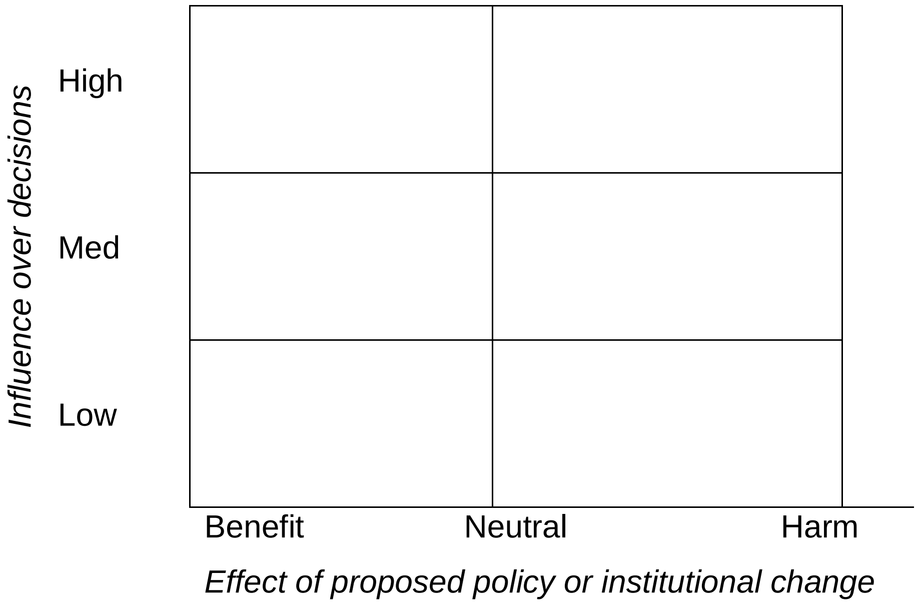
INFLUENCE ASSESSMENT GRID

An influence assessment grid visualizes potential allies, targets and detractors.

Practical Instructions:

Draw the grid below on a large sheet of paper, and position each stakeholder on the grid according to their influence over the issue and the effect the proposed policy change may have on the respective stakeholder's interests.

Influence Assessment Grid



RAINBOW AND ONION DIAGRAMS

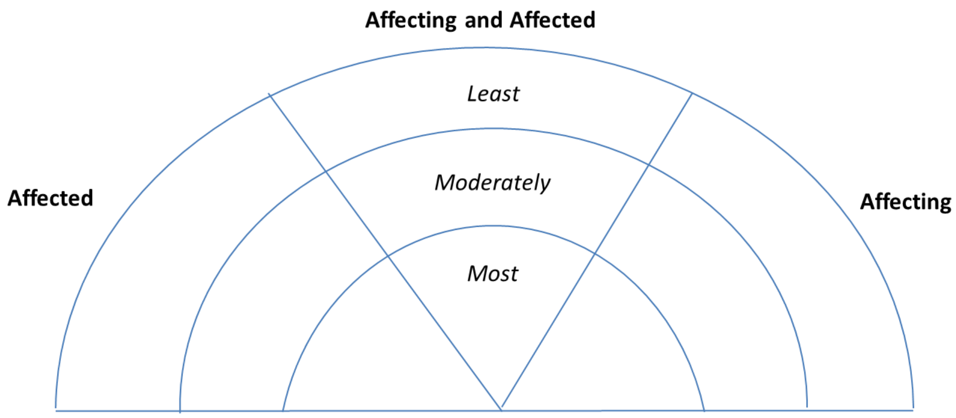
Rainbow and onion diagrams are another tool for visualizing stakeholders and identifying potential allies, targets and detractors.

Practical Instructions for Rainbow Diagrams

Place cards representing the stakeholders most affected by the issue, or who have the strongest influence on it, on the inner segments. Cards representing those who are the least affected, or have the least influence, are placed on the outer segments.

For a more detailed analysis, you can use differently colored cards for different types of stakeholders, or vary the size of the cards. Relations between stakeholders can be visualized with lines, which can be varied (e.g. straight, dotted, jagged) according to the type of relation.

Rainbow Diagram



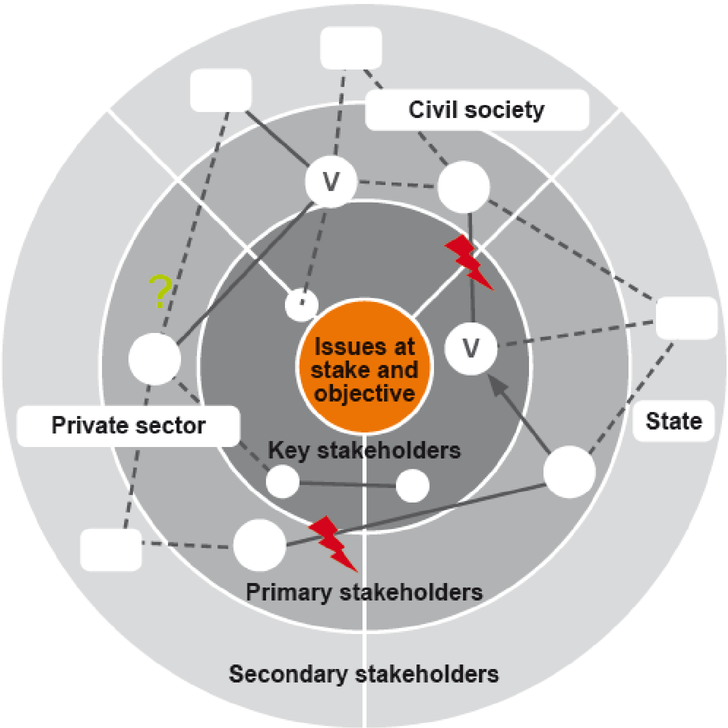
*The diagram can be adapted by using other characteristics (instead of "affecting" and "affected") that describe key differences between stakeholders. For example, you can transform the rainbow diagram into a **spectrum-of-actors** exercise by splitting the diagram in five sections for 'active allies', 'allies', 'neutral parties', 'opponents' and 'active opponents'. This can be a useful exercise to inform your choice of tactics within the broader campaign strategy.*

For a step-by-**step-guide on stakeholder analysis using rainbow diagrams** see Chevalier, J. 'SAS2 1.0: Stakeholder Identification' in Social Analysis Systems.

***Onion diagrams** use the same basic approach as rainbow diagrams, but draw a full circle to visualize relations between different actors.*

In the example below (GTZ, 2009), key stakeholders with low influence on the issue at stake are depicted with small circles; those with high influence with larger circles. The letter V designates "veto players", i.e. influential actors who can stop the campaign from reaching its goal. Rectangular cards are for secondary stakeholders. The solid lines between stakeholders symbolize strong relationships (double lines: institutionalized *relationships), dotted lines more informal ones. Arrows show the direction of dominance; the red lightning symbol points out tension or conflict; crossed lines symbolize interrupted or damaged relationships.*

Onion Diagram



STAKEHOLDER "SWOT"

A SWOT exercise (Strengths, Weaknesses, Opportunities, Threats) can help deepen the analysis of key stakeholders. A thorough understanding of the interests they pursue, the actions they can take in support of the campaign goal and the risks that they pose to the goal, is especially useful to devise tactics in campaigns for institutional change. For more information about SWOT see also SWOT analysis under Situation Analysis in this module.

Practical Instructions for Stakeholder SWOT analysis

1st step: List, on a flip chart, the key organizations and powerful individuals that are affected by or have an influence on your campaign issue.

2nd step: List relevant strengths, weaknesses, opportunities and threats of each stakeholder. The template below can be adapted to fit on large flip-charts or pin boards for joint brainstorming.

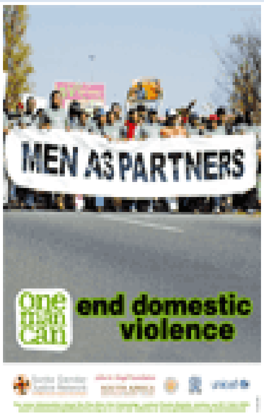
Target/ involve/ignore	**Strengths**	**Weaknesses**	**Threats**	**Opportunities**
Stakeholder A				
Stakeholder B				
…				

3rd step: For each stakeholder, assess (i) what they mean to the campaign, i.e. the positive or negative actions they can take towards the campaign goals, and how important, potentially effective and likely it is they take this action is, and (ii) what the campaign means to them, i.e. what aspects of the campaign they are likely to support and which may antagonize them.

FORMATIVE RESEARCH ON TARGET AUDIENCES

In behaviour change campaigns, and when designing mass communication tools to support all types of campaigns, it is important to gain a precise idea as to the target audiences' knowledge and behaviour regarding the campaign issue. The case study below shows how such formative research informs campaign design.

Case Study: *The* ***One Man Can Campaign*** *in South Africa*



As South Africa has amongst the highest levels of domestic violence and rape in the world, and the largest number of people living with HIV, women are particularly vulnerable. One Man Can (OMC) *was launched by the NGO* Sonke Gender Justice *in partnership with South African and international organizations during the 2006 Sixteen Days of Activism against Gender Violence. Funded by the South African Government and international donors including UNICEF, the IOM and the Ford Foundation, the campaign was implemented in all nine South African provinces.*

Activities: *The campaign supports men and boys to take action, individually and collectively, to end domestic and sexual violence and to promote healthy, equitable* *relationships that men and women can enjoy. The campaign uses interlinking social change strategies including:*

– ***Awareness-raising and community education**, e.g. in* One Man Can *workshops, murals, door-to-door campaigning, rallies and marches, street soccer festivals, the use of radio, television and print media, and a rich web-site including practical advice, digital stories, campaign songs and research reports.*
– *The* One Man Can ***action kit*** **–** *which provides men with resources to act on their concerns about HIV and AIDS and about domestic and sexual violence – is fully accessible through the website (see below). It can be used both by individual men as well as representatives from government, NGOs, CBOs and community groups who work with men and women to address issues of gender-based violence and HIV/AIDS. A particular feature of the campaign website is the easily accessible, precisely* ***targeted, practical advice*** *(action sheets) it offers in five languages, to sports coaches, fathers, religious leaders, teachers and youth respectively.*
– ***Advocacy and public mobilization** for policy change and effective implementation of policies against VAW.*
– ***Capacity-building** for partner organizations and institutions who are active in the One Man Can Campaign, especially in terms of networking and coalition-building.*

***Formative Research**:*

The One Man Can *Campaign relied on a range of research methods to determine its content and design. To decide on the content of the action sheets,* Sonke ***reviewed existing materials*** *that had been developed elsewhere.* ***Focus group discussions*** *with survivors of violence, faith-based leaders, teachers, sports coaches, youth and adult men were held.* Sonke *also carried out a number of* ***street surveys****, stopping men in shopping malls, restaurants, barber shops and bus stations to find out how they understood the problem of men's violence against women and what they would be willing to do about it. This formative research indicated that men and boys were concerned about domestic and sexual violence but that they often did not know how to act against it. To come up with the look of the campaign,* Sonke *worked with a* ***youth advisory team*** *and tested different logos on the streets of Cape Town and Johannesburg with 120 men and women.*

Impact Evaluation: Results

The campaign had a positive effect on the communities where it was carried out. Phone survey data indicate that particularly the workshops have had a positive effect on behaviour in the weeks following Sonke workshops: 25% of the participants reported having accessed voluntary counseling and testing services; 50% reported witnessing acts of gender-based violence in their home or community and of this group, 50% reported these to the police, about a third (37%) reported them to community structures and 4% to local NGOs. 61% of participants reported increased condom use. More than 4 out of 5 participants at Sonke workshops also reported having subsequently talked with friends or family members on the campaign issue. The assessment was chiefly based on phone surveys with OMC Campaign participants, and data routinely collected by government and NGOs in three provinces. Its conclusions have also been informed by a larger qualitative research project underway in seven South African provinces with participants in the broader OMC Campaign.

See the campaign website for the One Man Can Campaign Kit and multi-media materials in English, Afrikaans, isiZulu, isiXhosa and French.

Source: Colvin, 2009. Report on the Impact of Sonke Gender Justice Network's "One Man Can" Campaign....

3.7 THEORIES OF CHANGE IN CAMPAIGNING

OVERVIEW

The theory of change describes how the change that a campaign promotes can happen: what do the target audiences need to do to bring about the desired change? What are the assumptions that guide the campaign to the long-term goals it seeks to achieve? **An explicit theory of change helps to determine the most effective ways to influence target audiences.** Agreeing on a theory of change is a key element in building shared understanding within a campaign team or an alliance. It brings together goals, strategies and outcomes in a coherent story, providing language across divergent interests, constituencies and styles of working within a team or an alliance (Klugman, B., 2009. *Less is More– Thoughts on Evaluating Social Justice Advocacy*).

The theory of change should be grounded in robust, relevant findings from research. Behaviour change campaigns increasingly draw on established scientific theories on human behaviour change, some of which are outlined in Campaign Approaches in this module. The theory of change should be described in a few simple sentences or visualized on a chart (see below for examples), and discussed with others, including people who know nothing about the campaign, to identify aspects that need further thought and more clarity.

The Theory of Change as a Strategic Plan for a Campaign

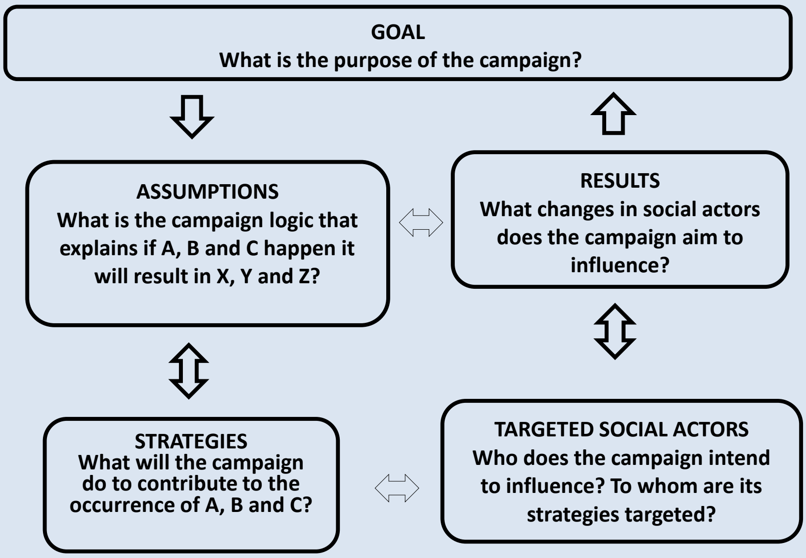
The transformation and innovation required to change the power relations that are at the root of gender-based violence require moving in complex environments in which a VAW campaign can only partly predict what will be the results of activities, and therefore cannot present a solid plan laying out the relationships of cause and effect between activities, outputs and outcomes. In addition, although the challenges or problems they face may be clear – and often they are not – there tends to be disagreement about how to address them. And when they achieve a solid solution to a given problem, each situation is so dynamic that only rarely is the solution replicable in other times or contexts.

In these complex situations, the typical methodologies, models, or logical frameworks of results-based management rarely are useful. They assume that you can predict a series of cause/effect relationships in the logical chain inputs ➔ activities ➔ outputs ➔ outcomes ➔ impact when those relationships are fundamentally unpredictable. As noted by the United Nations: "An inherent constraint of results-based management is that a formalistic approach to codifying how to achieve outcomes can stifle the innovation and flexibility required to achieve those outcomes."

Source: UN Office of Internal Oversight Services, UN A/63/268, 22 September 2008. *Review of results-based management at the United Nations.*

How then to manage a campaign for results? Use a theory of change

A theory of change (ToC) presents a broad view of the desired change, describing "a process of planned social change, from the assumptions that guide its design to the long-term goals it seeks to achieve." It identifies the assumptions, strategies, actors and outcomes that are expected to interact and enhance one another in the campaigning.



See the Grant Craft Guide: Mapping Change (Foundation Center and European Foundation Center, 2006.

Depending on the goals and context of the campaign, its theory of change can be quite simple or highly complex. The two broad types of campaigns to end VAW – advocacy campaigns and campaigns for behaviour change – reflect two general theories of change: **advocacy campaigns** (generally geared towards institutional and policy change) are based on the idea that more effective rules and mechanisms, such as laws, protocols, policies, infrastructure, etc. in society are needed to end violence against women and girls, while **campaigns for behaviour change** put the emphasis on individual thoughts, emotions and decisions, as well as social norms and practices, that play a role in ending violence against women and girls. Within these two broad categories, each campaign has its own implicit or explicit theory of change.

It is important to note that the way in which desired policy or institutional change comes about, is not necessarily as straightforward. It is now widely recognized that change takes place within complex, multi-level dynamics that are only partly predictable and may be subject to multi-directional forms of causality (Klugman, 2009. *Less is More…).* Hence, models used in behaviour change and communications theories, may also be relevant to advocacy campaigns.

Tool:

- The *Grant Craft Guide: Mapping Change* *(Foundation Center and European Foundation Center)* available in English, provides guidance on using a theory of change in strategic planning. While targeted at grant makers, the 10-page guide can also be a useful tool for anyone involved in campaign planning and monitoring.

THEORIES OF POLICY AND INSTITUTIONAL CHANGE

Campaigns for change in policy/formal institutional frameworks (e.g. laws, policies, public services) tend to rest on relatively straightforward theories of change, because institutions usually function according to well-known, pre-defined rules. For example, a campaign calling for increased government funding towards support centers for VAW survivors may be based on the idea that government funding provides a stable basis for the support centers → support centers are more likely to deliver quality services to VAW survivors → VAW survivors are more likely to recover from their ordeal and protect themselves against future violence.

Example: *The successful* **[Women's Caucus for Gender Justice]** *on the International Criminal Court (ICC), formed in 1996, knew that the ICC Statute (Rome Statute) would set the principles and procedures governing international trials of individuals for genocide, crimes against humanity and war crimes. Hence, (i) including issues pertaining to gender-based violence (GBV) into the Rome Statute, the ICC Rules of Evidence and Procedure and the ICC Definition of Crimes, and (ii) ensuring that qualified, deserving candidates including women were appointed as ICC Judges would be effective ways of increasing the chances that gender-based violence in violent conflict were brought before and sanctioned by the ICC.*

This theory of change could be visualized as follows:

International lobby and advocacy at ICC preparatory conferences
with national governments and human rights organizations

↓ ↓

Gender-based violence explicitly & comprehensively addressed as a crime in ICC statutes and procedures — *ICC Judges fully aware of GBV*

↓ ↓

GBV is sanctioned as an international crime by the ICC

↓

- *Survivors of GBV in armed conflict can obtain justice*
- *Deterring effect of international justice may reduce GBV in violent conflict*
- *Setting an international standard of prosecution of GBV that may be adopted in national laws*

See the gender justice report cards and other publications on their website.

Source: Communication from Vahida Nainar, former Director of the Women's Caucus for Gender Justice.

Example: *The* **Disarm Domestic Violence** *campaign launched by the Women's Network of* IANSA (International Action Network on Small Arms) *in 2009 aims to stop* *gun violence against women by creating an international network of activists that will persuade law makers and governments to adopt laws and regulations that make gun ownership illegal for VAW perpetrators.*

Their theory of change was the following:

International and national advocacy campaigning

↓

Governments and parliamentarians adopt laws and regulations prohibiting gun ownership by VAW perpetrators

↓

Adoption and enforcement of such laws

↓

Men prone to violence do not have easy access to guns

↓

Fewer women die at the hands of armed intimate partners

THEORIES OF BEHAVIOUR CHANGE

Campaigns aiming at behaviour change tend to require more complex theories of change, as human attitudes and behaviour are influenced by multiple, complex factors that resist being subsumed under simple rules or linear cause-to-effect chains. For example, a campaign may seek to guide an audience towards a narrowly circumscribed action, such as calling a telephone hotline to seek help, which might imply that a relatively simple theory of change could suffice:

Posters clearly show how VAW survivors can obtain support by calling a hotline number

↓

VAW survivors know about the hotline

↓

VAW survivors call the hotline

↓

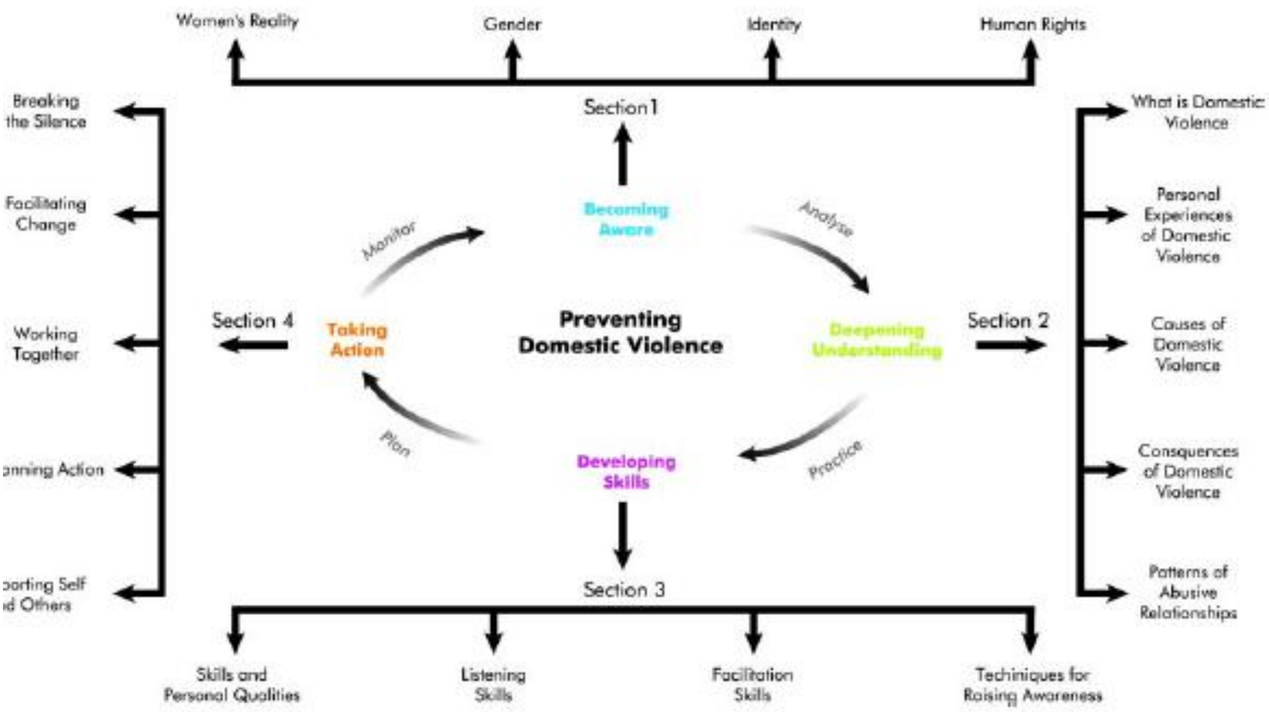
VAW survivors obtain the support they need

However, to ensure that survivors actually use the number advertised, multiple factors that encourage or prevent them from calling the line need to also be taken into account. For example, where domestic violence (DV) is widely considered to be a normal part of married life, women may feel they may be rebuked if they call the hotline. In that case, the theory of change needs to determine how to make it clear to DV survivors that their calling the helpline is legitimate, will be welcomed and may contribute to improving their situation.

Nevertheless, the fact that a theory of change is not easily expressed in a few words does not mean it won't be effective. Examples or visualization, such as the map by *Raising Voices* shown below, help to identify the main drivers of change.

It is recommended to draw on existing theories, e.g. from social psychology and communication science, when determining an appropriate theory of change for behaviour change campaigns.

***Examples:** Campaigns that aim to trigger learning and personality development processes among their target audience require theories of change that take into account*



the complexity of human thinking and behaviour. Promising examples are [**Raising Voices**] *in Uganda and* [**We Can**] *in South Asia. Under the* Raising Voices *"stages of change" model, individual community members are guided through a learning process which begins with a critical exam of one's own, individual attitudes and behaviour about VAW and equality between women and men, and leads to concrete, individual and collective action for change. In parallel, mass scale communication, e.g. through national media, creates an atmosphere fostering such change.* Raising Voices *visualizes this theory of change as shown in the table below (Naker & Michau, 2004. Rethinking Domestic Violence...). It would be difficult to depict the complex processes that happen at several levels in a more linear manner.*

*The **We Can** Campaign model launched by Oxfam in 2004, consists of the following layers: (a) the campaign has created an **alliance** of more than 2,400 member organizations across six countries in South East Asia (Bangladesh, Sri Lanka, India, Nepal, Pakistan and Afghanistan), whose purpose it is to (b) recruit individuals to become volunteer **change makers**, who (c) commit themselves to refrain from violence in their own lives and (d) promote the campaign message ("Women are no less valuable* *than men. Violence against women is unacceptable") with at least ten more persons, thus triggering a* ***chain reaction*** *of attitude change across society (*Raab, 2009).

3.8 CAMPAIGN APPROACHES

CAMPAIGNS FOR BEHAVIOUR CHANGE

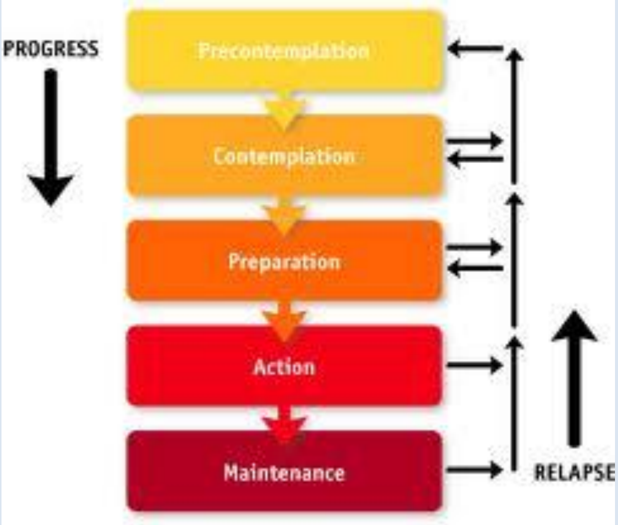
Legal and to a certain extent policy/institutional change, on their own, have proven insufficient to reduce violence against women and girls (VAW). Many forms of VAW continue to be widely perceived as private, relatively unimportant matters, or a normal part of life. Campaigns for behaviour change aim to prompt "ordinary people", as well as those in positions of authority, to change their knowledge, attitudes and practice related to VAW. Behaviour change can contribute to reducing the prevalence of VAW (***primary prevention***), and to ensuring that VAW survivors protect themselves from further harm (***secondary prevention).***

Both individual and societal levels need to be addressed to encourage such change (VicHealth, 2005. *Review of Communication Components of Social Marketing...*). Since the psychological and social processes that prompt behaviour change depend on many factors, different well-established theories emphasize different aspects that are likely to trigger change. One can ***appeal to people's minds*** (***cognitive theories***) so as to influence their ***attitude*** about a certain behaviour ***(theory of reasoned action)***, enhance their ***motivation and opportunities*** to successfully test a different kind of behaviour ***(social cognitive theory)***, or show the risks associated with VAW and emphasize the benefits of ending it ***(health belief model)***. One can guide the members of your target audience through a ***learning*** (or un-learning) process (***stage/step theories***), and use the ***influence of others*** (***social influence, social comparison and convergence theories***) to encourage behaviour change. Appealing to people's emotions (***emotional response theories***) is also considered a key element in prompting behaviour change. Finally, ***communication theory*** traces processes by which a new idea or practice is communicated in society (e.g. ***diffusion of innovations theory)***, and how certain aspects of communication influence behavioural outcomes (e.g. ***input/output persuasion model***) (Coffman, 2002. *Public Communication*

Campaign Evaluation, and O'Sullivan et al., 2003. *A Field Guide to Designing a Health Communication Strategy*).

MAJOR BEHAVIOUR CHANGE THEORIES

1. *The* ***theory of reasoned action*** *explains behaviour as a result of the person's* ***intention*** *to perform that behaviour. That intention is influenced by (i) the person's own attitude towards the behaviour, or (ii) the belief that people important to the person think she/ he should or should not perform the behaviour. Of course, the person's own ideas are influenced by the society she or he lives in. (*Ajzen and Fishbein, 1980*. Understanding Attitudes and Predicting Social Behaviour)*
2. ***Social cognitive theory*** *suggests that* ***self-efficacy****—the belief that one has the skills and abilities necessary to perform the behaviour —and* ***motivation*** *are necessary for behaviour change. In other words, a person has to believe she/ he can perform the behaviour in various circumstances and, she/ he has an incentive (positive or negative) to do it* (Bandura, A., 1992. *Exercise of personal agency through the self-efficacy mechanism).*
3. *The* ***health belief model*** *identifies two factors that influence health protective behaviour: (i) the feeling of being personally* ***threatened*** *by disease, and (ii) the belief that the* ***benefits*** *of adopting the protective health behaviour will outweigh the perceived costs of it.*
4. *The* ***stages of change model*** *views behaviour change as a* ***sequenced learning process*** *in five main stages (pre-contemplation, contemplation, preparation, action, maintenance). The model holds that to get people to change their behaviour, it is necessary to determine at which stage they are and then to develop interventions that move them to the following stages* (Prochaska, J. et al., 1992. *In search of how people change: Applications to addictive behaviours)*.



5. *The* ***diffusion of innovations theory*** *traces the process by which a new idea or practice is communicated in society, and which factors influence people's thoughts and activities in view of adopting new ideas (Ryan and Gross, 1943).*
6. *The* ***input/output persuasion model*** *emphasizes the hierarchy of communication effects and considers how certain aspects, e.g. message design, source and channel, as well as audience characteristics, influence behavioural outcomes of the communication (McGuire, 1969).*
7. ***Social influence, social comparison, and convergence theories*** *state that one's perception and behaviour are influenced by the opinions and behaviour of others, especially when a situation is* uncertain (Festinger, 1954; Kincaid, 1987, 1988; Latane, 1981; Moscovici, 1976; Rogers and Kincaid, 1981; Suls, 1977).
8. ***Emotional response theories*** *suggest that messages which provoke an emotional response have better chances to prompt behaviour change than those low in emotional content (Clark, 1992; Zajonc, 1984; Zajonc, Murphy, and Inglehart, 1989).*

Adapted from Coffman, 2002. *Public Communication Campaign Evaluation,* and O'Sullivan et al., 2003. *A Field Guide to Designing a Health Communication Strategy.*

The advantage of following one of these theories (or combining more than one) in designing a campaign is that one can build the strategy on an established body of research. However, applying these theories is no guarantee for success, as many factors influencing human behaviour are beyond the campaigners' control. Hence, regular monitoring of the reactions to and outcomes of the campaign is of key importance.

BEHAVIOUR CHANGE CAMPAIGN APPROACHES

Some common behaviour change campaign approaches based on the theories described above include the following:

1. ***Showing that VAW is a crime that must be stopped:*** This common campaign type is grounded in the theory of reasoned action. It aims to influence behaviour by making perpetrators, survivors and witnesses of VAW aware of the fact that VAW is unacceptable, and by inviting its audiences to speak up against VAW, seek support or report it.

Example*: A replicated example is the* **Zero Tolerance** Campaign*, initiated in 1992 by the* Edinburgh District Council *(UK) with the objectives to raise awareness for the manifestations, effects and extent of violence against women and children (VAW); unmask preconceptions and myths on VAW; show such acts of violence to be criminal offences which must be subject to judicial sanctions; inform victims about their rights and the support that is available; and demonstrate the need for effective legislation. Formative research in three local high schools found that young people aged 12-16 had a high level of tolerance towards violence against women in within marriage, with the majority of the interviewees expressing some likelihood to use violence in their future relationships.*

Zero Tolerance *developed a strategic principle that is still widely used, the three P's denoting key areas of intervention to end VAW: prevention (of VAW crimes), provision (of quality support services), and protection (legal protection for women and children).*

Source: Rosa Logar, as quoted in EUROWRC, 2000. *Prevention of Domestic Violence against Women – Good Practice Models.*

2. ***Making VAW survivors aware of solutions and encouraging them to take action****:* This approach, often inspired by the health belief model and social cognitive theory, is essential in secondary prevention. It is usually combined with raising awareness for women's rights.

Example: *The* **Bursting the Bubble** *campaign is an initiative of the* Domestic Violence Resource Centre of Victoria *(Australia), a government-funded service for people affected by domestic violence. The campaign uses the internet to reach teenagers who have witnessed physical domestic violence against their mother or stepmother, or who have experienced direct physical, emotional or sexual abuse by a parent or care-giver. The colorful campaign site is designed to "help you to work out what's okay in a family and what's not", and offers guidance as to how teenagers can protect themselves and where they can seek help. 72% per cent of the viewers who participated in an on-line survey stated they would use the tips provided on the website.*

A fuller case study is available in E-Campaigning in the Campaign Communications section of this module.

3. ***Showing that VAW affects the entire society and must be stopped:*** This approach, also inspired by the health belief model, aims to encourage people who consider they are not directly affected by VAW, to recognize it as a problem that needs to be addressed. It can be an effective element in campaigning for policy/institutional change.

Example: *In several countries, studies are available which calculate the cost of VAW for the national economy (e.g. Report by the Australia National Council to Reduce Violence against Women and Children, 2009). The findings from such studies can be usefully integrated in this type of campaign.*

For similar studies, see the Costs and Consequences section of Programming Essentials Module on this site.

4. ***Addressing perpetrators and encouraging them to change:***

Example: *A well-known, successful example is the Western Australian* **Freedom from Fear** *campaign, which combined several approaches, showing that domestic violence is a crime that can result in legal sanctions, that spouse abuse also harms children, and that violence-prone men need specialized treatment. This campaign is anchored in the health belief model that seeks to influence the targets by exposing the harmful effects of undesirable behaviour, and offering practical guidance as to how such potential harm could be averted – in this case, by seeking socio-psychological treatment. Within the* *first 21 months of the campaign, the* Men's Domestic Violence Helpline *received more than 6.000 calls, mostly (64%) from men seeking treatment to stop their violent behaviour.*

(Source: Gibbons & Paterson, 2000. [Freedom from Fear. Campaign against Domestic Violence: An innovative Approach to Reducing Crime]).

5. ***Making change to end VAW appear attractive and rewarding*****:** Social marketing, grounded in the theory of reasoned action, seeks to convince its target audience that adopting a specific behaviour is good for them and appropriate within their society. It has been used extensively in family-planning campaigns, HIV prevention and other health-related issues. Social marketing is considered a highly effective tool in disseminating messages (WHO, 2009. *Promoting Gender Equality to Prevent Violence against Women*).

Example: *The* **Consent is Sexy** *campaign was initiated by the South African NGO* Nisaa *and designed by* Adlib Studios *in close co-operation with students from the University of Witwatersrand (2009). Posters that can be downloaded from an interactive website show that saying no to non-consensual sex, and respecting a partner's "no", can be perfectly "cool". In order to engage the audience in discussions on consent and to avoid a patronizing tone, the posters ask questions rather than offer ready-made solutions. All poster messages were tested and developed with representative focus groups drawn from the Wits student body. An online survey with college students yielded extremely positive feedback, and comments posted on the site suggest a lively dialogue, which suggests that students are receptive to the campaign message.*

6. ***Providing models for target audiences to take action to end VAW:*** All theories outlined above can inform this approach.

Example: **Soul City** *in South Africa uses a TV soap opera and community-based activities to model constructive ways for communities and individuals to end VAW. In one* Soul City *TV episode first screened in 1999, neighbors protest against the violent behaviour of a husband by beating their pots and pans near the character's house. Within weeks, pot-banging to stop partner abuse was reported in several communities in*

South Africa (Lacayo & Singhal, 2008. Pop Culture with a Purpose! Using edutainment media for social change).

7. ***Guiding the target audience through a personal development process:*** A relatively complex campaign approach on VAW consists in provoking and supporting personal development processes for the target audiences to "unlearn" harmful behaviour over an extended period of time. Such campaigns require a mix of mass communication and person-to-person contact.

***Example:* Raising Voices** *is among the pioneers of this approach. It is inspired by the "Stages of Change Theory", which describes the main phases of individual learning processes related to behaviour change.* Raising Voices *mobilizes communities to obtain commitment from individuals and institutions to ending VAW. A large number of easy-to-use resources – detailed guides, training manuals and audio-visual materials – are available from its website.*

CAMPAIGNS FOR INSTITUTIONAL AND POLICY CHANGE

Advocacy (or institutional and policy change) campaigns have contributed to considerable progress in legal and policy frameworks to end violence against women and girls (VAW): international law and the legal systems in most countries make VAW a crime; governments around the world have adopted policies on VAW and provide or fund services for VAW survivors. However, in many countries, legal response systems, law enforcement, and survivor services and resources still fall short of the needs. Campaigns for institutional and policy change remain a necessity.

The case studies below illustrate three main fields of activity for campaigns aiming at institutional and policy change: law and policy advocacy, advocacy for more effective law enforcement and policy implementation, and calls for urgent action on specific cases.

Resources:

- The Legislation Module provides detailed guidance on *Advocacy for New Laws or Reforming Existing Laws*, including tips on using international human rights treaties in advocacy.

- Other specific tools are available, such as the Amnesty International guides *Stop Violence against Women: How to Use International Criminal Law to Campaign for Gender-Sensitive Law Reform* and *Activist Toolkit - Making Rights a Reality: The duty of states to address violence against women*.

ADVOCATING FOR BETTER LAWS AND POLICIES – Illustrative Examples

Case study*:* The **Women's Caucus for Gender Justice in the ICC** (The Women's Caucus)

In 1998, representatives of UN member States negotiated the Statute establishing the International Criminal Court (ICC). While sexual and gender based violence had been prosecuted in tribunals on war crimes (e.g. Rwanda and former Yugoslavia), no permanent mechanism existed that addressed sexual and gender based violence. Early on in the negotiation process, the Women's Caucus *recognized the impending Rome Statute as a potentially powerful legal tool that would trigger the process of law reform in countries that ratified the statute to integrate provisions of the statute, including gender based provisions, in their respective national legal systems.*

The Caucus: *The* Women's Caucus *was formed in 1996 by a small core of women's rights activists who were invited to create a caucus by the Coalition of NGOs on the ICC (CICC). The activists spread the news about the formation of the Women's Caucus among the existing networks of women's rights activists internationally, to recruit members, to co-ordinate lobby and advocacy in the preparatory commission meetings and in Rome, and to co-ordinate advocacy with national campaigns. The Caucus mobilized funding from institutional donors to establish the Women's Caucus secretariat in New York and run the campaign. New York based women's organization* MADRE Inc. *fiscally hosted the Secretariat, which continued to remain a network and was not established formally as a legal entity.*

Goal: *The overall goal was to ensure that gender-based violence (GBV) linked to genocide, crimes against humanity and war crimes were fully recognized as an international crime before the ICC.*

Activities:

1st phase: *Caucus members attended the three preparatory conferences and the Rome Conference (1998), to lobby the negotiators. The focus was to get gender-based crimes recognized as core crimes in the Statute. Activities included raising awareness on gender issues among the State delegates negotiating the draft Statutes, and among representatives of international human rights NGOs who also conducted ICC-related advocacy. Daily press conferences were held.*

2nd phase: *The Caucus, which had grown to a large coalition of individuals and women's rights groups from around the world, regrouped in 1999 to participate in the negotiation of the supporting documents to the ICC Statute, i.e. the Elements Annex and the Rules of Procedure and Evidence. Like in the first phase, it produced expert legal papers on the gender issues under discussion in recent jurisprudence from Rwanda and Yugoslavia, and ran intensive advocacy during the post-Rome Conference ICC preparatory commission meetings in New York.*

3rd phase: *Drawing on its world-wide network, the Caucus advocated for the appointment of qualified women candidates to be elected as ICC judges, and checked candidates' backgrounds for their views or decisions on human rights and women's rights issues. They found flaws in the background of a Fiji candidate, whose candidature was withdrawn after successful protests by Fiji-based allies of the Women's Caucus. The national efforts of the allies were backed by the Women's Caucus circulation of a dossier on the candidate to all State Parties involved.*

In all the three phases, legal experts based at the New York office provided on-going well-researched legal input to the entire process. When State delegates took positions that were against the campaign goals, the Women's Caucus contacted network members based in the countries concerned, leading to local advocacy meetings and public mobilization campaigns to increase pressure on decision-makers to change their position.

Achievements:

The campaign achieved that (i) the Rome Statute recognized a range of GBV as war crimes and crimes against humanity, (ii) the ICC Rules of Evidence and Procedure and the ICC Elements of Crimes appropriately defined the gender-based crimes and had gender-sensitive evidentiary rules and procedures, and (iii) qualified, deserving candidates including women have been appointed to serve as ICC judges.

***Challenges**:*

- *Finding allies beyond the women's movement: In the 1st phase, national delegates and fellow NGOs did not show much interest or support for the recognition of gender-based crimes. The Caucus overcame resistance by producing well-researched documents showing how women were targeted in war and the general impunity for crimes against women.*
- *Different understanding of and national contexts for addressing gender-based crimes: Apart from general lack of gender awareness, some Latin American country delegates and Vatican-supported women's groups opposed the positions of the Women's Caucus, for example, on the issue of forced pregnancy. With differing national legal systems, some issues were more relevant to be included in the statute to coalition members from particular countries. Some delegates were also apprehensive of inclusion of sexual orientation. Despite the challenges, the Caucus managed to decide on the issues by consensus among all members.*

For recent information on gender-based crimes before the ICC, see the Women's Initiative for Gender Justice *website*.

Source: Based on an interview with Vahida Nainar, former Director of the Women's Caucus for Gender Justice.

Case Study: The **Stop Stoning Forever Campaign** (in Farsi) (Iran)

A successful advocacy campaign had imposed a moratorium on stoning for adultery in 2002. However, in 2006, Iranian human rights activists found that several women and men were sentenced to death by stoning. In response, Iranian women's rights activists launched the Stop Stoning Forever Campaign *in August 2006 as a coordinated response to the resurgence of stoning as a sentence for adultery.*

The advocacy campaign aims to make stoning irreversibly banned from the Islamic Penal Code of Iran such that stoning will never again be practiced as punishment. Furthermore, the campaign fights for freeing women and men sentenced to stoning.

Campaign activities:

- Pro bono *lawyers have appealed individual stoning cases and made them known to the broader public.*
- *Petitions have been organized to support appeals.*
- *Activists have promoted a law to abolish stoning by highlighting elements of the judiciary system that make such a change in the law necessary.*
- *International networking has publicized the campaign and its message.*

Lessons learned:

- *By focusing on the abolishment of the specific act of stoning (rather than the decriminalization of adultery), the campaign has been able to rally broad public support, even among conservative circles.*
- *Censorship in official media is circumvented by extensive use of alternative media, especially the internet.* Meydaan-e Zanan *is the primary website of the* Stop Stoning Forever Campaign; *it is expanding its Farsi and English pages almost daily.*

Achievements:

Since the start of the campaign, four stoning cases were suspended due to national and international activism (as of mid-2010). Awareness-raising activities and international networking has linked the campaign to 'sister campaigns' in Indonesia, Pakistan, Nigeria, Senegal, and Sudan. In Sudan, the Stop Stoning Forever Campaign *has come to serve as a model for raising the visibility of cultural violence against women as a human rights concern. Partners include* Shirkat Gah Women's Resource Centre *in Pakistan,* BAOBAB *in Nigeria, and* Solidaritas Perempuan *in Indonesia. In 2007, the* Global Campaign to Stop Killing and Stoning Women *(SKSW Campaign), of which the Stop Stoning Forever campaign forms part, was launched to end the misuse of religion and culture to justify the killing and torture of women as punishment for violating dominant social norms of sexual behaviour.*

Further information:

Read the Stop Stoning Forever *campaign report (Terman, R., 2007)*

Further information on campaign activities (in Farsi)

Further information on the ***Global Campaign to Stop Violence against Women in the Name of 'Culture'*** *by Women Living Under Muslim Laws (WLUML)*

Example:

*"***No women, No peace***" is a campaign launched in 2010 by* Gender Action for Peace and Security *(GAPS UK), a network of UK-based peace, human rights and development organizations. The campaign holds the UK government to account on its commitment under UN Security Council Resolution 1325 which calls for more effective prevention of and protection from gender-based violence in armed conflict, and for women's involvement in peace processes from the earliest stages.*

ADVOCATING FOR MORE EFFECTIVE LAW ENFORCEMENT – Illustrative Examples

Case Study: Advocacy for Implementation of the Domestic Violence Act in South Africa

The country's first democratic government passed a groundbreaking, if imperfect, *Domestic Violence Act* *(DVA) into law in 1998. For effective implementation, regulations on the Act, National Police Instructions and Prosecutorial Guidelines needed to be drafted; magistrates, police and prosecutors needed to be trained; appropriate infrastructure and referral mechanisms needed to be developed. As delays grew, the* Soul City Institute for Health and Development Communication *teamed up with the* National Network on Violence against Women *to launch a successful multi-pronged campaign for speedy implementation of the law.*

The campaign had precise goals, calling upon the government to

- *implement the DVA no later than 1 November 1999*
- *set out and make known a strategy for implementation*
- *allocate the resources required for implementation*
- *develop and implement a monitoring and recording system to determine the effectiveness and to identify and address its weaknesses and gaps*
- *improve access to justice, especially for marginalized women in rural areas and for women with disabilities, as promised in existing government plans.*

Lobbying efforts included meetings, phone calls, faxes and e-mails to relevant national and provincial decision makers, and submissions and presentations to provincial parliaments. A resource pack for journalists and press releases were distributed widely; journalists were educated on the DVA in special workshops. Celebrity actors from the Soul City *educational soap opera gave supportive interviews and attended public gatherings. As part of social mobilization, pamphlets and postcards were distributed and mass rallies and marches organized at key events.*

Results: *The government announced that 15 December 1999 would be the implementation date, just one year after passage of the DVA. The campaign alliance celebrated this success by distributing white roses and sending postcards congratulating the government.*

***Resource**: Usdin, S. et al, The Value of Advocacy in Promoting Social Change: Implementing the New Domestic Violence Act in South Africa,* in Reproductive Health Matters, *Vol. 8, No.16, pp.55-65, (2000) gives a rich, instructive account of the campaign.*

Example: Dual Injustice Campaign (Mexico)

The Dual Injustice Campaign was launched by the Mexican Human Rights Commission (Comisión Mexicana de Defensa y Promoción del los Derechos Humanos) in 2003, as part of their wider campaign against femicide in Ciudad Juárez and Chihuahua, Mexico. Dual Injustice *is a documentary film (produced with Witness) that tells the story of Neyra Cervantes, who disappeared in May 2003, and her cousin, David Meza, who was tortured to confess to her murder. Since authorities were slow to investigate Neyra's case, her family called upon David to seek help – with the result that he was jailed, despite the lack of evidence linking him to the murder.* Dual Injustice *was first screened in 2005 at a parallel briefing of the UN Human Rights Commission, and subsequently shown to decision-makers in Mexico, the USA and European countries, as well as at film festivals and mobilization events (e.g. as part of the 16 Days of Gender Activism and Amnesty's Stop Violence against Women campaign). Parallel events such as candlelit vigils accompanied the screening.*

The campaign was considered a success. In August 2005, days after a screening for the office of the Chihuahua State Attorney General, high ranking officials declared evidence acquired under torture to be inadmissible and announced that charges against David might be dropped due to a lack of evidence. This represented an unprecedented shift in local authorities' approach towards the situation, which historically has been to shy away from addressing possible mishandling of cases. Months later, the judge issued a decision with David's acquittal and release from prison.

Read the Dual Injustice case study.
Watch the Dual injustice video.

Example: Campaign on the Family Law in Benin

*The Women's Legal Rights project of USAID carried out an education campaign relative to the new **Family Law in Benin** that had increased the minimum age for marriage to 18 years. The project first brought together key civil society groups to collaboratively work on developing materials that could help make the family law understandable for people at the local level. The groups designed a simple version of the law that was translated into five languages. Those organizations involved in the design then all agreed to use the materials to ensure a consistent message in all regions. Along with information in the media, special events, and t-shirts advertising the new marriage age, the simple version of the law was transmitted through face-to-face workshops around the country presented by trained local facilitators who used the local language. The booklet was so simple to read that organizations began using it in their literacy education workshops as well. The education program also incorporated traditional cultural practices and involved local leaders.*

See: USAID, Annual Report on Good Practices, Lessons Learned, and Success Stories, 13-14, 17-18 (2006).

CALLING FOR URGENT ATTENTION TO SPECIFIC CASES

Urgent action campaigns are a special form of advocating for effective law enforcement. While the two types of advocacy campaigns described above focus on long-term institutional change, there may sometimes be a need to respond to a specific, urgent issue. A call for urgent action may be part of a larger campaign, or a stand-alone initiative on a specific, urgent issue.

***Example**:* The UNIFEM *handbook* Making a Difference: Strategic Communications to End Violence Against Women (2003; Russian) provides examples for such urgent action, e.g.:

"*Rumors began to circulate in the Ugandan women's movement that a king was planning a traditional ritual of a mock marriage to a young virgin, intended to 'cleanse' him before his real marriage ceremony. A return to this traditional ceremony was inconceivable to most Ugandans, who did not believe that a 'modern' king would carry out such an ancient practice. However, the rumors were confirmed when the king announced he had identified a teenage girl in Baku village to participate in the ritual. Upon confirmation of the story,* Uganda Women's Net *contacted* Isis-Women's International Cross Culture Exchange *(Isis-WICCE). They knew that* Isis *had the capacity to disseminate the information worldwide, and was linked to an international feminist network that could rally to exert pressure. (…)* Isis *was clear that this ritual was a violation of the Ugandan Constitution and the human rights treaties the Ugandan Government had ratified. Along with other NGOs, they decided to engage in a rigorous media campaign, and to call upon the Government of Uganda to intervene, given its commitments and obligations under international human rights treaties.*

The NGOs began an e-mail onslaught to notify other global women's networks that this ritual was going to take place. Soon after, the international press picked up the story and began to exert pressure – calling government representatives to get their position on the matter and covering every detail of the case. The story became a widely debated and discussed topic in the country and eventually the public pressure worked. The kingdom issued a statement that the king was to have a real marriage ceremony and would not be performing the ritual of taking the little girl as a symbolic wife."

Adapted from an interview with Ruth Ochieng, Isis-WICCE*, as told during the Harare Strategic Communications Workshop, March 2001.*

3.9 RESOURCE MAPPING

Resource mapping identifies the resources that can realistically be mobilized for campaigning. Relevant resources include human resources (committed activists, skills, experience, and time available), financial resources, material and institutional assets, and networks (contacts, potential allies). Mapping resources helps you decide on the nature and scope of your campaign. It also assists in deciding which alliance members or participating organizations and individuals need to be brought in for their expertise, e.g. on VAW-related research, gender-sensitive communications or design, campaign experience, monitoring and evaluation. Even with limited resources, a small group can obtain good results if it strategically uses the strengths of its resources.

Simple lists or diagrams can be used to map resources:

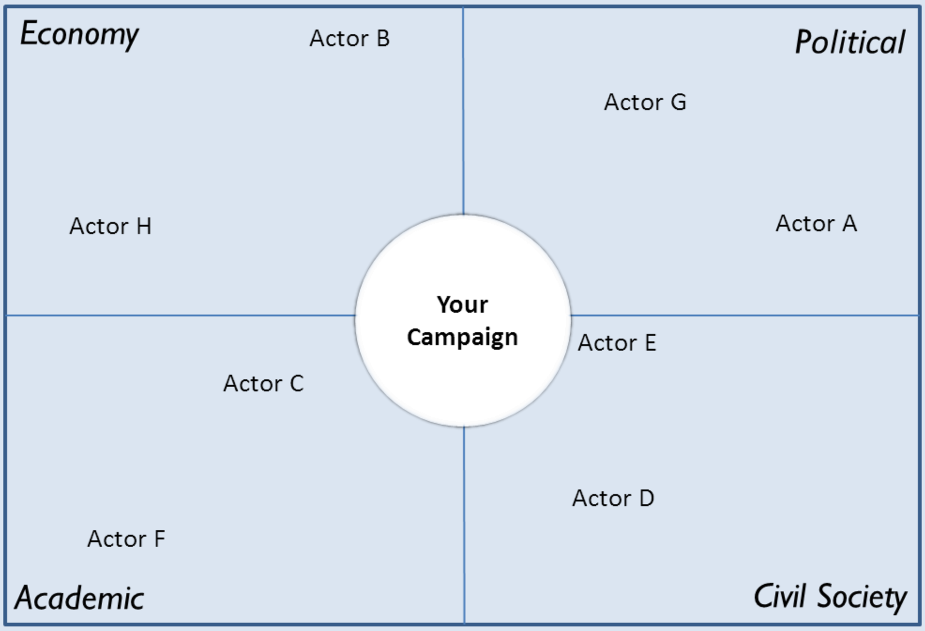
- ***Human resources:*** What are the campaign needs in terms of human resources? How many persons can work on the planned campaign, for how many days a week, for how long? Map the knowledge and skills of the staff and volunteers available for the campaign: What is their experience and expertise? What have they been good at? What can they contribute to the campaign?
- ***Financial resources*:** What financial resources are needed and how can these be mobilized? Are any funds readily available? Where can one apply for funding? How long will it take? A proper fundraising strategy and sound financial management are key ingredients to a successful campaign. For more detailed information, see Finances and Fundraising Strategies in this module.
- ***Institutional assets***: What are the strengths of the campaign organizations or alliance? Consider both “internal” strengths, such as the knowledge and experience available in the organization/network, and “external” ones, such as credibility and public profile.
- ***Material assets:*** Meeting or office space, electronic equipment, access to the internet, communications materials and other tangible assets can be listed on simple spreadsheets. Make an inventory of assets that the members of the campaign alliance are ready to contribute, to assess what are the resources available and what is missing.
- ***Networks*:** Which networks, if any, is the organization or alliance part of? Who can be mobilized for the campaign? What will this add to the campaign? Apart from

formal networks, consider contacts, both “real life” and “virtual”. Contacts in different fields of activities can be visualized in a graph.

Mapping networks

Practical Instructions for mapping networks

In an “egocentric” landscape, you place your organization or campaign alliance in the middle and then categorize contacts, for example by sector, importance and influence.



The closer to you the actors are located on the chart, the more intensive is the contact (in terms of frequency of contact, degree of collaboration, common goals and other factors you may determine). The example above focuses on the sectors “economy”, “political”, “academic” and “civil society”. In the example, political and economic actors are not very close to the campaign. In the academic field and civil society, the campaign has close contacts to two actors (actor E and actor C). Depending on the campaign strategy, it may be necessary in this case to seek additional or closer contacts with economic and political actors.

You can adapt the example and choose different sectors (e.g. to differentiate between types of civil society actors, such as women’s organizations, human rights organizations, other NGOs, faith-based groups), or expand their number and draw a polygonal or circular (“onion”) chart (see Rainbow and onion diagrams).

4. CAMPAIGN STRATEGY

4.1 ESSENTIAL ISSUES

OVERVIEW

The campaign strategy is the road map to effective campaign planning and implementation. It sets out the campaign purpose and solidifies plans on an agreed basis, relates activities to goals, and serves as a reference point during implementation, monitoring and evaluation. A written strategy document can be shared with others, discussed and adjusted as the campaign progresses. It identifies the approaches, methods and tools to be used to achieve the campaign goals, and is a key element for transparent communication with other stakeholders, and fundraising from institutional donors.

Bear in mind:

Both campaign planning and campaign strategy processes can overlap, and in some cases even be interchangeable. One easy way of distinguishing between the two is: planning determines WHAT to do, while strategy determines HOW to do it.

A theory of change *can serve as a strategy for a VAW campaign if it can satisfactorily answer these questions:*

- *Do the assumptions, strategies and results correspond with the purpose of the campaign?*
- *Is there coherence between the assumptions and the strategies? That is, does what the campaign intend to do make sense in the light of its rationale?*
- *Do the targeted social actors correspond to the strategies and the campaign's real potential to influence them?*
- *Do the strategies hold the promise to be the most efficient and effective means to influence the desired changes in the targeted social actors?*

Furthermore, you must consider the relative weight of the components, which influence one another. Depending on the context, some components may be more important than others. In complex situations, for example, where you cannot predefine what you intend to achieve, sometimes not even what you will do, the purpose, assumptions and *targeted social actors may be more important to define in the planning phase than are the strategies and results.*

Source: Ricardo Wilson-Grau, personal communication.

KEY ELEMENTS OF AN EFFECTIVE CAMPAIGN STRATEGY

- ***What needs to change?*** *To answer that question, it takes:*
    - a ***purpose*** that drives the campaign strategy.
    - an ***analysis of the situation*** and the specific ***problem*** the campaign will address(identified in the Campaign planning stage)
    - a ***vision*** for the future the campaign is intended to contribute to.

- ***How will the campaign contribute to change?*** The strategy needs:
    - a ***theory of change*** that explains how the campaign will contribute to the desired change. (See Theories of Change in Campaigning)
    - the solutions or pathways of change promoted by the campaign, i.e. the changes in policy, institutional practice or people's behaviour that the campaign will aim to achieve (***goals, specific outcomes***).
    - the ***approach*** or ***types of actions*** to be carried out, by whom, how and when.

- ***Who are the stakeholders?*** The strategy must define:
    - The ***target audiences***, i.e. the persons or institutions the campaign needs to influence to attain its goal, and how these audiences will be reached. (See also Stakeholder Analysis)
    - Prospective ***allies*** and participating groups likely to join the campaign, and their potential roles in the campaign.

- ***What strategic elements of the campaign are needed to reach its goal?*** An effective campaign strategy requires sub-strategies for specific aspects of campaign implementation:
    - The ***communications*** strategy, which outlines key messages, and the channels and tools by which the campaign will communicate with the target audiences.

- The ***resource mobilization*** strategy, which maps available and required resources (financial, institutional, networks, etc), and outlines the campaign fundraising plan. (See Resource Mapping and Financing and Fundraising Strategies)
- A ***scaling-up*** strategy, if it is intended to bring the campaign to a larger scale.
- An ***exit strategy***, which determines when and how the campaign will be ended.
- In longer-term campaigns, it may be useful to include different ***scenarios*** for the future.

Example: *The South Asia* ***We Can*** *Campaign to End All Violence against Women provides a 20-page campaign strategy for its first phase on the campaign site. The paper summarizes the campaign rationale, the goal and objectives, the orientation for the first two years, information on the target audience and campaign alliance building, visibility guidelines, main activities at national and regional levels, and the planned impact assessment and documentation. In addition, rich audio-visual documentation of campaign events and activists'* ("change makers") *testimonies provide vivid examples.*

See the external evaluation.

Multi-pronged strategies

Within the overarching campaign strategy, several processes run in parallel, each requiring its own sub-strategy, complete with formative research, theories of change, situation and stakeholder analysis and resource mapping:

- ***Communication strategy***, including media and other forms of outreach (see Campaign Communication): It defines how the campaign will capture the attention of the target audiences and prompt them to take the action the campaign calls for. Strategic communication is results-oriented, evidence-based, "client"-centered, participatory, benefit-oriented (the audience perceives a benefit in taking the action proposed), multi-channel, high quality and cost-effective (O'Sullivan et al, 2003. *A Field Guide to Designing a Health Communication Strategy*). Effective communication strategies are **multi-pronged**, targeting different audiences and audience segments through different mediums, channels, at different venues, using different techniques.

- ***Management and coordination processes*** in campaign organizations and alliances must be defined at the outset (see Campaign Implementation).
- ***Fundraising strategy*** (see also Finances and Fundraising): Establishing a realistic budget for the campaign and planning how best to raise necessary funding is a key element of success. Under-resourced campaigns may terminate prematurely without reaching their goal, which may demoralize campaigners and their audiences.
- ***Learning strategy*** (see Monitoring and Evaluation): Monitoring campaign activities, the response and outcomes they provoke, as well as relevant external developments and changes in the campaign context are vital for effective campaign implementation. Furthermore, campaigns should generate learning for future campaigns through quality evaluation, documentation and dissemination of findings.
- ***Exit, adapting and scaling-up strategies:*** What criteria need to be met to end a campaign? What needs to happen at the end of a campaign? An exit strategy answers these questions. Scaling-up strategies determine when and how a campaign, e.g. a "pilot" campaign that introduces an innovative approach, can be extended to a larger scale.

Campaigning as part of wider efforts to end VAW

It is important to remember that campaigning is only one aspect of a wide-ranging effort to prevent and respond to violence against women and girls. Comprehensive, nation-wide work to end VAW should include community interventions, services for VAW survivors, training of relevant professionals (e.g. health, police and judicial staff), effective laws and their enforcement, support to men who need to stop violent behaviour (e.g. through activities in peer groups), as well as programmes in schools and on campuses to inform and empower children and youth to prevent VAW (VicHealth, 2005. *Review of Communication Components of Social Marketing...)*

With this in mind, it is important to ***examine how a planned campaign will fit into the overall context of efforts to end VAW.*** For example, campaigns that urge violence survivors to seek help or shelter in areas where these services might be limited or non-existent, can put survivors at further risk and do more harm than good. Similarly, campaigns that seek to improve policies on ending VAW should first assess the existing policy and decision-making environment and take into account gaps, or potential overlaps or conflicts in other areas when planning the campaign.

4.2 SETTING THE CAMPAIGN GOAL, OUTCOMES AND TIMING

SETTING THE CAMPAIGN GOAL

The campaign goal, aim or purpose states what needs to change, and to what extent, in order to solve the problem addressed by the campaign. Ideally, the goal should fit into a single, short sentence and be designed in a way that can be fully understood by all participants in the campaign. *Goals should be* ***specific, engaging*** *and reasonably* ***realistic****.*

Some campaigns state broad, distant goals, such as “to end all forms of VAW”. While it may be useful to formulate such a ***vision***, the vision should not be conflated with the campaign goal. Choosing a goal that can realistically be achieved within the lifetime of the campaign makes it easier to design the strategy that is most likely to attain that aim. Attaining a realistic campaign goal can be an enormous boost to the campaigners’ morale; publicizing such success sends a powerful signal to the audience that change is possible.

Bear in mind: Whatever the goal, the campaign strategy should be guided by solid research, and its implementation accompanied by regular monitoring and evaluation. The broader the campaign goal, the more resources are needed to research for, plan and implement an effective strategy. In setting a campaign goal, it can be useful to develop a theory of change, which illustrates how the goal interacts with assumptions, strategies, different actors and desired results of the campaign. Theories of change can be helpful in determining how realistic goals are, and how best to then develop an appropriate campaign strategy to achieve them.

Examples *for clear campaign goals include:*

The goal of **Disarm Domestic Violence***, a world-wide campaign launched in 2009 by the* International Action Network on Small Arms (IANSA)*, is to ensure that anyone who has had a history of domestic* *abuse are denied access to a firearm, or have their gun license revoked. Research in the USA has shown that a gun in the home increases the overall risk of someone in the household being murdered by 41%. For women, however, the risk of death is tripled. The list of countries involved in the campaign is available on the campaign website.*

The **Campaign for Non-sexist advertising,** *launched by the* Colectivo Fem-TV *in Peru, aims to ensure that advertisements can be creative and exciting without violating human rights and especially women's rights. The campaign awards the Premio Fem-TV (Fem-TV prize) to the advertisement that best expresses the advancement of women in society and equitable gender relations between women and men; and the Anti-premio Sapo-TV (anti-prize) for the most sexist advertisement.*

SETTING THE CAMPAIGN OBJECTIVES OR DESIRED OUTCOMES

In the logical frameworks approach, the term **"objectives"** refers to the precise **sub-goals** to be attained so as to eventually fulfill the campaign goal. Reaching these objectives is typically presented as the direct result of a campaign. The difference between "objectives" and "outcomes" is that "outcomes" take more fully into account the actions of many other stakeholders. **Outcomes** are the clearly ***defined, decisive and achievable*** changes in social actors, i.e. individuals, groups, organizations or institutions that will contribute to the overall campaign goal(s). They may refer to different aspects of an overall campaign goal, or to specific steps that must be completed to attain the campaign's sub-goals.

The campaign goals and specific objectives or outcomes should be shared with everyone who actively participates in the campaign. If the campaign is implemented by an alliance, all alliance members should be fully aware and supportive of the campaign goals, objectives, or outcomes.

Using SMART:

Objectives *are generally defined in* ***"SMART"*** *terms**,** i.e.* ***S****pecific,* ***M****easurable,* ***A****chievable,* ***R****ealistic and* ***T****ime-bound.*

"Specific" doesn't imply "unchangeable": *As the campaign is unfolding, its different elements and the internal and external actors and factors influencing success need to be constantly monitored. Substantive positive or negative changes may make it necessary to adjust the objectives.*

"Measurable" does not necessarily mean "quantifiable": *For example, in social campaigns aiming for behaviour change, qualitative observation tends to provide a more accurate picture of the complex processes campaigns may contribute than numerical data.*

Being "realistic" doesn't mean being pessimistic: *If a campaign is grounded in robust research, a clear idea should emerge as to what can and what cannot be achieved within the context and the resources available.*

"Time-bound" is for planning purposes only: *Time limits need to be adjusted as the campaign unfolds (see also above, "'specific' doesn't imply 'unchangeable'").*

BEAR IN MIND: *In complicated or complex situations with high uncertainty about the causal relationship between what you will do and what it will achieve, SMART exercises may be counterproductive. This applies especially to outcomes and impact. Instead, be clear about* ***who*** *are your targets and* ***why*** *you wish to campaign for them to change. Think creatively about* ***how*** *to influence them and get to work. In these situations, as a counterpoint to light and creative planning, it is important to systematically and rigorously* ***monitor*** *changes in your targets as they occur, in order to inform what you do. See the section on Monitoring and Evaluation for a more detailed explanation.*

Examples for clear campaign goals and objectives

The overall goal of the ***Women's Caucus for the ICC*** *(1996) was to ensure that gender-based violence (GBV) linked to genocide, crimes against humanity and war crimes would be fully recognized as an international crime before the International Criminal Court (ICC). Its objectives were to ensure that (i) the Rome Statute, the founding document of the ICC, included GBV among the relevant crimes, (ii) the ICC Rules of Evidence and Procedure and the Elements Annex defining the crimes were* *gender integrated, and (iii) qualified, deserving and gender-aware women candidates would be appointed to serve as ICC judges.*

(Communication from Vahida Nainar, former Director of the Women's Caucus for Gender Justice)

"Let's stop it… now", *a Northern Territory (Australia) government campaign against domestic violence (2001-2003), using social marketing strategies with the general population and producing a resource kit for service providers, pursued three sets of objectives, linked to different target groups:*

Victims: Increased level of reporting and use of services; ending a violent relationship

Offenders: Increased self-referrals to services

Public: Increased levels of bystander interventions in domestic violence situations

Source: VicHealth, 2005. *Review of Communication Components of Social Marketing*.

SETTING THE TIME FRAME

Campaigns develop over time. To set the time-frame for a campaign, the following questions should be considered:

- Based on formative research on the issue, how much time is likely to be needed to produce the planned outcomes and to reach the campaign **goal**, in a reasonably realistic scenario?
- Based on the theory of change adopted for the campaign, what are its main **phases**, and how much time is each phase likely to take?
- Based on the internal and external analysis, how long can the campaign organization or alliance campaign with the **resources** and **opportunities** available?

Bear in mind: Campaigns are inherently unpredictable and gains can be made unexpectedly or take a long time. Therefore, responsiveness and flexibility are key factors for effective coordination and management of any campaign.

4.3 IDENTIFYING STAKEHOLDERS AND TARGET AUDIENCES

OVERVIEW

Stakeholder mapping shows who has a stake in the campaign issue. It helps to identify the intended primary and secondary target audiences, prospective allies and participants of the campaign, as well as potential detractors. Stakeholder mapping tools are presented in Stakeholder Analysis.

The ***target audiences*** are the people, groups, organizations or institutions that need to be influenced to attain the campaign goal. They need to be identified precisely so as to find the most appropriate ways of reaching them. By "***targets***", most campaigners refer to the *"**primary target audience***" or "direct target audience" i.e. those who have the power to prompt the change called for. The terms "***secondary target audience***" or "***audience***" designate all people the campaign attempts to influence because they can exert pressure on those who are in a position to make the necessary change. In some cases, targets may become campaign allies or participants, e.g. members of parliament who join an advocacy campaign for a new law to be voted in parliament.

It is important to note that stakeholder mapping exercises must include relevant ***service providers***, e.g. rape crisis centers, hotlines for VAW survivors and hotlines for perpetrators, ***even if these service providers are not among the planned target audience***. Effective campaigns on ending VAW tend to increase demand on services that address VAW. To avoid demoralizing the target audience or exposing them to risk, it is crucial they can be referred to appropriate organizations for support. Service providers may also be an excellent source of information and support in research on the campaign issue. See also Adhering to Ethics in Campaigning.

Practical advice – the triple "A" test:

Check whether the support survivors can obtain from the service providers identified is ***accessible, affordable and acceptable*** *(3 A's). Keep lists of appropriate ("3A") service* *providers with their contact details, and update and distribute them regularly among campaigners. Care needs to be taken not to divulge addresses of women's shelters that keep their addresses secret for security reasons; only their public telephone numbers or e-mail addresses should be listed.*

Lawmakers, government officials and judges are common targets in advocacy campaigns, as they are mandated to promote and protect citizens' rights. For example, they can pass laws criminalizing violence against women and girls (VAW), set guidelines for public services dealing with VAW (e.g. police, hospitals, courts), train and monitor public service staff on VAW prevention and response, allocate State funding to organizations working on VAW, or run nationwide campaigns to end VAW. Advocacy campaigns are a compelling way to hold duty-bearers accountable of their responsibility to respect, protect and fulfill women's human rights. Unlike lobbying, which tends to take place behind closed doors, campaigning brings an issue into the public spotlight.

Many governments can do more to fulfill their international engagements and ensure holistic multi-sector policies, but may choose not to devote resources to ending VAW unless effective campaigns demonstrate that there is strong public support for change. A summary of generic actions that can be demanded from governments is available in the Programming Essentials section. Gender-responsive budgeting is another issue that deserves attention as a way to secure resources to end VAW – more information about this can also be found in Programming Essentials.

IDENTIFYING TARGET AUDIENCES

Primary targets are those who have the power to effect the changes the campaign calls for. They need to be influenced in order to reach the campaign goal. In campaigns of limited scope, the target could be just one decision-maker. In most cases, however, there are likely to be more targets; in campaigns aiming at behaviour change, for example, targets could number in the thousands.

If the primary target cannot be reached directly, or if communicating with the primary target alone is not sufficient to bring about change, people with influence on the primary target need to be mobilized, i.e. the ***secondary target audience***. Local leaders and opinion-makers, including mass media and religious or other traditional authorities, are key secondary targets in most campaigns because of their power to influence large numbers of people, as well as those who are in a position to make change. In complicated or complex campaigns, ***primary targets can sometimes become secondary targets also*** during the course of the campaign. For example, lawmakers drafting end VAW legislation might be primary targets for a campaign, but could also become secondary targets if they decide to join the campaign, and use their influence to get their constituencies involved and pressure fellow lawmakers.

In campaigns with multiple outcomes or objectives, the ***target audience may be different for each outcome***.

Example: *Many behaviour change campaigns target (i) women who experience domestic violence (DV), encouraging them to seek support and services, (ii) men who perpetrate DV, showing that it is wrong, and (iii) adult and adolescent men and women, girls and boys, making it clear that violence must end and survivors be supported.*

The audience can be differentiated into different ***audience segments***. The more clearly these segments are defined, the greater the chances of the campaign message being understood and acted on. Even if a campaign is meant to prompt behaviour change across entire populations, it is not advisable to target the "general public" as a whole. Good questions to pose from the outset are: which of the key audience segments must be convinced so that the campaign attains its objectives, and how ready are these audience segments for change?

To choose those audiences that are most decisive for campaign success, distinctions should be made. These include distinguishing between men and women, people of different social backgrounds and age groups, people at different levels of perception of VAW, people with different behaviours related to VAW, and people who may be affected by multiple discrimination, among numerous other distinctions.

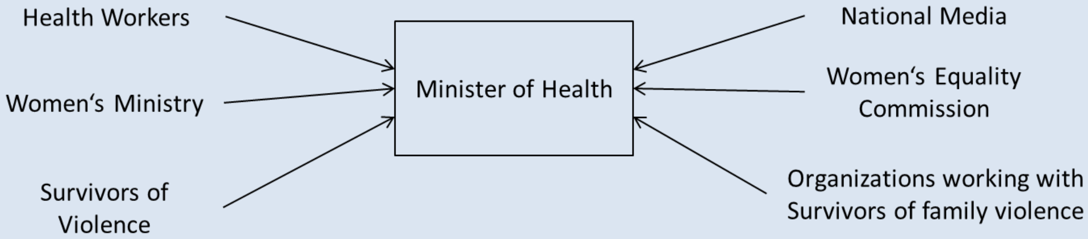
KEY TOOLS TO IDENTIFY TARGETS

The tools presented here are most commonly applied in campaigns for policy/institutional change. They can also be used to visualize the various social groups that are likely to have an influence on the target audiences of behaviour change campaigns. See also Stakeholder Analysis in the Campaign Planning section.

Influence maps

These maps show who has influence over a specific issue, placed at the center of the map.

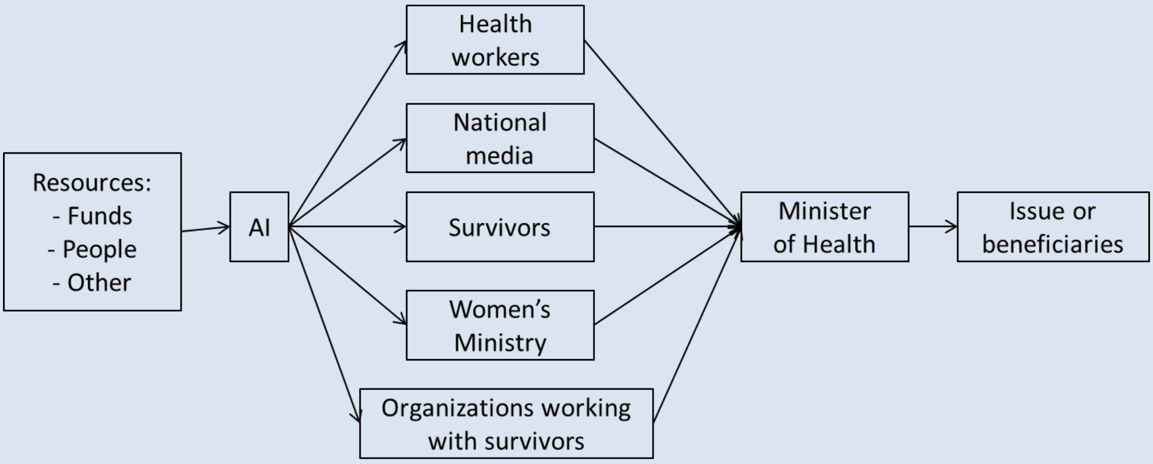
The example below visualizes access to appropriate medical treatment for domestic violence survivors. Second- and third-level actors or stakeholders who influence those shown on this simple map could be added to the left and to the right of the map. For example, "survivors of violence" are likely to be influenced by family members, peers, religious leaders and other actors. In a more complex influence map, these actors would be shown to the left of "survivors of violence" in the map.



Source: [Making Rights a Reality: Building Your Campaign](), Amnesty International, 2004.

Channels of influence

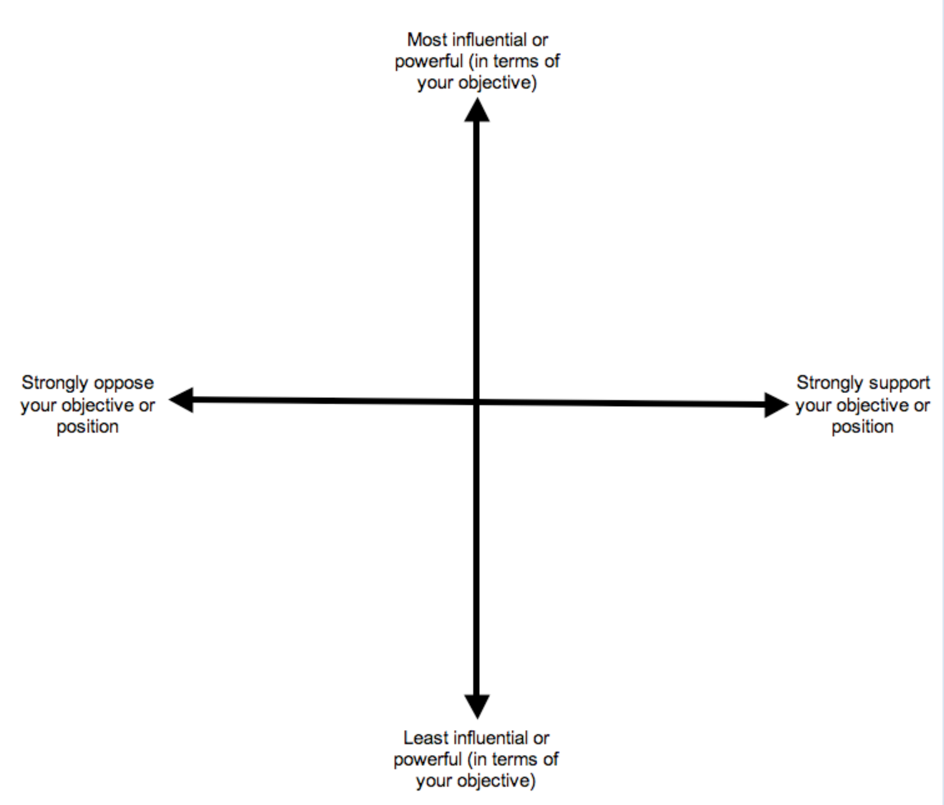
These *describe how different actors can contribute to channeling the message to your primary target audience. In the example below, "AI" stands for Amnesty International in its campaign on health services for VAW survivors (AI, 2004).*



Source: [Making Rights a Reality: Building Your Campaign](), Amnesty International, 2004.

Power mapping

This mapping *focuses on determining the influence of different stakeholders in relation to the campaign issue. The tool below can be drawn on a large sheet of paper. Small cards or self-adhesive paper can be used to map the different actors on a two-dimensional space.*



Source: The Change Agency, Power Mapping, 2010 - offers detailed guidance on power mapping.

Force field analysis describes which forces contribute to maintaining an undesirable situation, which forces may cause the situation to change, and how strong each force is. This tool helps to identify and prioritize potential allies and targets.

Force field analysis

Using the following table (adapted from The Change Agency), begin by listing the forces (organizations, powerful individuals) that may contribute to reaching your campaign goal to the left, and those that pose obstacles to the right. In a second step, you rate the strength of each force relative to the campaign issue (e.g. +10 to +1 and —10 to —1).

Forces for Success (+)	Forces against Success (-)

GETTING TO KNOW THE TARGET AUDIENCE

A substantial part of formative research consists in finding out as much as possible about the target audiences. Especially in campaigns aiming at changing individuals' behaviour, one should have a clear idea of the targets' attitudes and behaviour before starting to design the campaign. ***Precise knowledge about the audience informs design of messages, techniques and tools that resonate with the audience*.** Campaign evaluations show that "the most successful [public awareness campaigns] are those that seek to understand their target audience and engage with its members to develop content." (WHO 2009: 3)

Methods of research

Common methods in formative primary research on audiences are surveys, focus group discussions, in-depth interviews and group discussions – see Monitoring and Evaluation in this module for guidance. Creative methods, such as role play and games can be particularly effective to gather qualitative data, especially with children or where language barriers exist.

Example: It's Against All the Rules (South Wales, Australia)

The state-wide public education campaign 'Violence Against Women: It's Against All the Rules' was a project of the Violence Against Women Specialist Unit and part of the NSW Strategy to Reduce Violence Against Women in New South Wales, Australia. The campaign ran from 2000-2001, and specifically aimed to build community capacity to confront the issue of VAW by involving high-profile sportsmen to deliver the message to young men that such behaviour is unacceptable. Importantly, the campaign sought to target mainstream community attitudes rather than portray specific groups as 'perpetrators' or 'victims'.

The campaign's development was grounded on formative research that included 1) sourcing input from government and community groups with experience of similar education campaigns, 2) consultation with regional specialists on violence prevention (who were familiar with grassroots concerns in particular), and 3) analyzing evaluation reports of other relevant State campaigns. In addition, relationships were established with agencies running current VAW campaigns (e.g. Freedom from Fear campaign in Western Australia) as well as proposed future campaigns on community education initiatives. Campaign materials were pre-tested by formative evaluation methods (focus groups) to assess strengths and weaknesses of images, messaging, relevance to the target audience, etc.

Sport was determined as the primary promotional vehicle to target men aged 21-29 years of age, reflecting its importance in Australian culture, and its influence particularly on men and boys either as participants or spectators. Campaign messaging used ‚sports language and terms' to relate to descriptions of violent acts (e.g. ‚marking' in soccer = stalking), which added to the masculine appeal of the campaign, and helped stress the fact that the message was being delivered by men to men (and importantly, 'iconic/role model' men to other men).

Ashley Gordon (left) and Butch Hayes (right) - two of the sportsmen featured on posters.

Read the It's Against All the Rules Case Study.

Read the campaign evaluation.

Source: Hubert, Carol. 2002. *Violence against Women: It's against all the rules, Evaluation of the NSW Statewide Campaign to Reduce Violence against Women*, Violence against Women Specialist Unit, NSW Attorney General's Department, Australia

Desired target audience actions – the outcomes

Which actions do the target audiences need to take so that the campaign goals can be reached? How can the campaign influence the target audiences to take the necessary action?

The table below can be used to summarize findings from research and initial campaign planning for a comprehensive overview.

Target Audience	**Action you want them to take**	**How will they be prompted to do it**
National government	Make rape in marriage a crime (pass a law)	Pressure from voters, public debate, lobbying meetings
Voters	Apply pressure to the government (sign a petition)	Media advertisements, collecting signatures, demonstrations

(Adapted from Making Rights a Reality: Building Your Campaign, Amnesty International, 2004)

If the aim of a campaign is to prompt behaviour change among a specific group of people, (e.g. young men), a useful technique is to create a ***character profile***, i.e. an imaginary person who bears the typical characteristics of the target audience, so as to inspire appropriate campaign messages and actions.

Example*: For the development of* ***Hora H****, its campaign to make young men aware of HIV and AIDS risks,* Promundo *created the fictional character Calixto: "Calixto is 19 and likes to play football, to go to funk dances and hang out in the local plaza. He is a young man who likes to take care of himself and keep his hair short. At 13, he had sex for the first time with his cousin Suzi. He does not use condoms often. He once gave his girlfriend a slap because she asked if he would use a condom. He got a bit nervous, thinking that she was not being faithful or she thought he was not being faithful. He talks to his friends about his sexual conquests. Some of his friends use condoms from time to time, but often just the first time in the night, but not the second time. Calixto has the basic information, but he does not worry too much about STIs or HIV and AIDS."*

Source: Promundo and UNFPA: Creating Campaigns Step by Step, 2007.

4.4 CAMPAIGNING TACTICS AND TECHNIQUES

The next step is to devise effective ways of getting the target audiences to take the necessary action to achieve the desired outcomes and eventually reach the campaign goal, i.e. to decide on tactics and choose appropriate techniques.

Tactics

The term "***tactics***" is commonly used to designate the ways resources are deployed and directed within a broader strategy so as to reach the desired outcomes.

Example: Reporting as a tactic to denounce VAW in armed conflict

After the violence unleashed against Muslim communities in Gujarat (India), human rights activists found that the existing national legal system was subverted or insufficient to obtain redress for the survivors. The UN Special Rapporteur on Violence against

Women (Radhika Coomaraswamy) had requested to visit Gujarat, but did not obtain permission from the Indian government.

As an alternative tactic, women's rights activists mobilized to form the **International Initiative for Justice in Gujarat**, *with the objective of assessing the redress of violations during the violence, and the applicability of an international law perspective. A panel of 9 women lawyers and rights activists undertook a thorough investigation in Gujarat on whether perpetrators were held accountable, and whether redress and compensations were made available to women victims, who still lived in self-run camps nine months after the violence. The team produced a high quality 100-page report and a 50-page summary in English, Gujarati and Hindi languages, which was distributed widely in-country and presented at high-profile press conferences involving law experts and celebrities, and international venues. The document, titled* "Threatened existence – a feminist analysis of the genocide in Gujarat" *was extensively used as a reference by gender advocates and human rights activists.*

Read the press release
See other publications

Another creative and effective tactic to raise public awareness on an issue is the **mock public tribunal.**

Example: *The Nigerian women's human rights group* **BAOBAB** *and the* Civil Resource Development and Documentation Centre *organized the first National Tribunal on Violence against Women on March 14th 2001 in the capital city of Abuja. The tribunal was unofficial and not legally binding, but the testimonies would be real – 33 women were selected to testify. Some of them had volunteered, and many agreed to share their experiences when they realized this may have a positive impact on their families and communities. They testified about their experience of violence from the state, in the home, and from society as a whole.*

The judges were selected based on their prominence and their concern for women's rights. They included two Supreme Court Justices, several heads of NGOs, and prominent lawyers. The tribunals were open to the public, and the organizers took *special care to invite journalists, police, commissioners, and other groups. Different types of human rights abuses were grouped into different sessions. The panel of judges listened, asked questions, and after the testimonies, they convened in private. Afterwards, rather than passing a sentence, as in a regular trial, the judges made a public policy proclamation.*

The testimonies were very moving for the audience, and the attendance of journalists led to wider public awareness of the tribunals. Locally, the tribunals helped to get state legislation passed against female genital mutilation. On a national level, their impact helped advance a domestic violence bill (which was eventually passed in 2007). More generally, the tribunals created greater public awareness that abuses against women do exist, and that they are serious.

See related documents on this tribunal.

Source: Fijabi, M, 2004. A Mock Tribunal to Advance Change: the National Tribunal on Violence Against Women in Nigeria, on New Tactics in Human Rights.

Tool:

- The *New Tactics in Human Rights Project* offers extensive information and guidance on **tactical mapping**, a method of visualizing institutions and relationships, and then tracking the nature and potency of tactics available to affect these systems. Such mapping can be particularly useful in planning and monitoring advocacy. See also the on-line tutorial presentation on how to make a tactical map. Apart from the English version, a number of tools are available in Croatian, French, Spanish, Turkish and Tetum.

Techniques

Different techniques may contribute to a single tactic or theory of change. In practice, however, the terms "tactics" and "techniques" are often used interchangeably. Common campaigning techniques include the following:

- Campaign advertising (e.g. using posters, radio and TV announcements)
- Attracting media attention (e.g. with press conferences and stunts)

- Demonstrations, rallies, marches and other forms of mass meetings
- Using traditional arts to raise awareness or initiate community dialogue
- Electronic action-alerts via the internet and mobile phones
- Using new media channels to spread messages (eg. social networks, videos, blogs, twitter, etc)
- Mobilizing volunteer campaign activists to influence peer groups, e.g. by organizing community events or private house parties
- Distribution of campaign merchandise, such as caps, bags and wristbands
- Organization of or participation in specialized conferences
- Lobbying key decision-makers

Since campaigning is a multi-faceted set of activities, the number of techniques that can be used is virtually unlimited. See *Campaign Communication for* more information and guidance as to where and how they can be applied.

Bear in mind: The most appealing or innovative techniques are not necessarily the most effective ones. Techniques and tools need to be tailored to the target audiences' characteristics, and the resources of the campaigning organization or alliance.

4.5 BUILDING AND FRAMING A CAMPAIGN ALLIANCE

ADVANTAGES OF CAMPAIGN ALLIANCES

An alliance is a form of cooperation between autonomous organizations. Groups who join a campaign alliance continue to exist independently from each other, but they accept to participate in and commit part of their resources to a common cause. Resources could include technical or other skills, staffing, infrastructure, and financial or other in-kind contributions.

The advantages of a campaign alliance include:

– ***Stronger voice and wider reach***: making a campaign known more widely, and enhancing its credibility both with the target audience and potential supporters. With a broad alliance, a campaign can draw support from diverse constituencies and networks. In addition, donors may be more receptive to funding alliances rather than a single organization.

Example: *The [We Can Campaign] in South Asia has built an alliance of 2,400 members across six countries, including women's organizations not traditionally involved in campaigning (e.g. Indian self-help groups), schools and colleges, professional associations, NGOs and others, thus reaching a large cross-section of society (Aldred & Williams, 2009).*

See the external evaluation.

- ***More resources:*** members can combine strengths and resources, and share the work-load. Ideally, strengths should be complementary – for example, an alliance may include women's organizations that are experts on the campaign issue, groups specialized in designing communication materials, and others who are experienced in fundraising. Different types of campaigns require different expertise: in advocacy campaigns, it may be useful to co-operate with human rights organizations; in campaigns aiming for behaviour change among men, men's groups can play a key role.
- ***Synergy and impact:*** rather than duplicating existing efforts, alliances help build on these instead, to produce more and better outcomes than what the sum of individual activities would achieve alone.
- ***Overcoming marginalization:*** involving groups that address the campaign issue from an intersectional perspective (e.g. indigenous women's rights, disabled women's rights) can ensure the campaign respects and promotes their rights.
- ***Effective support to survivors:*** campaigns to end VAW are likely to prompt an increase in numbers of VAW survivors seeking help from specialized services or safe houses. Bringing such service providers into an alliance ensures their perspectives are reflected in the campaign.

FRAMING AN ALLIANCE

The framing of an alliance, i.e. the way the alliance defines and presents itself, is important so as to build cooperation on a shared purpose and transmit the campaign message in a credible and forceful manner. The campaign strategy, especially its theory of change and the target audiences identified, should guide the framing of an alliance. For example, it can frame itself as a mass movement of men from all walks of life who want to stop rape, or as an alliance of expert lawyers and institutions advising the parliament on a new law draft.

In the example below, an NGO alliance bringing together different comparative advantages and representing a large cross-section of society skillfully positioned itself as a constructive, well-informed advocate with government institutions, while at the same time also organizing confrontational mass rallies to press for speedier government action.

Example: *The campaign for the implementation of the Domestic Violence Act in South Africa (1999) combined the strengths of the Soul City Institute for Health and Development Communication with its top-rated TV "soap opera" on health and development, and the National Network on Violence against Women (NNVAW) with its large grassroots constituency and structural links with key government departments. The credibility of both organizations among a wide public and with government circles, as well as a long-standing relationship with journalists generating supportive media coverage and NNVAW's ability to mobilize huge crowds for campaign events have been key elements of success. (Usdin, et al., 2000)*

Read the case study.

An instructive account of the campaign can also be found at: Usdin, S. et al, The Value of Advocacy in Promoting Social Change: Implementing the New Domestic Violence Act in South Africa, in Reproductive Health Matters, Vol. 8, No.16, pp.55-65, (2000).

PRACTICAL STEPS IN ALLIANCE BUILDING

- ***Start early.*** Building your alliance early helps to ensure **shared ownership** and to make full use of complementary skills and experience.

- ***Start with a small core alliance and grow it gradually.*** Particularly if your organization has limited experience and time, this is advisable rather than going to the complex stages of group development with dozens of organizations.

- ***Determine what you need the alliance for.*** Is it mainly for information (**networking**), or do you need to **coordinate** with others, e.g. plan activities together for maximum impact? Are you looking for close **cooperation** whereby allies pool part of their resources and divide up your work based on a shared campaign platform? It is important that all parties involved agree on the degree of commitment required so that expectations of the different partners are aligned.

Cooperation	Coordination	Collaboration
Less intense/easier	⟸⟹	*More intense/complicated*
Shorter-term, informal relationships. Shared information only. Separate goals, resources, and structures.	Longer-term effort around a project or task. Some planning and division of roles. Some shared resources, rewards, and risks. Additional funds might be raised as well.	More durable and pervasive relationships. New structure with commitment to common goals. All partners contribute resources and share rewards and leadership. Additional funds are raised.

(Adapted from Winer and Ray, 1994. *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*)

- ***Identify key stakeholders.*** Determine which organizations can contribute most effectively to the campaign, for example by using stakeholder mapping tools (See Stakeholder Analysis and Key tools to identify targets in this section above).

Key questions include:

1. Which organizations are currently working on the ***campaign issue***, or have knowledge and skills relevant to the issue? Women's groups might be an obvious source for knowledge on VAW, but not necessarily the only one.

2. Which technical ***skills*** (e.g. media work, social research techniques) are missing in your organization or fledgling alliance, and which organizations can contribute these skills?
3. Which organizations are ***key stakeholders*** in the issue? E.g. if you advocate to end sexual violence in schools, you may find allies among teachers' unions or youth organizations.
4. Which organizations represent or are close to your ***target audience***? For example, a behaviour change campaign targeting young men may gain from associating organizations that work with boys and young men, e.g. religious youth groups (e.g. YMCA), sports clubs, and boy scout associations.
5. Which organizations can ***mobilize large numbers of diverse supporters or reach many regions,*** thus extending the scope of the campaign? It can be useful to seek allies that are not commonly part of initiatives to end VAW, e.g. trade unions, professional associations, business corporations and faith-based communities. If it is difficult to gain support from such "mainstream" organizations, women's networks may offer an entry point – e.g., associations of female media workers, businesswomen's groups, or women's trade unions.
6. **Costs vs. benefits** – Balance the number of and expected benefits from potential campaign partners against the effort, time and money related to managing a large alliance. It takes time and resources for all alliance members to learn to work together in a gender-sensitive manner. **Any organization invited to join a campaign will balance expected benefits against the resources it will need to invest**. If the campaign appears unattractive and potentially ineffective, it may be difficult to find useful partners.

- ***Establish a common understanding of the campaign purpose and strategy.*** Each organization that joins the campaign alliance must be informed of the campaign goal and strategy, and agree with it. If the alliance is built early in the preparation process, the steps of campaign planning can be completed together. For example, research on the campaign issue may yield richer and deeper insights if it is shaped by the perspectives of different groups rather than a single one.

- ***Agree on roles and responsibilities.*** Written agreements or protocols all alliance members sign on to are a central reference point. Such agreements should state the purpose and functioning of the alliance, i.e. reiterate the campaign goal, summarize the strategy, and describe the campaign management structure and the roles of the alliance members. Describe what types of activities linked to the campaign each organization will do – and which they will not do. Agreements may need to be revised over time.

- ***Develop an appropriate alliance structure:*** There is no standard approach to structuring an alliance –the form needs to be adapted to the context, the campaign strategy and the alliance members. Some campaigns have a ***lead alliance member*** who is fully in charge of central campaign management, with other members focusing on campaign activities within their geographic or thematic realm. A campaign can also be directed by a ***steering committee*** that brings together representatives of different alliance members who share equal responsibility in leading the overall campaign. In campaigns managed by a single lead alliance member, it is advisable to create a ***board*** or ***executive committee*** that represents the wider alliance and oversees campaign management. ***Written rules*** should state how the board is elected, how long it serves and how the alliance as a whole can participate in its work (e.g. through annual plenary meetings).

➢ For further guidance, see The Art of Collaborating in Alliances and Managing Conflicts and Unforeseen Crises in the Campaign Implementation section of this module.

Successful alliance campaigns can expand as they attract growing public support. Growth may happen gradually, or in larger, planned steps as part of a scaling-up strategy that brings the campaign to a new dimension. For more information see Growing a Campaign under Campaign Implementation in this module.

4.6 EXIT, ADAPTING AND SCALING-UP STRATEGIES

EXIT STRATEGY

An exit strategy describes how an organization or alliance will end its campaign, or withdraw from a campaign alliance that may continue with a different leadership. It answers such questions as: Will the campaign end as soon as the campaign goal has been reached, or will it continue, e.g. on new, related goals? If the goal is not attained, is it reasonable and responsible to stop campaigning? How can any possible damage caused by ending a campaign be minimized?

For guidance on ending a campaign, please refer to Concluding a Campaign in the Campaign Implementation section of this module.

Resource:

- ***Exit Strategies from Social Media*** (Fairsay). Available in English.

ADAPTING SUCCESSFUL OR PROMISING CAMPAIGN MODELS

An organization or alliance may be inspired by a particular campaign and wish to emulate its model. A ***joint campaign planning group*** bringing together members of the original campaign and groups interested in copying the model can examine which aspects of the original campaign can and need to be modified so as to fit into a locally relevant strategy. All the steps of strategic planning need to be examined together. For example, a campaign designed in India, where mobilizing large numbers of volunteers is a tradition, needs to be adjusted for countries where voluntary work is uncommon. The monitoring system needs to include relevant indicators to determine the effects of such adjustments to the overall campaign strategy and its outcomes.

Transferring a campaign strategy and model to others

When transferring a campaign model to other groups, regions or countries, a combination between high-quality documentation and person-to-person contact can effectively transmit both the formal structure and process of the campaign, and the more implicit knowledge campaigners gain in day-to-day activity.

- ***Quality documentation*** – A written campaign strategy document that explains how change is expected to happen and what campaign communications and evaluation reports are planned, is a key source of information for potential imitators. An information kit that includes copies of all campaign materials should be made available, including any resource packs or kits for campaign activists.

- ***Cross-visits and exposure trips*** to other countries or areas within a country where the campaign has been successful can deepen understanding – provided they are carefully prepared. If social contexts are different, visitors need to first be ***briefed on the local society*** and prevalent forms of violence against women. For example, issues such as violence against women connected to the cultural practice of dowry giving, which takes place in South Asian countries, is not common in African societies; similarly, female genital mutilation/cutting which occurs across parts of Sub-Saharan Africa is a harmful cultural practice that is rare in other societies.

SCALING-UP

In the campaigning context, the term 'scaling-up' is used to refer to an increase in the depth (or breadth) of a campaign to achieve broader impact. It can involve expanding target audiences, campaign themes, capacities, activities, communications and geographical coverage (both within countries and from one country to another), as well as the necessary funding to carry this out.

Campaigns that are to be scaled-up should typically have been carried out successfully at a smaller scale, or in a 'pilot' phase, with a rigorous monitoring and evaluation process to assess strengths, weaknesses, good practices, and impact. In addition, there are campaigns that have been scaled-up in terms of being 'replicated' from one country to another, that is, from a national to global scale. Often in these cases – for example in global, annual campaigns such as the White Ribbon campaign and the 16 Days of Activism to End Gender Violence campaign – there is a campaign model or set theme (a different one each year for instance) that is provided by the campaign initiators that others can follow. Activities may differ widely therefore from one local or national context to the next, but the overall campaign theme, messaging and implementation model are largely the same, which adds an important coherence to the impact of the overall campaign.

Forms of scaling up

- ***From "pilot" or smaller scale to full scale:*** One can envisage scaling up as enlarging the target audiences in different ways – increasing the number of people to be reached within a specific audience (e.g. 100% of female high school students instead of 20%), adding similar audiences from different geographic areas (e.g. from one school to a whole school district), or targeting entirely different audiences (e.g. school principals and teachers in addition to school girls). Scaling up could also involve adding or targeting different sectors (e.g. health, law enforcement, legal), or forms of VAW (e.g. domestic violence, sexual harassment, sexual violence, etc.). Innovative behaviour change campaigns, for example, may start at a small scale, e.g. within a specific community, so as to test and validate the campaign strategy, and adjust it if needed. It is essential to define during the initial planning process what information is needed, at what moments, to determine whether the campaign strategy can be considered effective and thus apt for up-scaling. The monitoring system should include specific indicators and "milestones" and generate this information in a timely manner. Different monitoring methods, including quasi-experimental design, can be used. (See Monitoring and Evaluation in this module for guidance).

- ***From national to international*****:** Campaigns that start in one country can be successfully replicated in other parts of the world, or can build alliances with campaigns in other countries so as to exert greater influence at national and international levels. Similar contexts can make it possible to transplant a campaign model without substantial modification. E.g., the *White Ribbon Campaign* – which targets men and boys – started in Canada and has expanded to 60 countries around the world. To enhance the chances of a successful transfer of the campaign model, a full strategic planning process should be carried out and monitoring be planned carefully. Omitting this step could lead to ineffective implementation that is not adapted to local *c*ontexts, thus confusing target audiences, wasting resources and damaging the credibility of the campaign.

Example: *In 2008, Breakthrough launched its Bell Bajao/Ring the Bell campaign to call on men and boys across India to take a stand against domestic violence (DV), by performing a simple bystander intervention – ringing the door bell when they witnessed*

DV taking place. The campaign's integrated cultural, organizing and media strategy sought to make the issue part of mainstream conversation; increase knowledge about and change community attitudes towards DV and towards HIV-positive women; and alter individual behaviour. By 2010, through their PSAs on television, radio and print, their online multimedia campaign, educational materials and travelling video van, over 130 million people had been reached. In addition, more than 75,000 rights advocates were trained to become agents of change – their combined efforts resulted in a 49 percent increase in the number of people aware of the Protection of Women from Domestic Violence Act in India, and a 15 percent increase in access to services for survivors.

At the 2010 Clinton Global Initiative annual meeting, a commitment was announced to expand Bell Bajao on a global scale in 2011. In addition, as part of the UNiTE Campaign to End VAW, UN Secretary-General Ban Ki-Moon has publicly endorsed Bell Bajao. Visit the Bell Bajao Global Campaign website.

Practical Instructions for scaling up

The German development agency GTZ offers step-by-step guidance on scaling-up. It is designed for development projects but can easily be applied to campaigns:

***Step 1: Select the item to be scaled up**.*

Obtain a precise and concise description of the experience from the project that has been selected for scaling up (capitalizing on experience):

- *What are the good practices that can be generalized and applied independently of the project context?*
- *Under what financial and institutional conditions can they be generalized?*

Step 2: Formulate the scaling-up strategy.

When designing the scaling-up strategy, several key aspects should be highlighted and presented/documented:

- *The presentation of the innovation*
- *The hypotheses for the scaled-up innovation, taking into account the sustainable financing of the innovation*
- *At which level will which results be achieved?*
- *The communication strategy*

- *The strategy for negotiation with the participating actors*
- *The forms of intervention and support by the stakeholders.*

Detailed planning is virtually impossible. But it is useful to reach agreement with the key partners on milestones and cut-off points.

Step 3: Select partners for scaling up.

Partners must be selected on the basis of their core competencies for communication, knowledge management, advocacy, policy advice and other criteria. The strategy requires a stakeholder analysis that extends beyond the cooperation system of the current development project.

Step 4: Provide financial and human resources.

Scaling up is often a tough negotiation process of unforeseeable duration. Resources will be needed not only for the start-up phase. Sufficient financial and human resources must be made available to sustain the innovation.

Step 5: Monitoring and quality assurance

In the course of the scaling-up process, new actors affect the innovation that is being scaled up. Compromises need to be negotiated, and concessions made. Joint monitoring within the partner system guarantees the quality assurance and steering of the process. It is essential that the core of the innovation can actually be transported, disseminated and mainstreamed by the scaling-up process. Expectations that are too high can block the process.

Step 6: Check progress continuously

The checklist below can be used to continuously review whether the designated development steps for the scaling-up process have been successful. Even if at the beginning of the scaling-up process many of the points included in the checklist still elicit a negative response (i.e. have as yet received inadequate attention or none at all), the tool can be used to monitor progress. Over time, more and more of the steps in the process should elicit a positive rating.

Checklist for scaling-up

1. Evaluating experiences

Have we described the experiences and good practices from the project precisely and in a structured fashion?

Are we sufficiently familiar with the financial and institutional conditions for scaling up?

2. Scaling-up strategy

Have we discussed the hypotheses for scaling up with various key partners?

Have we discussed and agreed on milestones and cut-off points with the partners?

Have we discussed various options for scaling up and reached a sound decision in favour of one of them?

3. Selecting partners

Have we conducted a stakeholder analysis and discussed it with different partners?

Do the key stakeholders possess the core competencies needed for scaling up?

4. Resources

Do we possess sufficient human and financial resources for the start-up phase?

Is the scaling up of the innovation financially secure, or is there a financing model?

5. Monitoring and quality assurance

Do we have the instruments to monitor and steer the process together with selected partners?

Do we know what the core of the innovation to be scaled up is?

Adapted from Scaling Up in Development Cooperation, GTZ, 2010.

4.7 REALITY CHECK: REVIEWING THE CAMPAIGN PLAN

At various moments of strategy development and planning, it is useful to pause and review the different ideas and plans generated in the process. This is an aspect of the overall planning process, which is a systematic collection of data and information to stay informed of campaign activities, their outcomes, and the degree to which campaign goals and objectives are being met. Scanning the broader environment helps to recognize new opportunities, or threats that may jeopardize campaign activities and outcomes. It is important to bear in mind also that applying monitoring tools to the campaign planning process already at this stage can be immensely helpful to benchmark and verify, at regular intervals, whether the campaign is progressing as planned and whether context changes could call for adjustments, e.g. different tactics. For guidance on monitoring, please refer to Monitoring and Evaluation in this module.

Throughout the phase of developing the campaign strategy, people who have not been involved in planning the campaign, preferably persons who are familiar with the target audiences, can be invited to test the campaign strategy and its elements. Good questions to ask include: Have any factors that may determine the success of the strategy been overlooked, or overstated? Have any assumptions been made which are not based on reliable evidence? Can the necessary resources be mobilized?

The “ask why” test, illustrated below in an example from a public health campaign, is an easy way to guide such thinking.

Why Ask “Why?”

A good strategy demonstrates not only what is being done, to whom, and how it will be done, but also why. All statements at every stage of a strategy should provide a clear rationale. Therefore, the most important question that a strategist can ask when developing or reviewing a communication strategy is, “Why?”

- *Why is this the most important problem?*
- *Why are urban men aged 18–24 the primary audience?*
- *Why are you expecting to convince 25 per cent of adolescents to visit health care clinics?*
- *Why are you designing a logo when all the partner organizations have their own logo?*
- *Why is it important to emphasize the friendliness of providers?*
- *Why use television when 70 percent of the households do not own television sets?*
- *Why produce newspaper ads when the intended audience does not read newspapers?*
- *Why do you need a poster?*
- *Why use community participatory activities when you are implementing a national program?*
- *Why evaluate all women when the intended audience is rural women ages 20–49?*

You should ask “why?” at every step of communication strategy development and at every level of design. Asking “why?” ensures that everyone and everything stays on strategy.

Source: O’Sullivan et al., 2003. *A Field Guide to Designing a Health Communication Strategy*.

Seeking ***feedback*** from others should happen at all stages of the campaign, including planning and preparation. Campaign messages and ideas for action should be discussed with people who know nothing about the campaign, but who are part of or familiar with the target audience. Once the campaign is launched, informing others and gathering feedback remains essential to verify whether the strategy works. Feedback from outsiders should be incorporated in campaign monitoring and evaluation. It may be a good idea to establish a permanent **"*sounding board*"** of outsiders to the campaign who can be consulted regularly to test new ideas.

5. CAMPAIGN IMPLEMENTATION

5.1 DO'S AND DON'TS

DO

- ***Monitor*** the campaign activities, their outcomes, and relevant changes in the internal and external contexts.
- ***Refer to the strategy*** and action plans at regular intervals, and whenever new opportunities or risks appear.
- ***Maintain the information flow*** within the campaign team or alliance, e.g. through systematic briefings and debriefings before and after campaign events.
- ***Ensure a continuous process of formal and informal consultation and feedback*** to keep all participants engaged, and limit potential conflict.
- ***Ensure that ethical rules*** are understood and adhered to by all participants in the campaign.
- ***Keep an open mind*** and keep reflecting on the changing external environment, both in terms of opportunities and threats.
- ***React swiftly to any changes, both external and internal to the campaign,*** according to agreed procedures and with the campaign goals in mind.

DON'T

- Lose sight of the campaign strategy and action plans, or neglect regular monitoring.
- Insist on implementing plans that have proven ineffective.
- Modify plans, e.g. when new opportunities appear, without examining the likely benefits and challenges to achieving the campaign goal, outcomes and objectives.

- Disregard the agreed alliance structure and decision-making processes.

5.2 CAMPAIGN LEADERSHIP AND MANAGEMENT

LEADING THE CAMPAIGN

Management and leadership are needed to facilitate joint work towards the campaign goal. The two terms overlap; “leadership” tends to designate mainly motivational aspects, while “management” has a stronger focus on organizational and planning processes.

In alliances, the term “steering” is frequently used to designate management in a voluntary grouping of autonomous organizations. A ***steering committee*** for example, is often a small group of people, typically representatives of different campaign alliance organizations, who are responsible for making decisions about the overall implementation of the campaign. Campaigns may also appoint a ***coordinator*** for day-to-day campaign management, or establish ***task forces*** to bring together different members on specific aspects of the campaign, such as communications, or monitoring and evaluation, or particular sub-themes. See also the art of collaboration in alliances below.

It is crucial for a campaign to have some form of leadership, even if it is not expressed in any formal management structure or job titles. Ideally, campaigning also develops leadership among its target audiences, as they may continue to advocate for the campaign goals (policy/institutional change campaigns), or make change in their own lives (behaviour change campaigns).

Types of leadership: ***Participatory and democratic*** leadership is widely considered to be most effective in campaigning, as it aims to mobilize the participants’ commitment to the campaign, and to empower them. The leadership’s reputation, and whether the campaign members are seen as legitimate and influential by those the campaign seeks to mobilize and influence, is important as well.

Practical tips for determining the leadership needed

Envision the leadership necessary for the different levels and activities of the campaign:

- Which are the core tasks that need leadership (i.e. communications design, media work, organizing events…)?
- How many leaders are needed to start the campaign, in view of the core tasks required?
- What skills do they need for the tasks identified?
- Who needs to be included in the leadership structure to reflect the campaign alliance and its interests?
- How will members of the leadership team support one another, and what other support is available to them?

(adapted from The Community Toolbox, Work Group for Community Health and Development, University of Kansas, USA)

INGREDIENTS OF EFFECTIVE CAMPAIGN MANAGEMENT

- **Purpose: *A shared vision and purpose, translated into action plans*** with ***milestones*** (i.e. outcomes or objectives to be attained at different moments of campaign implementation) and ***time-lines*** to formalize commitments (see also Campaign action planning in this section).

- **Terms of Engagement:** Binding terms of engagement determine a) the roles of the different actors in the campaign, b) the time and resources each actor (whether individual or organization) will contribute to the campaign, c) who is responsible for raising additional funds, and accountability mechanisms for funds raised, d) management processes, such as communication channels, periodicity of meetings, documentation methods, rules for conflict resolution, and other aspects of working together efficiently. ***Decision-making authority and processes should be defined and stated explicitly*** and compliance be ensured through appropriate mechanisms.

- **Resources:** Sufficient funds, staff, materials and time must be allocated to the campaign. In an alliance where campaigning responsibilities are spread over several members, it is advisable to agree on the funds each member allocates to the campaign or agrees to contribute, as well as the minimum amounts of time each member organization will devote to the campaign (e.g. half a work-day per week). For some aspects of the campaign, top leadership or highly specialized staff may need to be involved: their necessary contribution should be defined and monitored as well.

- **Process and Structure:** A campaign will have multiple layers of participation so the development of clear roles and responsibilities is important. For example, a coordinator could be appointed for day-to-day campaign management. Task forces can bring together different members on specific aspects of the campaign, such as communications, or monitoring and evaluation, or particular sub-themes. Financial responsibilities should be spread over several persons so as to ensure proper checks and balances. Unclear or undemocratic structures and processes could demoralize alliance members and weaken a campaign. Transparent, written procedures spreading responsibility over several alliance members can help to prevent crises.

***Practical Tip**:*
Use visualization tools to verify whether the campaign structure and processes are transparent, and accountable to your allies. Draw a simple map showing the different bodies of your alliance, such as the steering group, the campaign coordination team and task forces, and use lines and arrows to show how these bodies interrelate. Then, write the names of the actual persons involved next to each body. If you experience difficulties drawing an intelligible map, or you find the same names spread over many different bodies, then your structure may be unclear or skewed.

- ***Flexibility and responsiveness:*** Emergencies may require ***urgent decisions*** based on rapid, limited consultation with others. It is vital to define emergency procedures early in the planning process. Emergency procedures or ***contingency plans*** should include criteria as to what constitutes an emergency, so as to prevent misunderstandings and potential abuse***.***

A successful campaign requires the ***shifting of capacities*** over time, as intermediary campaign objectives or milestones are reached. For example, each phase of the *Stages of Change* model of *Raising Voices* *(Uganda)* and *We Can* (South Asia) campaigns requires different types of messages and activities, which call for different skills in the campaign team. Such “adaptive challenges” (Heifetz and Laurie,1997. *The Work of Leadership*) need to be recognized, planned for and responded to.

Bear in mind: The public nature of campaigning could mean that any errors or mistakes may lead to highly damaging consequences, jeopardizing the campaign and attainment of its goals. Campaigns must be run and their assets managed by knowledgeable, experienced people. Hiring dedicated staff may be a solution in organizations or alliances with little campaigning experience. Alternatively, it may be a good idea to join an existing campaign so as to gather experience before launching a new initiative.

CAMPAIGN STAFF AND VOLUNTEERS

Multiple allegiances*:* Often, staff implementing a campaign are part of two chains of command – (i) that of their own organization, i.e. the alliance member, and (ii) that of the campaign, i.e. the coordination and the steering structures. Individuals who juggle several jobs within their organization may be unable to devote sufficient time to the campaign. This risk can be reduced through an explicit, written agreement as to the exact time (i.e. number of man- or woman-days for specified types of staff) each alliance will commit to the campaign. Clear roles and responsibilities, and chains of authority and decision-making; transparent written procedures; and well-recorded notes of meetings, activities and overall campaign planning and implementation can help to minimize the stress and ‘burn out’ of staff members.

Management of volunteers: Managing a growing body of volunteers can be challenging and extremely time-consuming. Any campaign which includes a strong mobilization component should include in its strategy a plan on how to support new activists, which should make clear which campaign team or alliance members are in charge of supporting which activists. Will all activists be directed to a single alliance member, or will all members mobilize activists? In the latter case, creating a specific task force may help to ensure a coherent approach, and streamline the considerable time needed to coordinate volunteers.

Volunteer activists who may be recruited in the course of a campaign need clearly defined roles and modes of communication with campaign management. They also need to know where to find guidance and support, and whom to turn to in the event that conflicts arise.

Public events (e.g. rallies) and activists' kits should be designed to motivate new campaigners and ensure the campaign message will be passed on accurately and effectively. Activists' kits should include guidance as to how activists can enroll new supporters and strengthen each other, e.g. through local meetings. Where the internet is easily accessible, e-campaigning provides "virtual" support, e.g. through downloadable updates to activists' kits and interactive forums. Further information on Activists' Kits is available in Campaign Communications.

Do's and Don'ts of managing volunteers

DO

- **Be clear about what the campaign needs volunteers for** – e.g. to collect signatures for a petition, to conduct outreach activities with the public, to work telephones and databases for events, to hand out campaign materials, to mobilize people for a demonstration etc. Every person who signs up as a volunteer should have a clear role and responsibility (no matter how big or small). It is better to have fewer volunteers with a definite role to play than too large a group, where several have nothing to do a lot of the time.
- **Develop a volunteer management plan** – this should include clear instructions on who will be the point person or team responsible for coordinating volunteer activities, communicating with volunteers and providing them with necessary guidance. In addition, the plan should also include details on what is expected of volunteers, what information will be provided to them (or collected from them), what administrative support is available for their use (e.g. telephone lines for outreach calls, computer access for electronic outreach activities, transportation to events, etc.), and what actions campaign organizers should take to keep them motivated and inspired to continue as volunteers.
- **Provide early training and orientation sessions** – this will help ensure that activists not only learn about and understand the campaign issue (s), but are also clear about what they have signed up for (i.e. what is expected of them as volunteers). Each volunteer should be provided with detailed background information on the campaign issue (s) and a list of frequently asked questions

(FAQs) that they can use during public outreach activities. Orientation sessions can also help foster a sense of solidarity among volunteers and motivate them around the cause.

- **Articulate and communicate campaign goals and key messages clearly** – this may need to be done several times over the course of the campaign to ensure accuracy and to keep everyone on track.
- **Regularly hold feedback meetings –** this not only provides an opportunity to check on progress, but is also a space for volunteers to ask questions, air grievances or make suggestions. By serving as a regular occasion to 'listen and be heard', such meetings can go a long way towards limiting frustrations, potential conflicts and misunderstandings that can arise among volunteers and between volunteers and campaign staff.

DON'T

- **Sign up more volunteers than the campaign can handle.** While it may be tempting to have more help for campaign activities, and the enthusiasm of volunteers can be a morale boost for campaigners, it is important to remember that the greater the number of volunteers, the greater the resources and time needed to manage them. Poor volunteer management can be one of the easiest ways to alienate well-meaning activists, and potentially turn them against the cause.
- **Expect too much.** Different volunteers may have different skills and time commitments to bring to the campaign. Skills and time should be matched appropriately to tasks – if necessary, rosters may need to be drawn up to ensure continuity for specific tasks or activities requiring a longer time commitment. In addition, volunteers should not be expected to take on roles that should be performed by staff – e.g managing campaign finances, liaising with donors and board/committee members, etc.
- **Forget to say thank you.** Because they are providing their time and energy 'for free', expressing regular appreciation to volunteers can help keep them motivated and feeling like their efforts are making a difference to the success of the campaign.

Dealing with stress and burn-out

Stress and burn-out among campaign staff (and volunteers) is not uncommon particularly in more complex campaigns that require many levels of coordination and cooperation from different people and organizations, usually within tight timeframes. In addition, traumatic accounts of VAW that staff and volunteers may be exposed to can add to stress, or if they have themselves experienced violence in their own lives, they could be emotionally troubled by memories or feelings from the past.

Yet another stress risk is *identity baiting,* a tactic used by opponents of social change whereby detractors of a campaign openly or subtly attack social activists on the grounds of their identity or life style so as to undermine their reputations.

"If you have a husband, they think you're neglecting him. If you don't have one, they wonder why. If you're divorced, they say you drove him away. And if you're a widow, you probably killed him" (B. Lee in Rothschild, C., 2005. *Written Out…*).

To prevent unnecessary tension and burn-out, ***it is necessary to acknowledge that campaigning on VAW can be stressful, and to find appropriate ways of coping with stress***. Some organizations working with survivors of violence organize regular sessions with mental health professionals so as to reduce the psychological strain experienced in daily work. A low-cost alternative is presented by *New Tactics in Human Rights* (2004), the *ABCs of Self-Care*:

- ***Awareness*:** Learning to recognize the signs of unhealthy stress, e.g. nervous tension, anger, distractedness, back pain, headaches, a more negative outlook on the world
- ***Balance*:** Planning for sufficient time to rest and relax, and to cultivate private relationships
- ***Connection*:** Building supportive relationships with coworkers, friends, family and others.
- ***Discussing self-care*:** Discussing experience with stress management among colleagues, and considering what collective measures can be taken to reduce or mitigate harmful stress

5.3 THE ART OF COLLABORATION IN ALLIANCES

WAYS OF WORKING TOGETHER

There are many ways of working together. One can distinguish three levels of intensity: cooperation, coordination and collaboration. See also Building and Framing a Campaign Alliance.

When an alliance is established, it must be clear who takes what types of decisions and how, so as to avoid confusion or gaps in responsibilities. Rules for conflict management should be included as well. Crises in collaboration most commonly arise over disagreements and uncertainty about the terms of engagement. Taking the time to establish these terms is a worthwhile investment, so that eventual lapses or gaps can be addressed before they cause disruption.

In an effective alliance, members relinquish some of their power to the alliance as a whole. As each organization tends to protect its own interests and ways of working, it can take time to agree on effective ways of working together. Alliances need to evolve and develop their strengths, often in an iterative process. Even in small alliances, it is recommended to formalize structures and procedures as pointed out above so as to prevent potentially damaging crises. Frequent contacts, sharing information, regular feed-back and celebration of even partial success sustain momentum in an alliance.

The "6 R's" for maintaining engagement of all participants

You can address the R's in a continuous process of formal and informal consultation and feed-back within a team or alliance:

- ***Recognition** – people want to be recognized for their contributions.*
- ***Respect** – people want their values, culture, ideas and time to be respected and considered in the activities of the group.*
- ***Role** – people want a clearly defined role in the coalition that makes them feel valuable.*
- ***Relationships** – people want the opportunity to establish and build networks both personally and professionally for greater influence and support.*

- ***Reward** – people expect the rewards of participating in a collaborative relationship to outweigh the costs.*
- ***Results** – people respond to visible results that are clearly linked to outcomes important to them and that they can clearly link to their participation in the coalition.*

Source: The Community Toolbox, *Work Group for Community Health and Development, University of Kansas, USA***.**

EFFECTIVE STEERING STRUCTURES

Steering an alliance is different from managing an organization, as each member of the alliance maintains its own distinct identity and leadership.

An effective steering structure should meet the following requirements: *(adapted from GTZ, 2009:148)*

- It should strengthen ***ownership*** and members' self-reliance through a culture of participation and negotiation.
- It should be ***transparent*** – this strengthens confidence in the leadership through broad-based communication on decisions and the criteria on which these were based. Transparency is also about creating a climate in which conflict and failure can be discussed openly.
- It should be ***efficient*** in that it is simple to coordinate, making it possible to reach decisions without excessive transaction costs being incurred for consultations, negotiations and coordination.
- It should take into account the ***variety of perspectives*** and perceptions of stakeholders. It combines both "hard" data and more personal reports on individual experiences, (anecdotal) as well as different interpretations of these data.
- It should be ***sensitive to potential conflict***, making it possible to identify potential tensions at an early stage and to work these through. Compliance with the ethical principles outlined in Adhering to Ethics in Campaigning is important in that respect.
- It should be ***flexible*****,** allowing for swift decision-making, so as to respond to changes, e.g. in the environment, the personnel system and financial resources.

- It should allow for ***learning*** from patterns of action that help actors to take on new roles. An effective structure should help them practice new patterns of management action, for instance in communication and decision-making.

  It serves as a ***model*** **for organization**, stimulating and generating innovative and better ways of working in the alliance's partner organizations.

Other important issues to take into account:

- ***Gender balance in alliance leadership****:* alliances bringing together both women's groups and groups including men (or men's groups and groups involving women) may experience tensions, especially if there is a strong gender imbalance in campaign leadership. Such imbalances should be addressed openly so as to agree on decision-making mechanisms that are both democratic and gender-sensitive.
- ***Diversity in leading structures:*** Especially in larger campaigns, it may be crucial to *create leading structures that reflect the diversity of the alliance or of the society* as a whole – for example, by including representatives of different religious or other community affiliations.
- ***Participatory and democratic decision-making:*** This enhances the sense that the campaign is jointly owned by all alliance members. For decisions affecting the entire alliance, all members, or a representative body of members, should be consulted.

  Common options for reaching joint decisions are:

  (i) By ***consensus***, i.e. the decision is taken only if all members agree to support it (even if some may have reservations)

  (ii) By ***democratic vote***, i.e. the decision is taken if the **majority** agrees with it; it may be convenient to require a "super-majority", e.g. 70% of all votes, for well-defined strategic decisions.

  Reaching a consensus takes longer than passing a vote, but it increases the chances all members remain committed to the campaign. For example, an alliance that disagrees on some elements of its campaign issue may decide to focus campaign activities only on those elements all alliance members agree on. Conversely, a quick vote on a contentious issue may yield a faster decision, but a disappointed minority may choose to leave the campaign altogether. See also Overcoming Challenges in Alliances.

Checklist for successful partnerships

- *A joint coordination platform is established.*
- *Binding terms of engagement are defined.*
- *Joint milestones are defined.*
- *Conflict management rules are formulated.*
- *Different interests and expectations are taken into account.*
- *Mutual trust-inducing activities are taking place or are planned.*
- *Periodic evaluation of experience and joint success stories are made visible.*

Adapted from GTZ, 2009: 139.

OVERCOMING CHALLENGES IN ALLIANCES

It may take some time, and even a few crises, until an alliance is fully functional. The process of balancing different allies' interests is likely to continue throughout the lifetime of an alliance. It is a necessary and, if led competently, fruitful process, but it has its challenges that must be taken into account when planning the campaign:

- ***Compromise*****:** alliance members may need to relinquish some of their own ideas and interests to reach agreement with others. Under no circumstances, however, should essential principles of campaigning on VAW – such as the need to ground the campaign in gender analysis – be sacrificed. If the alliance cannot reach agreement on certain issues, it is advisable to proceed by consensus – i.e., to work on the issues members can agree on, and continue discussing or leave aside points of disagreement.
- ***Delays*****:** reaching a consensus can delay action, as alliance members may need to build trust, gain a common understanding of the issue and the strategy, and get used to working together. It can take time to clarify roles and responsibilities, but skipping these steps may jeopardize the success of a campaign.
- ***Transaction costs****:* Expenses related to coordination of the alliance, e.g. to secure meeting venues, provide meals or meeting supplies, time related to traveling to meetings, staff time used in negotiations and other activities linked to maintaining the alliance can be problematic when some members contribute more time or money

than others, or when costs are disproportionately high. Careful planning can reduce this risk.

- ***Crises:*** These may occur if there are existing tensions or conflicts between the participating organizations' visions, missions, interests and ways of working. Historical disagreements between alliance members may also create tension. One way to deal with crises is to have a clear system in place for conflict resolution that is acceptable to all participants. Please refer to the section on Managing Conflicts and Unforeseen Crises for more practical suggestions on how to deal with crises.

5.4 ACTION PLANNING

Who will do what, when, where and how? ***Action plans translate the campaign strategy into specific guidance for its activities.*** Depending on its scope, a campaign with several sub-strategies (e.g. communications strategy, fundraising strategy, exit strategy) may need several action plans for different types of activities. Even if a campaign strategy may appear straightforward and simple, action plans are needed to ensure effective use of resources and a distribution of responsibilities for all activities. See also Campaign Strategy in this module.

Campaign action plans should include the following items

- ***The campaign goal, outcomes or objectives,*** *as set out in the strategy, and an indication as to which specific campaign outcomes or objectives the action will contribute to.*
- ***The goals and outcomes or objectives of the specific activities*** *– for example, in an action plan for fundraising, the goal is to raise a certain amount of money for the campaign; the planned outcomes or objectives could be the amounts to be obtained from a number of identified sources, within a certain time-span. Planned outcomes or objectives should take into account both the* ***quantity*** *(e.g. number of persons who demonstrably take the action the campaign calls for, e.g. sign on to an internet petition) and* ***quality*** *to be achieved (e.g. types of behaviour change among the target audience).*
- ***Precise action steps****, i.e. the specific tasks and their components. What needs to be done first? What actions must be completed before others can begin? What activities are needed to motivate which target audiences to take the desired actions?*

An effective way to visualize actions per target audience is the matrix below, designed for policy/institutional change campaigns but also easily adjusted for behaviour change campaigns.

Key Audiences	*Level of Support or Opposition*	*Desired Action*	*Why Do We Want This?*	*Action We Will Take to Motivate the Audience's Actions*
Decision Makers (Primary audience)				
Pressure Makers (Secondary audience)				

Sort the necessary activities in roughly chronological order, and verify whether some activities deserve greater attention than others to set priorities.

- ***Task distribution**, i.e. who will do the specific tasks needed to carry out specific activities. When activities are sufficiently defined to distribute precise tasks, record the task distribution, e.g. on spreadsheets modeled on the template below. The column to the right ("status") is used for monitoring; milestones can be included under "expected outcome".*

Task (what, where)	**Responsible party (who)**	**Completion date (when)**	**Resources needed (how)**	**Expected outcome**	**Status**

- ***Milestones,*** *i.e. specific moments in the planned set of activities that mark the completion of a major step. For example, in an institutional fundraising strategy, key milestones could be: (i) at least "X" potential donors are identified, (ii) fundraising proposals are sent to a sufficient number of donors to cover at least "Y" percent of the campaign budget, (iii) "Z" percent of campaign budget is secured through approved donor grants.*
- ***An assessment of potential barriers*** *to implementing the actions, including risks and risk management.*
- ***Monitoring*** *arrangements. Milestones show progress in activities, but it is also necessary to monitor broader outcomes the campaign contributes to, and external developments. For example, in a media strategy, it is advisable to monitor (i) campaign activities and media coverage prompted by these activities, as well as (ii) other coverage on the issue that is not an outcome of the campaign, for timely identification of new opportunities and threats.*
- ***"What if?"*** *Plans don't necessarily work out as planned. For example, the institutional fundraising plan may fail if donors do not provide any grants. Be prepared by including a* ***contingency plan*** *to guide you through adverse situations. For example, the contingency plan should outline the steps to be taken if no donor grants materialize – will you suspend the campaign, postpone and re-design it, or cancel it altogether? What action will need to be taken for each of the three options?*

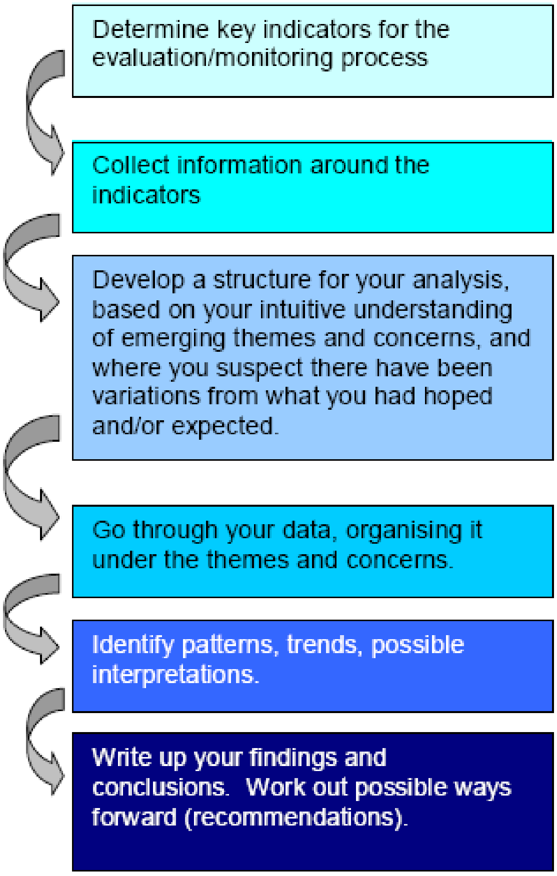
Source: adapted from Cohen et al., 2001. Advocacy for Social Justice: A Global Action and Reflection Guide.

5.5 MONITORING – KEY ISSUES

Monitoring is the continuous process of systematic collection of data and information to stay informed of campaign activities, their outcomes, and the degree to which campaign goals and objectives are being met. Monitoring the broader environment helps to recognize new opportunities – or threats that may jeopardize campaign activities and outcomes. Monitoring is essential to verify, at regular intervals, whether the campaign progresses as planned and whether context changes call for adjustments, e.g. different tactics. It is a key part of effective management and therefore needs to be a prominent item in campaign planning. See also When to Adjust a Campaign.

These are campaign management activities to ensure the campaign is run as effectively as possible, and to learn from experience. Monitoring tracks campaign implementation, while evaluation analyses the data and findings tracked to assess the effectiveness of the campaign.

Overall, the monitoring process could be visualized as follows:



Adapted from Shapiro, J., Monitoring and Evaluation, Civicus

For fuller guidance, please refer to Monitoring and Evaluation in this module.

5.6 ADJUSTING A CAMPAIGN

There are numerous scenarios that can mean that a campaign may not be able to continue as planned. For example, a few months into the campaign, it may become clear that the campaign is not likely to achieve its goal even though the strategy is implemented as planned. Perhaps a crisis has made it impossible to continue as planned. In another situation, unanticipated and relatively quick success might render some campaign activities no longer necessary. Sudden shifts in public policy may occur, or unexpected information may become available, shedding new light on the campaign issue, its causes and possible solutions, and calling for different or additional tactics and activities.

Campaigns, by their very nature, are never static. They will always require continuous modification and adjustment because no environment is unchanging, and the campaign team or alliance is likely to undergo change as well. Campaigns also mature and deepen as the campaign audience's understanding of the campaign issue matures and deepens.

To ensure strategic alignment, when planning adjustments to the campaign, it is important to review all steps of earlier campaign planning and strategy. This helps ensure the new elements of the campaign are well integrated into the overall plan and serve the campaign purpose.

How to determine if a campaign needs adjusting

- ***Monitor campaign activities and their outcomes*** frequently and regularly, especially in the early phases of the campaign. This helps to detect problems so that they can be dealt with before they become unmanageable. Monitoring activities and outcomes is also a good way to assess which activities the campaign team or alliance is most successful at – if these are very different from the original strategy, an adjustment should be considered.
- ***Monitor changes in the environment*** in close contact with relevant stakeholders. This makes it possible to anticipate new challenges and opportunities, and to gain time to devise an appropriate reaction. The context analysis should be updated at regular intervals, e.g. at quarterly team meetings. See also Situation Analysis in the Campaign Planning section.

- ***Monitor the use and availability of resources*** to check whether campaign resources are used efficiently, and whether the plans regarding the campaign budget, staff or volunteer time and use of other resources are realistic. It may also be necessary to regularly scan the environment for prospective donors and their calls for proposals.

For more information on monitoring to determine campaign adjustments, see Monitoring and evaluation in this module.

5.7 MANAGING CONFLICTS AND UNFORESEEN CRISES

CONFLICT MANAGEMENT

Since each actor in a campaign maintains its autonomy and its own agendas, conflicts are largely inevitable as the campaign progresses. They can be a natural, healthy part of cooperation, however, since ultimately, they demonstrate that people feel strongly about the work they are doing. Managed constructively, conflicts can be an opportunity to strengthen a campaign team or alliance and enhance the effectiveness of its work. Conversely, conflicts that are hidden or played down may weaken the campaign, as opposing positions may become entrenched and emotional responses may block solutions.

Common sources of conflict

Factors that may lead to conflicts in teams or alliances are outlined below (adapted from GTZ, 2009). For each factor, the alliance needs to find the balance that supports its campaign most effectively.

- *The* ***number of alliance members***: Coordination and negotiations are more complex when a large number of actors are involved; dissident groups and “free riders” (i.e. members that benefit from the alliance without contributing their resources) may appear.
- *The* ***composition of the alliance***: In a highly diverse alliance, differences, e.g. in the degree to which alliance members are gender-sensitive, may generate

misunderstandings and conflicts. On the other hand, in a homogenous alliance, competition between members may create difficulties.

- ***Dominant members*** (e.g. those who hog resources, or who are overly concerned with promoting their own visibility) may hamper effective collaboration where structures and decision-making processes are not clearly defined and respected.
- ***Growth in membership*** creates potentially stressful shifts in the power balance, especially when it comes with a change in the makeup of the alliance, but ***stagnation in membership*** may stifle creativity.
- *A* ***lack or excess of procedures:*** a lack of straightforward procedures can create or fuel conflicts, while excessive, confusing bureaucracy is likely to generate frustration among members.
- *The* ***degree of consultation:*** members who feel excluded from decision-making processes may lose their motivation. People affected by multiple discriminations must be empowered to participate equally.
- *The* ***time horizon:*** Maintaining momentum over several years is challenging, but a necessity in campaigning to end VAW, as the individual and policy/institutional changes needed to end VAW take time and follow complex patterns.
- ***Resources:*** If some alliance members must contribute an amount of time, money and other resources they consider excessive or that may conflict with the needs of their own organization, tensions may arise.

CONFLICT PREVENTION

Clarity on strategy, structure and procedures reduces conflict potential. Each meeting involving decisions affecting the campaign team or alliance should be documented in a short report, which is distributed to all members.

Cultivating "soft skills", such as respect for each campaign member's contribution, also plays a key role in conflict prevention. This is part and parcel of the ethical rules that campaigns should follow. In addition, ***regular consultation*** to ensure that members' voices are not only heard, but also taken into account, will go a long way towards limiting potential conflict.

Practical tips

The Kansas University Community Toolbox recommends the "6 R's" for maintaining engagement of all participants. You can address the R's in a continuous process of formal and informal consultation and feed-back within a team or alliance:

- ***Recognition** – people want to be recognized for their contributions.*
- ***Respect** – people want their values, culture, ideas and time to be respected and considered in the activities of the group.*
- ***Role** – people want a clearly defined role in the coalition that makes them feel valuable.*
- ***Relationships** – people want the opportunity to establish and build networks both personally and professionally for greater influence and support.*
- ***Reward** – people expect the rewards of participating in a collaborative relationship to outweigh the costs.*
- ***Results** – people respond to visible results that are clearly linked to outcomes important to them and that they can clearly link to their participation in the coalition.*

CONFLICT ANALYSIS AND RESOLUTION IN GROUPS

"Be resilient when things go wrong: it is not just the problem, but how it is handled that makes or breaks a situation". (WOMANKIND, 2008: Stop the Bus! I Want to Get On...)

If conflict does occur, spending the time to analyze the source and nature of the conflict is important to effectively manage the situation. In crises that appear insurmountable, changing the alliance or the strategy can often offer solutions. This may include:

- ***Adjusting** the campaign strategy in a way where the changes do not reduce the campaign's chances to reach its goal;*
- ***Growing** the alliance, as the arrival of new members is likely to change the team dynamic; or*
- ***Shrinking**, splitting or dissolving the alliance as a painful option of last resort. If maintaining the alliance jeopardizes the campaign goal, this is a legitimate choice.*

Ultimately, however, conflicts do yield useful insights and lessons. They need to be acknowledged and addressed in monitoring and evaluation processes so as to generate learning. Analyzing the likely causes and triggers of conflicts, and the ways in which the alliance has overcome them, generates vital learning for the alliance and future campaigns.

The following are some tools to analyze and mitigate conflict:

Analyzing the conflict

Triangulation

Any conflict of relationships and interests comprises three basic elements: the two parties to the conflict, and the issue at stake that is giving rise to the conflict. The two parties to the conflict normally hold contrary positions. They are each annoyed by the other actor; attempt to weaken the other's position and to strengthen their own. Triangulation then aims to transform these positions into different interests. This takes place in three phases:

1. *We hold contrary positions. The other actor is the problem; he/she is inflexible and stubborn. We stick to our position, because we're right.*
2. *We focus on the issue at stake. We see the issue differently, and we recognize the fact that our interests are different.*
3. *We study the issue in greater depth. We find that exchanging different perspectives and negotiating our interests leads to a compromise or a viable agreement.*

A meeting where parties to the conflict can explain their points of view calmly and without interruptions (such as hostile questions) may help to situate the problem. Everyone involved in discussing the conflict should be encouraged to make a mental separation between their observations, feelings, needs and requests, and state these separately. It is important to appreciate everyone's contribution to the discussion, even if opinions differ.

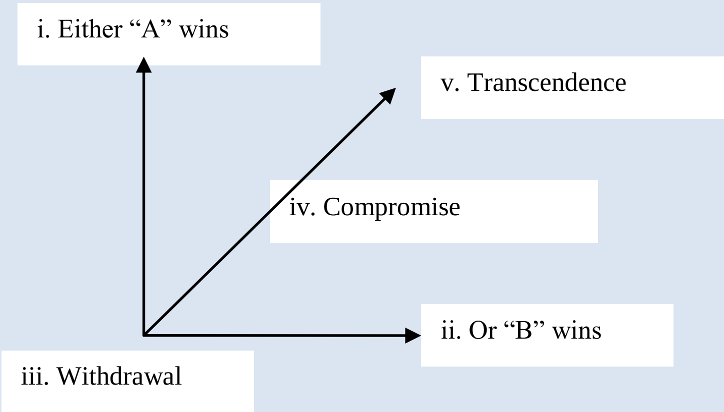
Source: adapted from GTZ, 2009.

Devising solutions

The ***conflict diagram***, developed by peace and conflict scholar Johan Galtung (2000, *Conflict Transformation by Peaceful Means: Participants' Manual*), can be a highly effective tool to explore the conflict parties' positions and find "win-win" solutions as a group.

Practical Instructions: Conflict Diagram

If the conflict opposes two clearly diverging opinions, e.g. on the strategy to be adopted, a conflict diagram is a useful tool to explore alternatives.



Draw the diagram on a flip chart. The vertical and horizontal axes stand for the extreme positions of the parties "A" and "B" respectively. Explore potential solutions, e.g. brainstorm on different options and write them on cards. Then place the cards in the space in-between the axes. The diagonal line shows where the diverging interests can come together. In "withdrawal", both parties end the cooperation; in "compromise", each party gives up part of its position; in "transcendence", both parties win.

External moderation

If many participants have a stake in the conflict or if the conflict cannot easily be solved internally, it may be useful to invite an experienced neutral facilitator for the meeting.

Tips for the moderator

*The ability to act appropriately in conflict and in a manner that will be accepted by the participants presupposes an ability to **both empathize and remain objective**. We should ask ourselves the following questions:*

What is going on here and what is at stake?

How do I obtain the information I need in order to gain a first overview?

What is my role? To what extent am I a participant in the conflict?

What do I need that I haven't got in order to help transform the conflict?

Source: GTZ, 2009: 91.

DEALING WITH UNFORESEEN CRISES

Any campaign strategy should take into account existing weaknesses and threats, and plan for mitigating likely risks. But unexpected crises may still happen: e.g. a campaign spokesperson turns out to perpetrate violence against women and girls (VAW), a major quarrel unsettles campaign leadership, or a sudden external event, e.g. a natural catastrophe, disrupts activities. The following steps can be taken to mitigate a crisis.

Practical tips for crisis mitigation

1. ***Identify the crisis and your options.*** *If a crisis surges, find out -*

- *What exactly happened? If possible, consult different persons so as to obtain a fuller picture. Listen carefully. Do not blame anyone for what happened unless there is unequivocal, proven evidence.*
- *Who is affected by the crisis (e.g. specific alliance members, or sectors of the target audience)?*
- *What aspects of your campaign strategy and "tactics" are affected or threatened by the crisis?*
- *What are possible ways out of the crisis, and who needs to take action?*
- *Analysis prepared in the earlier phases of your campaign, e.g. problem trees, actor maps and risk analysis, can be used to locate the crisis precisely and identify possible options.*

2. ***Deal with the crisis:*** *Based on your findings, decide on the action to be taken. Decisions should be taken according to the agreed team or alliance procedures. If, in an emergency, you cannot contact others before taking necessary immediate action, then* ***inform all relevant campaign members*** *at the earliest possible moment and decide together what further actions must follow.*

3. ***Assess what happened.*** *When the crisis is over, evaluate as a group:*

- *How did the crisis come about? What were the factors leading to it? Can you avert future crises by working on any of these factors, which could be internal or external?*
- *How did you deal with the crisis? What was helpful, what not?*

4. ***Learning from crises*** *should be shared with others in the team or alliance so as to prevent the same mistakes. Campaign* ***evaluations*** *should examine crises and the lessons drawn from them.*
5. ***Crisis Prevention:*** *Careful campaign planning, and establishing partnerships and alliances on a solid basis of clear responsibilities and processes can protect you from internal crises. A* ***risk assessment*** *(see Risk Analysis in Campaign Planning) enables you to create a contingency plan, which outlines how to manage foreseeable problems. Regular* ***monitoring*** *of campaign activities and their context helps to detect* ***early warning*** *signs – in time to prepare for action and adjust elements of the campaign as needed.*
6. ***Consider exit:*** *If adjustments in the strategy and practical plans, changes in campaign leadership and appropriate conflict management fail to bring the crisis to a satisfying end, assess whether the campaign is still likely to reach its goal even if the crisis remains unresolved, and whether the benefits of continuing to campaign outweigh the likely damage caused by the crisis. See also Exit Strategy in Campaign Strategy above.*

5.8 GROWING A CAMPAIGN

By definition, a successful campaign expands as it attracts growing public support. Growth may happen gradually, or in larger, planned steps as part of a scaling-up strategy that brings the campaign to a new dimension. In both cases, alignment with the existing strategy and strategic planning for necessary adjustments are of key importance. Guidance on scaling-up strategies is available in Scaling Up under Campaign Strategy in this module.

Alliance growth

Alliance growth is a typical means of expanding and scaling up campaigns. A campaign initiated by a single organization, or by a small group of allies, can reach “new” geographic areas and types of target audiences by partnering with additional organizations and individuals. Organizations with large constituencies and influential actors that are not commonly involved in campaigning against VAW can help mobilize new audiences. Such organizations include for example, religious groups, schools, professional associations, among others.

Example: *The* **We Can *end all violence against women*** *campaign in South Asia, launched in 2004 by the Oxfam Great Britain Regional Office, has built on small groups of individuals from a range of organizations (such as development NGOs, women's groups, youth clubs, schools, government departments, and professional associations) to create national, State/provincial, district and village-level* We Can *alliances. The local alliances develop their own activities within a broad campaign framework. As of 2010, some 2.400 organizations are part of the* We Can *South Asia alliance.*

See the We Can Campaign website for more information.

Expanding a women's alliance, or an alliance experienced in working on gender issues to "mixed" groups (that include men and boys unfamiliar with gender issues, for example) can also be an effective way to reach new target audiences. As alliance members may have different levels of gender sensitivity, gender training and dialogue on gender issues should be routinely integrated into campaigners' induction and training, and team meetings. It is important to create a supportive environment for new team members, e.g. by focusing on the useful contributions they can make to the campaign more effective rather than emphasizing differences in gender sensitivity that need to be overcome. See also Lessons on Stakeholders: Working with Men and Boys in Introduction and Key Concepts in this module.

Alliances involving both government and civil society organizations can reach out to large and diverse campaign audiences, as demonstrated in major behaviour change campaigns (e.g. on public health issues such as HIV prevention, etc). However, it is important to be aware of different work styles – for example, government institutions may need to follow more complex internal approval procedures than NGOs, which can slow down decision-making within the campaign alliance. Campaigns for policy/institutional change are usually driven by civil society organizations, but that does not exclude formal or informal alliances with public institutions or decision-makers who support the campaign goal and strategy. In both types of campaigns, it is advisable to consider the risk of the campaign being misused by powerful alliance members e.g. to promote themselves or a specific political party.

For guidance on how to build an alliance see Practical Steps in Alliance Building under Campaign Strategy/Building and Framing a Campaign Alliance.

Taking up growth opportunities

A successful campaign mobilizes public support, e.g. in the shape of active supporters ready to contribute their skills and time to the campaign, or in the form of private donations and institutional grants.

When assessing growth opportunities for campaigning, the following are useful to note:

- ***Extra funding and material resources*** can be harnessed in a variety of ways, including for instance, to increase the number of public activities (e.g more community outreach forums, exhibitions, demonstrations), to multiply communications (e.g. more posters and more air-time), or diversify communication channels (e.g. social media on the internet). Spending extra money strategically can be relatively uncomplicated, if effective campaign management, including monitoring and financial control systems, ensures the resources are spent to maximum effect. See Campaign finances and fundraising for guidance on budgeting and fundraising.
- ***Managing a growing body of volunteers*** can be challenging. Any campaign which includes a strong mobilization component should include in its strategy a ***plan as to how to support new activists***, which should make it clear which campaign team or alliance members are in charge of supporting which activists. Public events (e.g. rallies) and activists' kits should be designed to motivate new campaigners and ensure the campaign message will be passed on accurately and effectively. Further information on Activists' Kits is available in Campaign Communications.
- ***Unexpected growth opportunities:*** A large campaigning organization, or an existing campaign alliance, may spontaneously propose to join a campaign. An institutional donor may offer an unexpected sizeable grant. Before deciding for an immediate expansion, it is important to weigh the potential advantages of such growth against the transaction costs. Will rapid growth enhance the chances to produce the planned outcomes and reach the campaign goal? What are the risks involved, and how can they best be managed? Are there any objectives that might not be reached as a result of the necessary changes? Will the principles

and ethics of campaigning to end VAW continue to be fully respected? A full re-run of the strategic planning process may be needed before a major growth opportunity can be taken up.

5.9 CONCLUDING A CAMPAIGN

REACHING GOALS

From a campaign management point of view, campaigns must have end points. The exit strategy normally determines the end point of a campaign. But when has a campaign truly attained its goal? For example, in a campaign for harsher punishment of rape, the campaign may end as soon as the criminal procedure code has been reformed accordingly, or it may continue until judges actually implement the reformed code in a sufficient number of rape cases. An awareness-raising campaign may stop as soon as a survey shows that the target audience can recall the campaign message, or it may continue until there is evidence that this knowledge actually leads to changed behaviour, e.g. an increase in survivors reporting VAW and seeking specialized support, or reduced occurrence of harmful traditional practices such as female genital mutilation/ cutting (FGM/C) or child marriage.

One can envisage several ***broad stages and phases*** of a campaign, e.g.: (i) campaign launch, (ii) subsequent campaign activities (including monitoring and evaluation), (iii) if the goal is attained: public celebration, e.g. in a rally and/ or a press conference, (iv) monitoring further developments, e.g. implementation of the changed law, (v) if needed, design of a new campaign phase, which may define a new end point for the campaign.

TERMINATING OR TRANSFORMING A CAMPAIGN ALLIANCE

At the end of a successful campaign, an alliance may choose to disband itself, or to generate an organization that monitors or accompanies the changes attained through the campaign. It may also wish to scale-up, to broaden its impact across wider target audiences, sectors, geographical areas, etc. In addition, it may decide to assist another organization or alliance which, inspired by the campaign, would like to emulate its model.

For guidance on exit, adapting and scaling-up strategies or how to transfer a campaign model to others, see Exit, Adapting and Scaling-up Strategies under Campaign Strategy.

Example: *The* **Women's Initiative for Gender Justice** *(WIGJ) was created by the* Women's Caucus of the ICC *upon completion of its successful advocacy campaign to ensure gender-based crimes are fully part of the International Criminal Court (ICC) mandate and procedures.* WIGJ *is based in The Hague, monitors ICC activities and takes action when women's issues may be neglected by the ICC. For example,* WIGJ *organized a visit to Northern Uganda in 2004 when it appeared that crimes against women did not receive sufficient attention in the Court's on-going investigation of the situation. After that visit, the ICC contacted some of the women's groups in Uganda to address this gap.*

Source: Personal communication with Vahida Nainar, former Director, WIGJ.

ISSUES TO CONSIDER WHEN ENDING A CAMPAIGN

If a campaign does not reach its goal, is it a bad campaign?

In an unfortunately not uncommon scenario, the planned time-span for the campaign has elapsed; activities have been carried out as intended; and resources have been depleted. But the goals have not yet been reached, the outcomes produced are disappointing, and there are no resources available to continue.

Thorough strategic planning and regular monitoring can reduce the risk of such disappointing situations, but ultimately, even a good campaign can fail, as there are often many external factors at play which lie beyond the control of campaigners. Such factors can include unexpected shifts in the public policy environment, natural disasters, political crises, economic downturns, etc.

In addition, perhaps the wrong goal was chosen, but valuable outcomes have still been achieved. These outcomes can help shape future efforts to re-strategize and modify goals in new or revived campaigns.

To draw lessons for the future, it is useful to:-

- **Evaluate the campaign**: what are the internal and external factors that have hampered goal attainment? What could be done in the future to remove these obstacles?
- **Mitigate potential harm**: If it is unlikely to attain the goal through more campaigning, steps must be taken to limit possible harm for the target audiences. What other initiatives and organizations are active on the campaign issue and can offer support to VAW survivors who may need it? These should have been mapped early in the strategic planning process. VAW survivors and others affected by VAW should be referred to these initiatives.
- **Raise more resources**: If promising ways of overcoming difficulties have been identified, options for renewed fundraising efforts should be considered. Conversely, campaigners could also choose to continue on a minimal budget, adjusting goals, outcomes and activities accordingly.
- **Sharing lessons learned:** to prevent future campaigns from running into the same difficulties, even bad experiences should be made available to others.

Dissemination of learning and global knowledge sharing

Whatever the outcome of a campaign, lessons learnt and key findings from evaluations should be shared widely within the campaign alliance and among other campaigners, possibly world-wide, so as to build a body of knowledge for future reference. Learning can be disseminated in many ways, including specialized journals, speeches at relevant conferences and meetings, and information portals, e.g. the UN WOMEN Virtual Knowledge Centre, C-Change: Communications for Change website (USAID), or the BRIDGE gender and development website. Because the local context can vary so widely in any given situation, before using any learning materials in their campaigns, campaigners should pre-test these, or evaluate their content with their prospective audiences in mind. This can be done for example, through focus groups, through consultation with those who shared the evaluation of their campaign, or even through having external specialists in the field who are not familiar with the campaign read and comment on lessons learnt.

Dissemination of learning has long been neglected in campaigning on violence against women and girls; only in recent years have evaluations – particularly the few on VAW and behaviour change campaigns – started to be publicized. Please refer to Sample Campaign Evaluations in the Monitoring and Evaluation section of this module, and the Tools Section of the Virtual Knowledge Centre for more information and links to existing evaluation reports.

6. CAMPAIGN COMMUNICATIONS

OVERVIEW

"The way in which the message is delivered is just as decisive as its content"

- Baecker, D., 2007*. Form und Formen der Kommunikation,* Frankfurt, Germany

Campaign communication is the process by which public events, print materials, audio-visual media, the internet, and other channels are used to inform, influence or mobilize target audiences, with the ultimate aim of achieving the campaign goal. Communication is the very essence of campaigning, as one must communicate with others to gain their attention and prompt them to take action. It is a decisive element in any type of campaign to end violence against women and girls (VAW).

Effective campaign communication is **multi-pronged**. Combining different techniques and tools enhances the chance the audience notices the campaign message, remembers it and takes the action needed to attain the campaign goal.

Strategic communication is results-oriented, evidence-based, "client"-centered, participatory, benefit-oriented (i.e. the audience perceives a benefit in taking the action proposed), multi-channel, high quality and cost-effective (O'Sullivan et al, 2003*. A Field Guide to Designing a Health Communication Strategy*). Effective communication strategies are purpose-driven and rest on robust, evidence-based knowledge of the attitudes, ideas, aspirations and preconceptions of the target audiences. Such understanding is best built through formative research, and close cooperation and consultation with stakeholders when designing the communication strategy.

This section begins with a summary of "Do's and Don'ts" in campaign communications, and then explains the main steps of designing the campaign message and a communications strategy. A broad spectrum of commonly used communication media, techniques and tools is presented.

For readers who are in the design phase of their communication strategy, it is recommended to start by going to the sections on Do's and Don'ts, Communication Strategy and Crafting the Campaign Message.

DO'S AND DON'TS

DO:

- ***Plan:*** As part of the overall strategic planning process, carry out a deliberate strategic communication planning process to devise and write down an explicit communication strategy. Ensure all campaigners know and support the communication strategy and its different elements.
- ***Understand your audience***: Undertake participatory research to define and understand target audiences precisely and choose the communication channels, techniques and tools most likely to reach them. Adapt your message, techniques and tools to the target audiences, diversifying methods so as to speak to all the segments of the audience that need to be reached.
- ***Combine channels and tactics***: Combine different communication channels, techniques and tools to reach target audiences in a range of settings and situations. Broadcasting messages via mass media is more likely to prompt lasting behaviour-

change when combined with interpersonal interventions, in partnership with, for example, community organizations, schools and health providers (VicHealth, 2005: *Review of Communication Components of Social Marketing...* and Promundo/WHO, 2007). These can include engaging audiences in direct ways such as through media interviews or profiles, listener call-in radio segments or TV talk show formats, among others.

- ***Keep abreast of new modes of communicating***: The use of the internet and other modern technologies, through social media networks, Youtube, text messaging, Skype etc., is no longer a new phenomenon. Understanding how these work, and exploiting their potential for conveying messages rapidly to mass audiences, and mobilizing quick action, can be extremely beneficial to a campaign's success.
- ***Pre-test:*** Plan for ample time to check and re-check all messaging and communication materials with stakeholders, partners and members of your target audiences, through consultations, focus groups, feedback sessions, etc. Find out about other campaigns and how they have reached similar target audiences. Consider copying successful elements of other campaigns. Refer to Leading Initiatives, as well as access the References and Resources List at the end of this module for links to current campaigns.
- ***Call for action in a straightforward way:*** One simple message that calls for clear action has a better chance of being understood than complex, multiple messages.
- ***Value stakeholders' and target audiences' existing efforts to end VAW***: Show how your campaign can complement or build on this, and help them to reach their goals.
- ***Be prepared for unexpected*** communications opportunities and emergencies: For example, this could take the form of a media attack against the campaign (emergency), or an influential public figure may change his mind about the campaign issue and be willing to speak out publicly in support (opportunity). Any unexpected developments should include preparation of response messaging to react quickly, in order to either seize opportunities or mitigate crises. Where possible, the communications strategy should outline a number of potential unforeseen scenarios, and include specific related action plans to respond decisively.
- ***Respect ethics***: Ensure messages and their delivery, are gender-sensitive and consistent with human rights, and do not reinforce negative stereotypes about women and men, and their roles. Address concerns of those experiencing multiple discriminations (e.g. because of disability, age or descent) by involving them in planning your communication strategy, and facilitate their participation in campaign events (e.g. by providing sign language translation). See also Adhering to Ethics in Campaigning under Guiding Principles in this module.

Ethical issues to consider when developing campaign communications

- ***Assess risks when using testimonies and appeals for action by VAW survivors.*** Testimonies can be a powerful means to raise interest, but may cause harm for the survivor, such as psychological re-traumatization, unsupportive or hostile reactions from members of her community, or violent, potentially lethal assault. Discuss these risks with VAW survivors who intend to appear in public and verify whether their security is not under threat. Ensure there is someone who can comfort and support the VAW survivor in case of a crisis, e.g. psychologists, social workers or – if specialized support is unavailable – trusted friends. Additional precautions must be taken when working with girls who have survived VAW.

- ***Do not use any information on specific cases of VAW that could make it possible to identify those concerned, unless there is informed consent***. A possible exception is “naming and shaming”, i.e. publicizing proven violations perpetrated by well-known personalities, as a deliberate campaign tactic. In this case however, it is crucial to consult with the survivors affected by the case and obtain their full consent, and to present the issue in a way that protects the survivors’ dignity and privacy.
- ***When selecting men as advocates for ending VAW, reduce risks through a vetting process,*** i.e. research and consult on their background to ensure they uphold women’s rights; ask them to sign a statement saying they have never used violence. Past histories of violence can derail the best campaigns!
- As with all communication materials related to women’s rights, ***promote empowering messages, and abstain from presenting VAW survivors as passive victims who cannot change their situation.*** It may be necessary to coach any VAW survivors who give their testimony so that they can present their stories in a way that is moving, respectful and empowering for them.

Please see Adhering to Ethics in Campaigning for a fuller discussion of ethical issues to bear in mind.

DON’T:

- ***Betray*** principles of gender-sensitivity and ethics for the sake of getting more attention (e.g. by displaying nudity or sensationalist images).
- ***Exclude people affected by multiple discriminations*** from campaign activities, whether deliberately or by unintended omission.
- ***Adopt a negative or confrontational stance*** (e.g. by blaming all men for VAW), or belittle or disparage the work of others who are working to end violence against women and girls, even if their efforts have reaped little success. Instead, build on experience accumulated by others, and explore constructive ways in which existing efforts can be improved and errors corrected.
- ***Get distracted by fads or gimmicks:*** Just because a communication channel or tool appears attractive (e.g. SMS campaigning, or offers by companies for free advertising in exchange for marketing their products), this does not mean that it is appropriate for your particular campaign. Gimmicky communications activities can sometimes backfire, distracting or turning your target audience away from your core message. It is important to research the benefit and consequences of using different types of channels or tools to see if these will work in your context and to your advantage.

6.3 DESIGNING A COMMUNICATION STRATEGY

KEY STEPS IN DESIGNING A COMMUNICATION STRATEGY

Effective communication is driven by the purpose of the campaign: what must change and who needs to be reached so as to bring about change? Within the overall campaign strategy, the communication strategy defines how to capture the attention of the target audiences and convey a compelling campaign message.

During the campaign planning process, the problem has been identified, the situation analyzed, the stakeholders and target audiences identified, and the campaign objectives or intended outcomes set. This forms the basis to begin crafting a communications strategy.

The following are the mains steps involved in developing a communications strategy:

1. ***Set the communication goal and objectives***: In some campaigns for behaviour-change, communication goals and objectives may be identical to the overall campaign goals and objectives (e.g. to "break the silence" on domestic violence). More commonly, communication goals vary according to different target audiences. This is the norm in advocacy campaigns as primary and secondary target audiences need to be reached differently and will likely take different types of action.

For example*: campaigns for more effective laws to prevent VAW often include two distinct communication objectives, to: (i) alert law makers (i.e. the primary targets) to gaps and inconsistencies between national laws and ratified international treaties, e.g. CEDAW and the Convention on the Rights of the Child, and (ii) stimulate voters to demonstrate their support for a new national law incorporating international standards, e.g. by signing a petition.*

2. ***Develop key messages that effectively speak to target audiences***: Messages should be tailored to resonate with the target audience(s) – various versions of the message may need to be prepared to reach different audiences. For example, the message that 'violence against women is a violation of human rights' could be understood differently by a parliamentarian, a religious leader, or a village elder. It may need to be adjusted – while maintaining the essence of the meaning – to be better understood. It is also important to consider who will deliver the messages, i.e. the "messengers". For example, behaviour-change messages resonate better from peer groups of the target audience, but awareness and advocacy messages might resonate better from celebrities and politicians. See also Crafting the Campaign Message below.

Examples:

Australia: *The state-wide public education campaign '****Violence Against Women: It's Against All the Rules'*** *run by the VAW Specialist Unit in New South Wales, Australia in 2000-2001, specifically aimed to build community capacity to confront the issue of VAW by involving high-profile sportsmen to deliver the message to young men that such behavior is unacceptable. One of the key evaluation findings of the campaign was that the use of 'sports language and terms' to phrase the campaign message added to the masculine appeal of the campaign, as it stressed the fact that the message was being delivered by men to men (and importantly, 'iconic/role model' men to other men). This aided men's comprehension of the message – 'violence against women is wrong'. Also, the strong, clear image of sportsmen was the 'hook' that captured men's attention – the majority of men surveyed (89.06%) could recall at least one of the sports personalities featured. Read the campaign case study.*

Mauritania *– A project started by midwives in Mauritania to assist survivors of sexual violence benefited immensely from the participation of local imams. The Mauritanian Association for Mother and Child Health (AMSME), a local NGO, was funded by UNFPA* *and others to increase their training and community education activities around sexual violence. AMSME provides a variety of programs for women and girls, but one of their key strategies in working to change public opinion was to bring imams on board with the project. Project founders targeted progressive imams and gained their support. Imams attended local sensitization workshops and justified the project as a humanitarian program that would benefit the suffering and vulnerable. Imams ultimately developed religious rationales for project activities such as counseling and providing medical care to rape victims. Imams gathered evidence from the Koran and took it to police, magistrates, and government officials to garner support for assistance to rape survivors. See: UNFPA, Programming to Address Violence Against Women: 10 Case Studies, 1-10 (2006).*

3. ***Identify effective communication channels, techniques and tools:*** One can distinguish between *interpersonal channels* (one-on-one contact), *community-oriented channels* that use existing social networks, and *media channels* (including modern mass media such as radio and TV, "new media" such as the internet and SMS, and "folk media", e.g. story-telling and traditional cultural performances). What are the techniques and tools that are most likely to effectively reach the audience(s) through these different channels?

Example:

WITNESS is a human rights organization that focuses on educating activists and campaigners on the use of video as a tool for change, and using the internet as a powerful channel to disseminate films and images. See digital video for more information and guidance.

Evaluations suggest that behavior change campaigns are most effective when they keep repeating the message (a technique) and combine different channels, including person-to-person contact.

4. ***Map accessible communication resources***: These include for example, media production skills, access to free air-time or *pro bono* work by experts, and availability of suitable materials from other (e.g. international and national-level) campaigns.

5. ***Set and monitor time-lines, milestones and indicators in action plans:*** As described in *Action Planning* and *Monitoring and Evaluation in this module,* a communications action plan helps to translate the strategy into specific guidance for its activities, while monitoring helps to verify, at regular intervals, whether the strategy is progressing as planned, and whether context changes call for adjustments, e.g. different tactics.

6. ***Write up a communication strategy document:*** This is essential to clearly define, layout and track all the key steps mentioned above. A written document can also be

shared easily with all campaigners to ensure that everyone is 'on the same page', in terms of messaging and how communications activities will be conducted.

Issues to bear in mind:

- ***A communications strategy may need to be adapted*** during the campaign to respond to new challenges and opportunities. For example, a counter-campaign by actors opposing your goal may prompt you to target new audiences; or sudden, externally imposed restrictions on campaign activism may require adjustments in planned activities. Specific communication activities or materials may turn out to work more effectively than others, which may prompt you to increase successful activities and reduce those that do not seem to work. New partners may emerge with offers of support that may require adjustments in the strategy.

- ***For marginalized groups,*** particularly those experiencing multiple discriminations, mass media may not necessarily be the best way to reach them especially if this is not in a language they understand, or via a channel they have access to. Some rural minority communities for example, may not understand the national, mainstream language, and they may not have proper access to radio, TV or the internet, making print materials more useful in this case (including pictorials for illiterate communities). In some contexts, specialized media that targets marginalized groups may exist – such as print media in Braille; radio or TV stations that broadcast in minority languages. It is useful to research how effectively these can be utilized in campaign activities. In addition, community-level work, e.g. through trained activists who are part of or familiar with the target communities, can be an effective way to reach marginalized groups. Please refer to the section on Community Mobilization for more guidance.

ESSENTIAL FACTORS FOR AN EFFECTIVE COMMUNICATION STRATEGY

- ***Carrying out a full strategic planning process*** for campaign communications that fits in with and fully complements the overall campaign strategy. See Campaign Planning and Campaign Strategy for guidance on how to embark on the strategic planning process.

- ***Formative research and participatory planning*** in co-operation with representative members of the target audiences, so as to enhance the chances the message will be heard and acted on. In large-scale campaigns involving mass communication, it is recommended to partner ***with social research institutes*** for robust data and analysis. Campaigns that operate on a tight budget can apply ***participatory assessment methods*** as in development work, e.g. participatory rural appraisal (PRA) tools. Basic data obtained from relatively small samples need to be verified in subsequent assessments, e.g. when pre-testing, adjusting and re-testing campaign communication tools. See UNICEF's *Participatory Assessment Tool*, developed for use in working on violence against children, but also applicable to violence against women.

Example: *In preparation for the development of the serial radio drama* ***Dealers/Troco*** *to raise awareness for human trafficking, and advertise its help line, the IOM's Southern Africa Counter-Trafficking Assistance Programme (SACTAP) conducted formative research including interviews with 100 migrant people living in Johannesburg. Precise* *sub-themes for the campaign were identified, such as xenophobia, harassment and corruption by police and immigration officials, as well as some of the root causes of migration. Having first-hand interviews was essential to keeping the story in the radio drama rooted in real experience (Graham, 2008).*

Listen to the Dealers/Troco radio serial.

- ***Using different channels and different media*** that have the greatest chance of producing the intended outcomes (e.g. enhanced knowledge or a specific behaviour-change). The campaign message has greater chances to be heard if people encounter it in different settings. Ensure the key points of the message remain clear and unambiguous as the message is adapted to different audiences and different media.

- ***Pre-testing communication materials and tools, and monitoring communication outcomes*** will help ensure the audience will actually understand the message in the intended way, and prevents wasting campaign resources. It is advisable to share campaign tools with members of the target audiences who have not yet been involved in campaign planning and ask them to describe what they see and how they feel about it, how they interpret the message, and what action, if any, they feel compelled to take. Focus group discussions are a good way to obtain such qualitative information. If pre-testers suggest substantial changes, the communication materials must be adapted and reviewed in a second pre-testing loop before full-scale production. Longer brochures or reports can be broken up into shorter sections and sent for feed-back to colleagues who may be interested in the subject for their own work ("peer vetting"). For audio-visual materials, one can record a "draft", (low-cost version) for pre-testing. It is worth the effort, and can save time and money in the longer run.

Example: *A pre-testing workshop of posters for a campaign against domestic violence in Kisumu (Kenya) yielded astonishing insights. Villagers were asked to describe what they saw on a poster depicting a man standing in a room with a raised fist and a woman lying by his feet. One man answered, "The man is angry because his wife is wasting money"; others assented. Further questioning revealed that it was the elaborate braided hair-style that distracted the community members from the key message of domestic violence. Having one's hair styled in that manner was considered a time-consuming process and expensive!*

After the poster was adapted to show the female protagonist with a short, simple haircut common among Kisumu rural women, viewers easily recognized that the image was depicting a domestic violence scene.

Source: Stella Maranga, OXFAM, private communication

"Why" questions applied to communications tools and activities

"Why" questions are a simple way to test the envisaged tool or action against the overall strategy. Just ask, possibly in a group involving members of the target audiences, **"Why do we want to use this tool?"** and keep questioning the answers until you have completed at least five rounds of questions and answers.

For example, in a campaign that was assessing the use of bus advertisements as an effective way to reach audiences (adapted from *Empowering Messages: What You Should Know: Strategic Communication and Gender-based Violence*, Media Monitoring Africa):

Q1. Why are we doing this bus poster campaign against domestic violence?
A1. Because this is the best way of getting our chosen audience to notice our message.
Q2. Why do we want them to notice it?
A2. Because if they notice it, we believe they will react positively to it.
Q3. Why do we want them to react to it?
A3. If they react, it will increase awareness and prepare them for changing their behaviour.
Q4. Why do we want them to change their behaviour?
A4. If women know that X,Y,Z are all forms of violence, and they can call the "AAA" service for confidential legal and financial assistance, they may access the service and be empowered to leave their partners or find information for family and friends, thus reducing the incidence of domestic violence in their lives.
Q5. Why is stopping domestic violence so important?
A5. Because domestic violence is a form of gender-based violence, which is a violation of human rights with many negative consequences. It needs to be stopped because the more commonplace it becomes, the more acceptable gender-based violence becomes.

You can also devise questions that focus more on the theory of change, e.g. *"why would they change their behaviour if they notice the bus posters?"*

SAMPLE COMMUNICATION STRATEGIES

The UNIFEM publication guide on strategic communications to end VAW, *Making a Difference: Strategic Communications to End Violence Against Women* (2003) includes presentations of effective campaign communication strategies which can serve as models.

The **EQUITY Tanzania** *communication strategy for its campaign promoting effective Implementation of the Sexual Offenses Special Provisions Act is a good example of a straightforward communications document. On one page, it summarizes the problem, the planned intervention, the anticipated change, the indicators for success, and the communication channels. The second page visualizes the stakeholder analysis and the timeline; it lists the media that have agreed to support the strategy, and discusses* *issues of sustainability. The document is available in [Making a Difference: Strategic Communications to End Violence Against Women]* (UNIFEM, 2003).

The **Soul City Institute for Health and Development Communication *Soul City (South Africa)*** *uses multi-media 'edutainment' to inform the public, raise awareness, and foster change in attitudes and behaviours related to key health and development issues.* Soul City *Series 4, which addressed violence, has included:*

- *A 13-episode prime time television drama*
- *A 45-episode radio drama in nine languages*
- *Distribution of three full-color information booklets (with a nationwide distribution of one million copies each)*
- *Community events (including school-based programmes)*

Formative research to develop and pre-test communication tools with experts and target audiences (men and women 16-65 years old from metropolitan and rural areas) accompanied the planning, implementation and evaluation of the communication strategy.

Results: *Soul City 4 reached 82% of the population in South Africa. Qualitative and quantitative research noted small increases in knowledge and awareness on domestic violence and related laws and services. However, in the short-term (less than a year), no changes were reported on key attitudes, including: "As a head of household, a man has the right to beat his wife", despite an overall 11% increase in the proportion of men that indicated that women never deserve to be beaten. These contraditictions demonstrate the complexity of measuring attitudes regarding violence and that change is a long-term process.*

Read the Soul City case study.

That's Not Cool (USA) *is a public education campaign run by the US Family Violence Prevention Fund (now called Futures without Violence), the Ad Council and the US Office on Violence Against Women (OVW) to prevent teen dating abuse. It summarizes its strategy as follows:*

Objective: *To prevent teen dating abuse by helping teens acknowledge that digital infractions can be a form of abuse.*

Guiding Spirit: *Draw your digital line.*

Key Message*: Digital violations can be forms of abuse.*

Desired Response*:*

- *Visit ThatsNotCool.com to learn more and talk to others*
- *Connect the dots between digital infractions and other forms of abuse.*

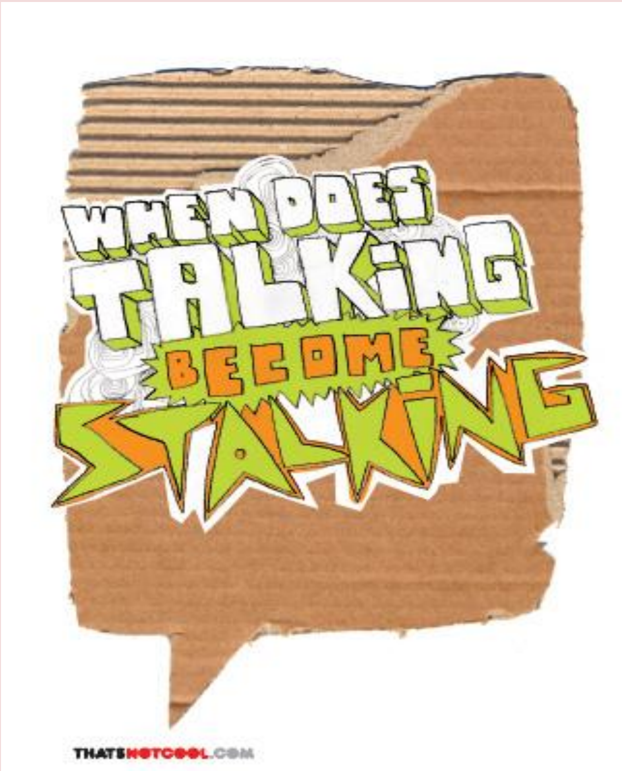
The campaign uses digital examples of controlling behaviour online and by cell phone to encourage teenagers to draw their own line about what is, or is not, acceptable relationship behaviour.

Its multi-pronged communication strategy includes an animated website that playfully alerts a teenage audience to the risks of dating abuse in virtual spaces. Site visitors can watch interactive videos that offer different options for action, or download attractive texts and images ("callout cards") that can be sent via mobile phones to peers or other persons who display over-controlling or disrespectful behaviour (e.g. mobile stalking, or pressuring girls to send nude photographs).

In addition, That's Not Cool *has disseminated its message through radio and television public service announcements (PSA), outdoor posters in schools and malls, campaign materials (T-shirts, stickers) web ads and activities/events at public venues, such as rock concerts and street festivals. Sample videos, such as the example below, can be viewed on a dedicated* YouTube *internet channel. Communication tool development involved extensive research and pre-testing with the target audience.*

Watch a campaign video.

Results: *Within six months (January-June 2009),* That's Not Cool *attracted 374,746 unique web site visits, approx 71% of which were by new visitors. Some 6,000 callout cards were sent during the same time-span; over 1,200 posts were made on the website's* Talk It Out *section. 152,726* YouTube *video views were recorded. During the first quarter of 2009, the campaign demonstrably increased chats at the* Teen Abuse Helpline *by 69%. The campaign succeeded in mobilizing more than US$ 7.5 million worth of donated media, i.e. free advertisements and air time on radio and TV.*



See the website to download callout cards, games and videos.

6.4 CRAFTING THE CAMPAIGN MESSAGE

KEY ELEMENTS OF THE CAMPAIGN MESSAGE

Effective campaigning is built around clear messages, which state the problem, the solution proposed (through the campaign goal), and the action the audience can take to reach the campaign goal. An effective message captures the attention of the target audience, is easy to understand and remember, and does not require any further explanation. In some campaigns, a different message is crafted for each target audience, while in others, there may be an overarching message that also has accompanying 'sub-messages' that are intended for different segments of the target audience. Still others, (e.g. those that are protesting something specific like impunity) may use only one message repeated over and over throughout the campaign.

When devising a campaign message(s), it is important to take a participatory approach and solicit the views and perspectives of members of the target audience. 'Draft' messages should then also be pre-tested with those who have not been involved in the campaign so far to gain the benefit of 'fresh eyes and ears' and unbiased opinions.

The campaign message should include the following elements (adapted from WOMANKIND, 2008. *Stop the Bus! I Want to Get On Campaign*):

- ***The "ask"***, i.e. a brief statement of what the campaign wants to change or is protesting about. It should be positive and inspiring.
- ***The reason*** for the "ask", i.e. why the campaign is intended to achieve this, why something has to change, or the reason behind the protest.
- ***What is at stake***, i.e. what will happen if the protest isn't heard or if the proposed change does not happen.
- ***Action to be taken***, i.e. what the campaign calls for target audiences to do in order to effect or support the proposed change.

Example: *The behaviour-change campaign* **Freedom from Fear** *in Australia crafted precise messages for each target audience.*

For the general public*, to emphasize that:*

- *Domestic violence and sexual assault are crimes that will not be tolerated.*
- *Freedom from violence and from the fear of violence is a basic right.*
- *Sexual assault may accompany domestic violence.*
- *General members of the community can do something about domestic violence.*

For women who have experienced violence*, to stress that:*

- *They are not responsible for the violence.*
- *They can draw upon their social support networks to help them stay safe.*
- *They can make choices so they can become free of violence.*
- *Help is available from services.*
- *If left unaddressed, domestic violence is likely to get worse and could have even worse effects for themselves and for their children.*

For men who engage in family violence*, that:*

- *It is their responsibility to stop this behaviour.*
- *Under no circumstances is it acceptable.*
- *Continuing their violence carries great risks such as losing the affection of their family and the respect of their friends.*

For bystanders *who are aware of or witness/hear domestic violence happening to others, the message was that it is their business to intervene and that doing so could make a positive difference.*

An additional communication objective inferred from one of the television commercials targeted towards ***teenage girls*** *was that it is the right thing to protect oneself from male abuse and violence by ending a relationship, and that this is something that would be supported by their peers.*

(Source: VicHealth, 2005. Review of Communication Components of Social Marketing / Public Education Campaigns Focused on Violence Against Women)

The message should:

- ***Resonate with the target audience(s)*** and leave a ***lasting impression.***
- ***State the problem*** clearly and simply, in a way that shows, without exaggeration, that it is a serious problem which requires urgent action.
- ***Propose a solution.***
- ***Invite the audience to take specific action****.*

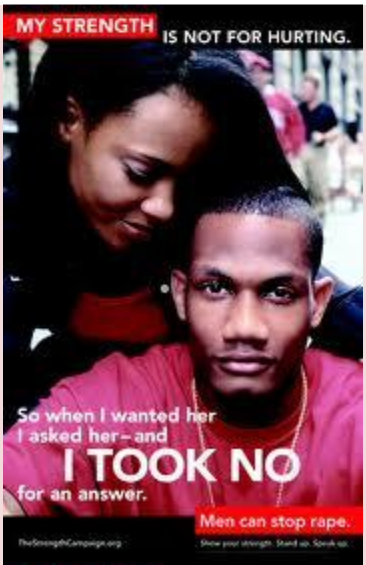
A short, engaging ***slogan or tagline*** summarizing the campaign goal:
"Safiya must not die"

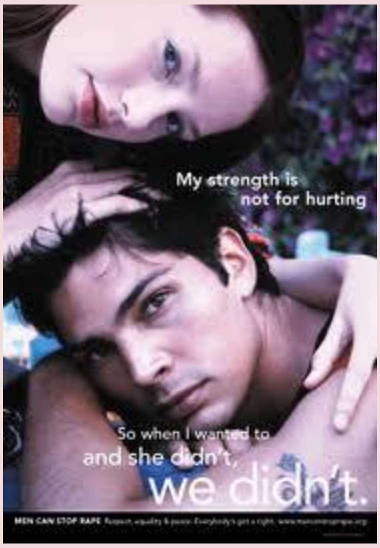
A short, engaging ***slogan or tagline*** summarizing the action to be taken:
"Break the silence on domestic violence"

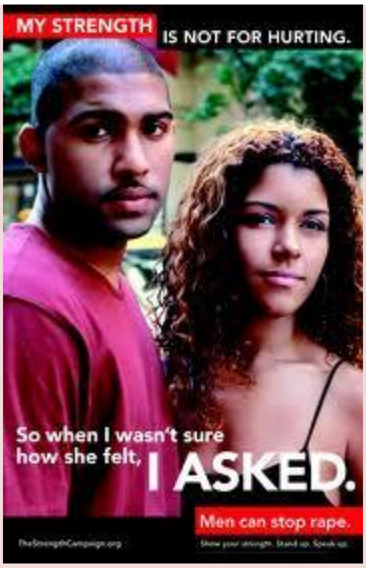
These can help enhance the visibility of the campaign. *Try the RUM check: is the slogan* ***R****elevant to the audience,* ***U****nexpected and* ***M****emorable?*

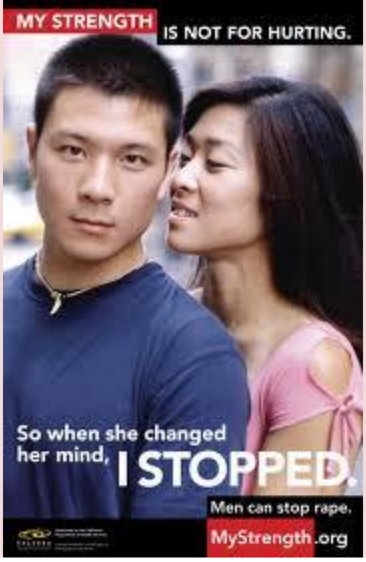
Example: *An inspiring example is "Consent is Sexy", a slogan used in a campaign to promote awareness among South African students about consent and respect – to reduce conflict within relationships and to reduce sexual assault and rape.*

Example: *MyStrength*, a project of the California Department of Health Services and the California Coalition Against Sexual Assault (CALCASA), reaches out to young men to stop rape. Their campaign, *My Strength is Not for Hurting* appears in communities across the United States, Puerto Rico and more than 20 other countries.









QUESTIONS TO CONSIDER WHEN CRAFTING THE MESSAGE

- ***How does the target audience see the campaign issue and goal?*** In what aspects does their understanding differ from that promoted by the campaign? How does the issue need to be presented so that the audience considers the campaign goal legitimate and desirable?

- ***How can the audience be motivated to respond to the call for action?*** Using personal narratives drawn from real cases, i.e. adding an element that appeals to people's emotions, has proven an effective way to engage people, both in behavior-change and advocacy campaigns.

Example: *The* Democratic Association of Moroccan Women (ADFM) *has produced a series of public service announcements (PSA) on national TV to raise awareness for new provisions in the Islamic Family Law* (moudawana) *protecting women's rights*. *Each PSA presents a situation faced by an "ordinary" Moroccan family which illustrates one of the new* moudawana *provisions and how it can be applied. For example, the PSA on the marriageable age shows a couple discussing their teenage daughter's marriage. The wife convinces the husband to abandon his plan of "marrying off" their daughter before* *she reaches the age of 18, explaining to him that such practice is outlawed by the amended* moudawana*. An evaluation concluded that the PSAs which were closest to the viewers' own life experience effectively raised awareness on the law* (Anaruz/LMS-CSA, 2007)*.*

Read about the tools used in the media campaign (in French).

- ***On what theory of change is the campaign based?*** Effective behaviour-change campaigns are based on theories of change, which focus on different drivers of behaviour-change. For example, if the campaign is based on *the stages of change* theory, messages should encourage people to reflect on their thinking and behaviour, and to devise their own ways of ending VAW in their lives. In a *health belief model*, it is appropriate to show the risks and dangers VAW presents to the target audience, and propose a precise action for the target audience by which they can prevent these risks. Thus, campaigns that encourage survivors of domestic violence (DV) to seek help commonly show the likely health-related consequences of DV – depression, medical problems and death – and invite survivors to call a help line. For more guidance see Theories of Change in Campaigning in Campaign Planning.

- ***How can the message promote gender justice in a way that engages the audience? How can it avoid reproducing stereotypes about the roles of women and men?*** Community interventions, for instance, that target gender inequality and stereotyping in daily life, can help to show that equal, non-violent relationships between men and women result in healthier and happier families and communities. A successful way of gaining male support for greater gender justice is to involve men as partners and part of the solution in preventing VAW (instead of casting men only as perpetrators). For more information on engaging men and boys, see the Men and Boys module.

Example: *'**This is not an invitation to rape me**' is a campaign started in 2008 by Rape Crisis Scotland to challenge persistent prejudicial attitudes by the public that women who have been raped "ask for it" if they dress in a manner considered 'provocative', if they have been drinking, or if they engage in some level of intimacy with their attacker before being assaulted. The clear campaign slogan also addresses the prevailing myth that only rape by a stranger counts as 'real rape' despite the fact that the vast majority of attacks are carried out by someone known to the victim. The campaign message was reinforced with a variety of publicity materials including posters, postcards and a downloadable briefing pack for activists and individuals interested in learning more about the campaign issue. In 2010, Rape Crisis Scotland ran a related ad campaign called 'Not Ever' with a public service announcement that questions existing social attitudes that say "don't get raped" as opposed to "don't rape".*

The 'This is not an invitation to rape me' campaign was originally started in New York in 1994, by two friends, Charles Hall and Eric McClellan in response to the attempted rape of their female friend who would not press charges for fear of the harsh judicial process and the public humiliation associated with accusing someone of rape. They developed posters, stickers, public service announcements and an art installation, to attack the perception, that when a woman is raped, she asked for it, deserved it or wanted it. The campaign was then adopted by Peace Over Violence in Los Angeles, where it was run for 14 years and shared with other organisations in the country and abroad.

- ***If the audience is highly diverse, what message is likely to speak to everyone?*** As a rule, the bigger the audience, the simpler the overarching message should be. Refine and vary sub-messages that are drawn from and connect back to the overarching message so as to speak effectively to different segments of your audience. For instance, if the overarching message is "Break the Silence on Domestic Violence", a sub-message targeted specifically at victims of abuse could urge them to call a helpline, while another targeted at neighbours in a community could urge them to report incidents they hear or witness.

- ***Is the message being presented in the right way?*** Since words can be perceived differently by different people depending on the context, it is important to consider how a worded message is actually being presented. A message might for example, use language that resonates with a young audience, yet offends an older one. Or a message might suggest one thing to one group and something else to another. Like in the point above, an overarching message can have sub-messages that are presented in different ways.

- ***Can the message be conveyed to its target audience within 20 seconds?*** Evidence suggests that longer messages are less effective.

- ***Do all key message points fit well into the overall communications strategy?*** Whether or not there is just one overarching message, or several sub-messages, all of this ***messaging*** must serve the campaign's purpose and its goals. To avoid confusion or conflicting messages, and ensure coherence, decide on the core set of message points that must be part of all communications, and consistently apply these in all campaign planning, materials and activities.

ETHICAL CONSIDERATIONS IN MESSAGES ON VAW

The following checklist by UNIFEM (*Making a Difference: Strategic Communications to End Violence Against Women*, 2003) summarizes key ethical issues that must be remembered in designing messages to end violence against women and girls.

Checklist

Messages and materials to end gender-based violence SHOULD:

- Make the safety and well being of all women, individually and collectively, the first priority
- Recognize that gender inequality and discrimination lie at the heart of gender-based violence and must be addressed
- Be alert for intended/unintended consequences, e.g., prepare for the likelihood that survivors will come forward seeking assistance, even if this was not an intended result of the strategy, and be ready to assist them
- Co-ordinate with other local services to the extent possible
- Offer messages that demonstrate how gender equality and non-violence benefit the entire community
- Find constructive and positive ways to involve men without jeopardizing women's safety and confidentiality
- Avoid simplistic analyses, e.g. that poverty, alcohol or low social status cause gender-based violence
- Offer direct messages and depictions but never use messages that exploit, stigmatize or stereotype
- Create materials that reflect positive role models, interactions and behaviours regarding gender-based violence
- Be part of an ongoing effort rather than a 'one off' campaign

SHOULD NOT:

- Ever use personal information or profiles – even if they best illustrate an essential message – without fully informed and voluntary consent from the individual(s) in question
- Undermine fundamental issues of gender equality
- Pressure women to speak out or make them feel guilty for not speaking out
- Sensationalize violence or use particularly 'exotic' examples for impact or entertainment

Information provided by the Center for Health and Gender Equity (CHANGE) USA, 25 June 2002

In addition, it is important to ensure messages do not marginalize – exploit, stigmatize or stereotype – any disadvantaged groups.

For more information on ethical considerations, see Adhering to Ethics in Campaigning under Guiding Principles in this module.

6.5 CHOOSING COMMUNICATION TECHNIQUES AND TOOLS

OVERVIEW

A wide array of communication techniques and tools are used in campaigning.

To make the most efficient use of resources, ***the choice of tools must be based on a thorough analysis of the target audiences and the communication channels most likely to reach them***. For example, if targets use the internet as their main tool for gathering and exchanging information, then the message should be promoted via the internet ("e-campaigning"), and only minimal, complementary use of print materials needs to be made (e.g. posters that advertise for the campaign website).

Combining a strategically planned, **balanced mix of communication channels, techniques and tools** increases the chances of attracting targets' attention and prompting them to take the desired action. In a context of limited resources for campaigning, it may not be possible to produce the ultimate set of communication resources. Careful planning, pre-testing and monitoring will help to make the most of a small budget.

Bear in mind:

- ***All communication tools should repeat the key points of the campaign message****, which brings together the problem, the solution and the action targets are invited to take. Even a weekly e-newsletter for campaigners should reiterate the campaign message as a central reference for all campaign communication.*
- *Poor quality tools may damage the campaign and waste resources. It is advisable to* ***plan ample time and resources for the development of high quality, effective tools****. In large-scale behaviour-change campaigns that do not build on a tested model, it tends to take about one year to develop, pre-test, adjust and re-adjust campaign materials until they are of the necessary quality to effectively reach their targets.*

Example: ***Bell Bajao! – Ring the Bell*** *is a multi-media campaign launched in 2008 by Breakthrough, a US and India-based human rights organization. It appealed to men and boys in India to take action, whether by speaking out or ringing a door bell, to make sure women in their communities could live free of domestic violence. To connect with audiences across the nation, the campaign used a balanced mix of carefully selected communications tools and techniques, including print, television, radio, touring video vans and the internet to air its award-winning public service announcements, alongside community mobilization activities such as street theatre, public forums and training for young rights advocates. It also developed a range of educational materials such as a campaigner's toolkit, and a discussion guide on domestic violence in English and Hindi.*

Read the Bell Bajao case study.
To learn more about the campaign, visit the Bell Bajao website.

WHICH COMMUNICATION TECHNIQUES AND TOOLS WILL WORK FOR THE CAMPAIGN?

- ***Policy/institutional change (or advocacy) campaigning*** uses a range of tools, designed to invite and convince decision-makers, i.e. elected or appointed professionals in charge of public welfare, to change laws and policies that affect large numbers of people, or to implement them more effectively. One set of tools focuses on ***presenting facts and policy alternatives to primary targets***, i.e. the decision makers, through open letters, model policies and research reports, for example. Another set is designed to ***mobilize public support and pressure*** for the campaign goal, e.g. through demonstrations, press conferences and e-mail petitions.

- ***Behaviour-change campaigns*** rely on somewhat different techniques and tools, as they invite people to change their ***personal***, ***private*** lives by taking the action the campaign proposes. Since human behaviour is influenced by a broad range of factors, the pathways of change tend to be less linear and limited than in laws and formal institutions. Different theories of change and varying characteristics of target audiences inform strategy and tactics. Depending on these factors, one may borrow techniques from commercial advertising and social marketing campaigns (e.g. advertisements on TV and radio, or on billboards), from public health work (e.g. peer education), from adult education and community development (e.g. forum theatre), and other fields. This has been validated in an evaluation on VAW prevention with men and boys (PROMUNDO/WHO, 2007).

- ***Mixing and matching techniques and tools:*** Although advocacy campaigns and behaviour-change campaigns to end VAW both address a common issue – violence against women and girls – and both call for action by individuals and institutions (which in turn are staffed by individuals), they may pursue different sets of goals, and therefore employ different communications techniques and tools. Ultimately, no one size fits all – the mix of techniques and tools that works best in any one campaign depends on its goals, its strategy, its target audiences and the resources it can mobilize.

DETERMINING COMMUNICATION CHANNELS

A communication channel is the means by which the campaign reaches its audience, for example print media, modern audio-visual media (e.g. radio, TV), the internet, or interpersonal channels (e.g. community outreach events, visiting target audience members in their homes). For effective messaging, communication channels must be chosen to capture the target audiences' attention frequently and precisely. Formative research involving members of the target audiences reveals the most effective channels.

Practical Instructions

To identify effective communication channels for a campaign:
a) ***List your different target audiences,*** *and any specific segments within those target audiences that are particularly important for the success of your campaign.*
*b****) Where, in which types of places*** *do typical representatives of the audience (or audience segments) spend most of their time throughout an average day?*
c) ***Where does your message have the best chance of catching their attention?*** *Consider both "real life" venues, such as public transport, markets and shopping malls, and "virtual" spaces such as radio channels, TV programs and web-based social networks.*
d) Based on this analysis, determine ***which of the communication channels identified you can afford, or gain external support for.***

Questions to be asked may include*:*
- *Who, in your organization or alliance, has experience working with which types of media?*
- *Can you obtain* pro bono *support from an advertising company?*
- *Is free air-time available from TV or radio stations, including community radio?*
- *What community organizations could pass on the message?*
- *What additional resources can be mobilized, e.g. by enlarging the alliance, hiring specialists or contracting out parts of the communication work?*

Examples:

In the framework of the Secretary-General's UNiTE Campaign, the Tajikistan Taekwondo Federation and North Korea National Federation of Taekwondo and Kickboxing Team promoted Zero Tolerance to violence against women through a large-scale awareness raising effort that reached more than 800 athletes from 84 countries.

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The ***Southern Africa Counter-Trafficking Assistance programme (SACTAP)*** *run by the* International Organization for Migration (IOM) *used (i) theatre performances and (ii) a 13-part serial radio drama to raise awareness on human trafficking among the Mozambican community in South Africa, especially miners, and encourage people who may have been trafficked or potential whistleblowers to seek help, e.g. by calling the IOM hotline. The combination of these two channels enabled the IOM to reach out to a*
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large audience via the radio drama, and engage people more actively through the theatre show held near the targets' main areas of activity.

Listen to the Dealers/Troco [radio serial].

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The theatre play **Khuluma Africa** *was performed by a youth group,* Alertas da Vida*. Its messaging was developed in a process involving formative research and consultation with key stakeholders and community members. It was found that to reach the diverse segments of the target audience effectively, it was necessary to bring the production to a range of venues, including churches, clinics, transport ranks, mining hostels, night clubs, and public spaces in Johannesburg CBD and mining communities. (Graham, 2008)*

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The University of New Hampshire in the United States ran the ***'Know Your Power' campaign*** *for two months in 2010, targeted at students on the college's campus. The campaign used social marketing communication channels to focus on students' roles as bystanders and how they could prevent or intervene in situations of sexual and intimate partner violence and stalking on campus. The channels used were considered the best means of catching the attention of students and generating campus-wide awareness in a short period of time. The Know Your Power campaign is the social marketing component of the university's nationally known* ***'Bringing in the Bystander'*** *violence prevention programme.*

The campaign was developed around a series of eight images, which were put on posters hung at strategic areas around campus (such as fraternity/sorority houses), on 'table tents' at all university dining facilities, on the side of university shuttles and off-campus buses, and on bookmarks distributed at all campus and off-campus bookstores and libraries. In addition, the images appeared as 'pop-up messages' every time students logged on to any university computer. A public service announcement was developed to be screened at all athletic events, and a special welcome pack was given out to all first-year students containing campaign products and information. A dedicated campaign website was also set up with a checklist for bystander action, important phone numbers to report violence or assist victims, and information about federal and New Hampshire state laws regarding sexual and domestic violence and stalking.

The Know Your Power campaign has undergone an evaluation and preliminary results show a promising variation in the awareness of students who reported seeing the campaign images and those that did not, and demonstrate a relationship between identifying with the situation in the posters and internalizing the campaign messages.

RESOURCES:

- *Developing Effective Communications Materials* – Report by Raising Voices of a regional training workshop in 2008 on skills for development of effective communication materials for the prevention of gender based violence in the Horn, East and Southern Africa. For a quick reference and checklist, see *Guidelines for Creating Communications Materials on Violence Against Women*.

- Picturing a Life Free of Violence: Media Communication Strategies to End Violence Against Women (2001)- Report by UNIFEM and Johns Hopkins University Center for Communication Programs (JHUCCP) is a resource for practitioners and organizations addressing issues of violence against women

(VAW). The guide presents a variety of media and communications strategies used in different parts of the world. Available in English and Spanish

- *Report* by EQUITY Tanzania on a training workshop in 2003 on communication for advocacy to eradicate gender-based violence. Useful tips and lessons learned in developing communications strategies for advocacy campaigns. A distinction is made between people-centered advocacy and policy-centered advocacy.

- The *Multimedia Training Kit* by ItrainOnline (2003) is an online resource that focuses on the technical aspects of how to use new media to communicate development messages. Sections include searching the Internet, digital audio production, databases, and content development skills – there are also specific materials on the theme of VAW. Available in English, French, Spanish, Arabic and Russian.

- *Empowering Messages: What You Should Know: Strategic Communication and Gender-based Violence*, Media Monitoring Africa.

6.6 USING THE MEDIA

MEDIA STRATEGY

A deliberate media strategy is needed to identify and effectively use appropriate media.

Crafting the media strategy should follow the steps of strategic planning as outlined in Campaign Planning and Campaign Strategy: conducting a situation analysis, defining clear goals, planning action, and deciding how to monitor the process and outcomes of the media strategy. The analysis should include a thorough ***mapping of the media environment***, to review existing media and identify the communication channels which are most likely to reach each of your target audiences or audience segments.

Elements of the media environment include:

- Communication channels
- Quantity and quality of media outlets; type of media outlet
- News cycles: 24-hours (like the BBC or CNN), daily (many newspapers), weekly, monthly (many magazines) etc.
- Popularity; levels of readership or viewership
- Types of readership or viewership (e.g. age group, education level)
- Levels of access by target audience(s)
- Ideological or other leanings (e.g. media that adopt a certain religious leaning, or that are for/against a particular political party)
- Non-traditional media outlets: new mediums (e.g. online news sites, blogs), alternative media (not mainstream, NGO-led, including community media outlets)

Practical tips to identify which media you need to target

Consider the following factors:

- ***Circulation and audience ratings** – i.e. the number of people who use the media (find out from the newspaper, TV or radio station concerned) or check external ratings agencies (Nielsen, etc)*

- ***Readership or audience** – i.e. the types of people who use the media (find out by watching the media – generally it is easy to understand which audience they target)*
- ***Track record** – do they have a good reputation with your target audience? Talk to representatives of the audience to find out.*

Consider the advantages and disadvantages of different types of media:

Advantages and Disadvantages of Different Media

	Advantages	Disadvantages
PRINT MEDIA DISPLAY *Posters, calendars and wall charts*	• popular • visual • longevity • public relations potential	• contains limited space for information • language and literacy (audience must be able to read and under-stand the language)
PRINT MEDIA FOR READING *Newsletters, pamphlets, brochures, booklets and comic books*	• control of message • can communicate a more detailed/ complicated story	• language and literacy • require a lot of effort to produce • become outdated quickly • might be viewed as propaganda
PRINT MEDIA FOR USE WITH GROUPS *Flip charts and flash cards*	• educational • potential to communicate across languages and classes	• limited reach • labour-intensive to use
MASS MEDIA NEWSPAPERS AND MAGAZINES *Feature or news stories, ads or columns*	• reach large audience • powerful • permanent • can explain issues in depth	• language and literacy • may reach only a limited number of people who have access (urban audience) • price (may be expensive to produce)
MASS MEDIA RADIO *Spots, announcement and shows*	• reach large audience • accessible (especially at grassroots level) • can be participatory and elicit immediate response (i.e., call in programmes)	• require production skills • message may be transient • may not be sure of audience number • can send mixed messages; i.e., sta-tion may promote different message • price
MASS MEDIA TELEVISION *Spots, announcements, shows or soap operas*	• potential to reach large audiences • dramatic and emotive • can be participatory and elicit immediate response (i.e., call in programmes)	• require production skills • message may be transient • may not be sure of audience num-ber • may reach only a limited number of people who have access (urban audience) • can send mixed messages; i.e., sta-tion may promote different message

Advantages and Disadvantages of Different Media

Media	Advantages	Disadvantages
FOLK MEDIA DRAMA AND POETRY *Theatre, puppet shows, role plays and story telling*	• emotive (feels good) • engaging/powerful • potentially interactive	• need skills • time bound • limited audience • effort intensive
FOLK MEDIA SONG AND DANCE *Stories, testimonials, eyewitness accounts*	• entertaining • emotive • participatory • transmission across languages • potential to reach across classes • repetition in lyrics/movements can concretize messages	• need skills • messages tend to be more abstract (messages may get lost without follow-up actions)
FOLK MEDIA ORAL TESTIMONIES *Theatre, puppet shows, role plays and story telling*	• engaging/powerful • bring a human face to the issue • can be used in many arenas including mock tribunals, video and radio documentaries, theatrical productions	• danger of putting the woman telling the story at risk
FOLK MEDIA: PRINTED MESSAGES *T-shirts, caps, etc.*	• allows an individual to show support of the cause • long lasting	• limited reach • limited space
VISUAL ELECTRONIC MEDIA INTERNET	• global • efficient • interactive • outreach • cost effective	• expensive • language • no rules or bottom lines
VISUAL ELECTRONIC MEDIA VIDEO, FILM AND SLIDE SHOWS	• participatory • entertaining • convey reality	• need skills • need equipment • expensive

Source: *Making a Difference: Strategic Communications to End Violence against Women*, UNIFEM, 2003.

Over the last decade, ***electronic media*** such as the internet have revolutionized audio-visual campaigning, cutting costs and enabling "viral" (i.e. rapid and uncontrolled) spread of images and sound. Please refer to the section on e-campaigning for information on using the internet, mobile telephone and other electronic tools in campaigning.

TYPES OF MEDIA COVERAGE

Work with the media must be planned and organized deliberately. Supportive coverage of the campaign and its messages in the press, on radio and TV, and by web-based news providers can enhance campaign visibility, broaden its audience and lend added credibility to the message.

Campaigners distinguish between "placed" and "earned" media coverage. ***Placed media***, for example newspaper advertisements or public service announcements, are produced by the campaign or by a specialized organization, e.g. a public relations (PR) agency hired for the purpose by the campaign team. Placed media are normally paid for, but many campaigns on social issues have successfully mobilized *pro bono* support from major public relations agencies and mass media (see also Fundraising in this module). The advantage of placed media is that the campaign team retains virtually full control of the way in which the message is presented. However, designing effective advertisements and buying advertisement space or "airtime" demands considerable resources. This also applies to placed 'news' – it is common practice to hire PR firms for highly visible placement in news media, through opinion pieces (op-eds), pitched interviews, editorials, etc.

Earned coverage is media coverage produced by journalists, or a free contribution submitted by the campaign (e.g. letters to the editor, open editorials) that the media outlet may accept to publish. One does not need to pay for earned media coverage, but time and skills must be invested to develop constructive relationships with journalists, and guide them towards supportive, gender-sensitive reporting. See also Tools in Earned Media Coverage in this section.

ATTRACTING MEDIA COVERAGE

Reporters need to be interested in the campaign and understand its message to cover it in a supportive manner. Queries from the press should be responded to quickly and accurately. Fact sheets, reports and any relevant new information should be shared with media contacts, but it is important not to divulge any information that is not intended for publication. In violence against women and girls cases in particular, it is essential to maintain the survivors' anonymity and avoid naming the person or providing any identifying characteristics. These precautionary measures are important to maintain confidentiality and the woman's safety.

Original, new information attracts journalists' attention – to find out what is new or 'newsworthy' to the journalists targeted, it is important to get to know them and their work, specifically the 'desks' or areas that they cover, e.g. news, city, health, etc. Knowing which specific areas of focus are covered by which journalists helps to make it easier to approach them about your campaign issues or pitch them a story angle or interview to support your campaign. For example, a story idea about the services a new shelter provides to victims of abuse may not appeal to a news desk reporter as he/she may not consider it newsworthy, but it might appeal to a city desk reporter looking to cover stories about city-related events.

Example:

Nicole Kidman, a famous movie actress, is the spokesperson of UN Women's "Say No – Unite to End Violence against Women" initiative, a social mobilization platform that is part of the UN Secretary General's UNite to End Violence Against Women global campaign. Her celebrity has helped capture wide attention from the media, and the public-at-large. Using a celebrity spokesperson can be an effective way to attract media coverage and bring a message across to an audience that would not pro-actively be interested in or seek information on VAW.

See the video.

Visit the Say No-UNiTE Video Channel.

Issues to note when dealing with journalists:

- ***News journalists*** tend to be interested in newsworthy stories, such as shocking news, colorful events and well-known personalities. Some media like "exclusives", i.e. stories that are published exclusively by one media outlet. The attention of news journalists may be caught by staging eye-catching stunts or arts performances on the occasion of public events, or by engaging a celebrity to publicly support the campaign.
- ***Current affairs journalists*** can discuss the issue more in-depth, provided they find it interesting. Reading their earlier work helps to identify "their" main topics so you can relate your campaign issues to these topics.
- ***Include reporters from other areas of work*** (i.e. not just news or current affairs journalists), as the issue of VAW can also be interesting for them, depending on the story angle and how the story is pitched to them. For example, health reporters may be interested to cover a VAW story from a public health perspective.
- ***Hard vs. soft news –*** hard news tends to be news that is 'of-the-moment' and 'event-driven', that is reported on immediately, and that gives a factual representation of information rather than offers an opinion or advice. Timeliness is not as much a factor for soft news, which also tends to be more 'human-interest'-related, and can offer more of a background and analysis of the topic. For example, war and crime are considered hard news, while health and education topics are often considered soft news.
- ***It may be necessary to educate the media***, especially if key journalists persistently present the campaign issue in a counterproductive way, e.g. by reinforcing negative gender stereotypes and violating women's dignity in sensationalist stories or graphic depictions of violence,
- ***Be careful not to divulge any information that you do not wish to see published***, even if your comments are supposed to be 'off-the-record' (i.e. not part of the recorded interview/conversation and therefore off-limits for publication). This is especially important with regards to confidential information related to VAW survivors or services. For example, a story about a human trafficking ring may be interesting to a reporter, but he may insist on using the names of victims to make his story more credible – this could have very serious consequences for the safety of victims if the information is made public.
- ***Make sure you have all facts and figures about your campaign at your fingertips*** when approaching journalists with possible story angles or ideas. This includes contact information for spokespeople or potential interviewees. As journalists typically work under very tight deadlines, they often need information very quickly. In many cases, media coverage could be lost because key information was not available on time.
- ***A media database is an indispensable tool.*** Although it can be time-consuming to create a good list of media contacts, it is critical so as to be able to engage with the

media in a timely way. Update the contact information of different media outlets and journalists regularly as this can change quite frequently.

Practical Tips

*The **Global Aids Alliance** offers the following advice on generating earned media (adapted):*

First, research the media in your area, becoming familiar with all the news outlets (TV, radio, print, and online). Once you have become acquainted with the news outlets, focus on specific reporters and editors. Pay attention to what topics each one covers (known as a "beat"), and familiarize yourself with their beats. Create a database or list of media outlets and key contacts that you can refer to. Always be sure you are approaching the right reporter.

Other key things to note when you are compiling your media database are:
- ***News cycle patterns.** Familiarize yourself with media deadlines, so that you can plan your events and press releases accordingly.*
- ***Key local activists.** Keep up-to-date contact information for local sources that reporters can interview in the context of stories related to your issue(s).*
- ***Press contact information.** Be sure to have e-mail and fax numbers for your target reporters. A good press release doesn't do any good if you can't get it out.*

Your relationship with your local press can greatly impact the level of coverage you get, so:

***Introduce yourself.** Schedule a time with a reporter to introduce yourself and your cause. Keep the meeting brief and to the point. Be prepared to answer questions they may have for you.*

***Leave materials.** Prepare a press kit (find guidance in the section on press kits), so the reporter will have all the materials s/he will need to write a compelling story. Keep it brief and clear, and highlight the main points so that the journalist can easily use your materials.*

***"Spin" your issue appropriately.** You may need to alter your approach to each journalist according to his or her particular beat or the type of publication. One media outlet may be interested in the story from a "hard news" perspective, or the newsworthiness of a particular event, while another may be more interested in a political, science, or human interest angle.*

***Be friendly with reporters but remember who they are.** No matter what anyone says there is no such thing as "off-the-record." Always stick to your message, stay consistent and do not be swayed.*

EDUCATING THE MEDIA

The media reflect general tendencies in societies. As the extent and causes of violence against women and girls are still widely unknown or misunderstood, journalists may need to be educated and encouraged to cover VAW in a sensitive manner. Concrete, constructive guidance should be offered as to how reporters can improve their coverage of VAW and related issues – rather than blaming reporters for gender-insensitive reporting.

Specific training for media representatives may be helpful. Inviting well-known journalists or government officials to training events is likely to increase attendance.

Example: *In their campaign against domestic violence in Uganda,* Raising Voices, Action Aid *and the Ugandan NGO* NAWOU *conducted a seminar with 30 senior journalists and the Minister of Information. On the evening of that meeting, all three major TV stations and 18 radio stations reported on a story that was discussed at the meeting, and coverage of the campaign issues continued over the subsequent monitoring period.* Raising Voices *had provided a checklist to encourage the journalists to report in a balanced manner.*

Tools:

- The *Inter-Press Service* (2009) provides guidance for journalists in its booklet ***Reporting Gender-Based Violence: A Handbook for Journalists.***

- The **Dart Centre for Journalism and Trauma** provides a range of tips and tools for journalists, editors and managers, covering issues of violence, including sexual violence and domestic violence.

- The communications specialists *Lola Mora* and *WorldCom Foundation* have published comprehensive guidelines for journalists and educational institutions with the title ***Desafiando el silencio – Medios de Comunicación contra la Violencia Sexual EduKit*** (*Challenging the Silence – An educational kit on sexual violence)*. The educational kit contains a host of practical tips and useful links for appropriate communication on sexual violence.

- A key focus area for **Gender Links,** a Southern African NGO, is the transformation of gender relations in and through the media. They conduct research, training, and create and share content that shows how gender can be integrated into media outputs, taking advantage of the opportunities presented by information technology and strengthening the communication skills of gender activists as well as women in decision-making. The group has pioneered gender and media literacy courses, and they also host the secretariat of the Gender and Media Southern Africa (GEMSA) network. See their courses for the media on covering gender violence.

- ***Media Guide (Advocacy Expert Series)***: Designed for civil society organisations involved in advocacy work, this Pact Tanzania guide aims to build practical skills to more effectively engage with reporters, journalists, and broadcasters. It looks at the different roles of the media, describes the benefits of working with the media, provides some basic skills on using the media, and shows how different organisations can link with the media to share information with the public.

- ***"Mission Possible": A Gender and Media Advocacy Training Toolkit*** by the World Association for Christian Communication (WACC) was developed as part of the Gender and Media Monitoring Project (GMMP), which was started in 1995 to research, analyze and advocate for a balanced and non-stereotyped portrayal of women in the media. The toolkit seeks to de-mystify the media, and gender and media advocacy by illustrating through concrete steps, case studies, pointers, tips and information, the actions that can be taken to change gender representation in and through the media, including changing how the media portrays gender-based violence for example. Available in *English*, *French* and *Spanish*.

TOOLS IN "EARNED" MEDIA COVERAGE

Important tools to have in any media strategy, to garner as much earned media coverage as possible include: media advisories, press releases, interviews, press kits, press conferences, opinion pieces (op-eds), letters to the editor, and open editorials.

The tools listed here are only meant as a guide. Their application and use may differ from country to country, and context to context, depending on the nature of the media environment, and the ways in which the media functions. It is critical therefore to have done a comprehensive <mapping of the media environment> to best tailor and use the tools described. For example, a press conference may have different components in one country than in others: In Southeast Asia, it is often common for food and drink to be offered at press conferences, while in the US and Europe this is much less likely to be the case.

Interviews

Interviews are an excellent way to present a message in an engaging question-and-answer format. Journalists generally like interviews as it gives them a 'first-person' account to use in their articles. Interviews can be given by appointed spokespersons for a campaign, such as leaders of the campaign or well-known personalities who support the campaign; by participants of the campaign; or persons affected by the campaign issue. Care must be exercised when pitching interviews to the media, since interviewees must be well-prepared – questions can be difficult, or if on TV or radio, the interviewee may be nervous and not able to articulate well. Interviewees always need to be 'on-message' meaning that they must never veer away from the key messages of the campaign, and they should have the necessary facts and figures to back up any statements or arguments during the interview process. Extra caution should be taken when preparing interviewees who are those affected by the campaign issue, such as VAW survivors. They must give full consent, and be made aware of the possible consequences of the publicity from the interview. (See Adhering to ethics in campaigning).

Practical tips

- *Identify radio or TV stations which broadcast interviews on social issues and propose to be their guest, e.g. for an interview, a call-in program or a talk show.*

- *For people who are not experienced with media appearances, it may be a good idea to conduct a few mock interviews with a friend and ask for feed-back beforehand. Think carefully of the essential points of your message that you must get across, and make sure you practice saying them.*

- *Avoid being long-winded since airtime is always likely to be very short, a few minutes at the most. Instead, speak in 'sound-bites', which are succinct phrases that are easy to understand, and get your point across quickly and effectively.*

- *If you participate in a call-in show, mobilize campaign members to call and support your point. Where possible, ask the radio or TV station to provide you with a recording of the interview – this can be a helpful reference when you are monitoring and evaluating your campaign.*

Press or media advisories

The purpose of advisories is to notify the media of an impending event, such as a press conference, stating the "who, what, where, when and why". Unlike the press release, an advisory does not need to reveal the full story – it should only entice reporters to come to the event or to contact the campaign team for more information.

Main parts of a press advisory

- *The words "MEDIA (or PRESS) ADVISORY" in the top left corner of the page*

- *Headline describing the event*

- *Contact names, phone numbers and e-mail of campaigners who can speak to the press*

- *Date, time and place of the event, prominently displayed and highlighted*

- *Brief description of the purpose, main participants and activities of the event, and if there will be photo opportunities or one-on-one interviews made possible*

- *"###", or "END" at the end of the page, which indicates the end of the information being provided*

- *Very brief standard paragraph describing the campaign and its organizers (sometimes referred to as 'boilerplate' language).*

- *The full advisory should fit on a single page.*

Press releases

Press releases present the campaign issue, help reporters frame the message accurately, and provide background information and quotes from people involved with the campaign. It must accurately and persuasively convey the key messages of the campaign. If the campaign has a policy brief, it can serve as a basis for a press release, but may need to be shortened and adjusted for media use. A press release should not exceed 1-3 pages, the shorter the better.

The press release should be distributed during the press conference (if there is one) and sent to all contacts on your media list, including those who did not turn up at the conference. It should also be made available on the campaign website. If you produce several quality press releases over an extended period of time, they are likely to enhance your credibility. In many cases, because they present important information on the campaign, press releases can also be sent out to others beyond the media – campaign partners, allies, donors, even members of the target audience (such as public officials, lawmakers).

Main elements of a press release

- Headline reflecting the main message; you can include a sub-headline to enrich the theme, but both headline and sub-headline must be as short as possible
- Press release date (highlighted), names and contact details of campaigners who can speak to the media
- Lead paragraph with the most important information (who, what, when, where, why, how), or a related human interest opening story that grabs attention.
- Background paragraph with evidence-based information about the problem, possibly including statistics and quotes. The more hard data you have the better.
- The solution and action your campaign calls for, i.e. the key campaign messages
- Brief description of your campaign

If you want to give reporters extra time to study your information (e.g. when you announce the publication of a report), or to make sure the story does not appear before a certain date, you can "embargo" the information – i.e., the reporter may read the information earlier but cannot make it public before the official release date. In such a case, include the phrase "HOLD FOR RELEASE - EMBARGOED UNTIL [DATE AND TIME]".

*A good **example** for a press release is included in the European Women's Lobby kit for activists.*

Illustrative Campaign Press Releases:

- **UN Secretary-General Ban Ki-moon Launches Campaign to End Violence against Women** (United Nations Department of Public Information, 2008). Available in English.

- **UNIFEM Goodwill Ambassador Nicole Kidman to Announce Results of 'Say NO' Campaign** (UNIFEM, 2010). Available in English.

- **Safe Schools, Every Girl's Right Campaign** (Amnesty International, 2008). Available in English.

Press conferences

Press conferences are an indispensable tool for getting media attention. They can be organized by campaigners to present issues related to the campaign to journalists.

When can a press conference be useful?

- If the stories to be told at the press conference are of major social interest, and perceived as such by media representatives.
- If there is something important to announce, preferably linked to a significant event, e.g. at the launch of a national campaign, or when the campaign has achieved a significant milestone, e.g. a draft law on domestic violence is scheduled for discussion in parliament.

- If a prominent individual (politician, celebrity) is present at a campaign event.
- If there is an issue related to or associated with the campaign that receives media attention. In this case, the press conference should take place quickly after the fact in order to sustain attention, correct misconceptions if any, and reinforce key messages.

Issues to note when considering a press conference:

- If you are not confident a press conference will attract sufficient media attention, it may be more effective to get your story across by working with a small number of trusted journalists, or by offering exclusive coverage of a story with one particular media agency.
- The date and time of the press conference is important. Other newsworthy events may divert the journalists' attention. Careful preparation and timing reduces this risk, but one cannot anticipate every possible newsworthy event that may occur. Reporters may also have different filing times for their stories, for example if your press conference is held late in the day, there may be limited interest because it is too late to file for either that day or early the next day.
- Organize the press conference carefully – a botched event may result in no or even negative media coverage. This means that all speakers should be carefully prepped, press kits well-prepared with all the necessary information, and enough campaigners on hand to help with logistics, especially if a large number of media outlets are expected.
- A good moderator is important to keep the press conference running smoothly and on message, and to help field questions from the media. The moderator's role is typically to open and close the press conference, highlight the key messages to be put across, introduce the speakers, and be a time-keeper so that questions and answers are kept brief.

Practical Instructions

<u>Before the press conference</u>

*Start **planning** several weeks before the press conference is to take place.*

1. Define the message

*Your message should be summarized in **3-5 key points**. If a date, a time, an address or phone number, or other specific information is part of the message, state it more than once, and display it prominently in your press kit. Double- or triple-check any such information.*

2. Schedule the date and time.

*Ensure the date and time for the press conference **does not conflict with other** press events or media deadlines. Check with the local media and the wire services about such deadlines/events. Also, find out what the 'slower' news days in a week might be, then try to have your press conference on a "slower" day. For example, in the USA, Tuesdays, Wednesdays and Thursdays are the best days for press conferences, as they are generally considered "slower" news days (barring any sudden or last minute news events). In many countries, the best time to schedule your press conference is between 10:00 a.m. and 11:00 a.m., to ensure maximum coverage by the media. In some* *countries, breakfast briefings earlier in the morning could also be useful to offer to attract media attendance.*

3. Pick the site.

*Choose a location for the press conference that is **easy to reach** and not too far for reporters to travel. Ideally, the site should offer **visual interest** and relationship to the topic – e.g. a government building, a courthouse, or a local clinic. Choose a place with little background noise (e.g. from traffic, telephones, aircraft), and which has adequate electrical outlets and extension cords for lighting and other purposes.*

4. Select and train participants.

*Speakers must be **knowledgeable and articulate**. They should be able to handle press questioning and scrutiny as well. People with high credibility, such as local politicians, the director of a well-known organization, a physician or a judge may make effective spokespeople. Firsthand testimony from people affected by the issue can be extremely powerful and convincing. If survivors of VAW are to give any testimonies at a press conference, ensure they are psychologically ready for it, and that ethical rules are strictly followed. Plan for any difficulties that may arise for them during the event.*

Tips for participants:

- *Be **clear and concise** – avoid using jargon, rhetoric, digressions or inflammatory language.*
- *Assume the audience is intelligent – avoid sounding patronizing.*
- *Do not fiddle with or clutch anything – it's distracting and makes you appear nervous.*
- ***Appearance counts** – participants should be dressed neatly and appropriately for the occasion.*
- ***Always tell the truth**. If you do not know the answer to a question, say so. Do not exaggerate or give figures that aren't backed up by evidence, and do not state opinions as facts.*

*Find a **moderator** who is experienced with the press and the issue. She or he will facilitate the press conference by introducing the issue and participants. The moderator also directs questions to the appropriate participants. If you are inexperienced with press conferences, attend the press conference of a different group to familiarize yourselves. Conduct a **dress rehearsal**, i.e. a private simulation of the real press conference. Speakers should have scripts to memorize the 3-5 key points, and to ensure they speak no longer than 3-5 minutes each. During the rehearsal, get someone from your group to ask challenging questions in preparation for difficult situations at the real press conference.*

***A suitable response to a tough or misguided question** might be, "That's a good question, but it is not within the scope of this press conference. Our focus today is on..." If the question is legitimate but you do not know the answer to it, call on someone else from your group, or check out the answer and get back to that reporter later.*

5. Contact the media.

Create a comprehensive mailing list of reporters and editors at television stations, news directors at radio stations, and at major newspapers, editors at weekly newspapers and news wire services. Make sure you include reporters who may have covered the issue in recent months. Mail your press advisory about one week ahead of time to the media, and then again on the day before the meeting.

6. Follow up with the media.
Follow up your press advisory with phone contact to the major media outlets on the third day after you sent it, and a second time the morning of the press conference.

7. Develop a press kit *and prepare a sufficient number of copies*

8. Prepare the room
- *Check the location of electrical outlets for microphones and lights*
- *Set up the room with a table long enough to seat all your spokespeople, with name cards*
- *Provide enough seating in the room for reporters, and room for their equipment*
- *Display visuals as a backdrop to your speaker's table, e.g. charts and posters.*
- *Have a sign-in pad for attendance*
- *Have coffee, tea, water, and any other refreshments set up*

At the Press Conference
- *Welcome members of the press as they arrive. Have them sign in, with their affiliation, and give each of them a press kit. Check the* ***sign in pad*** *to see which media outlets are represented. You may also want to make personal contact with major media representatives before or after the press conference.*
- *Tape or video* ***record the event****, for your own records, and for possible media use in the future*
- ***Start approximately on time****. Have the moderator welcome the press, and introduce the issue and participants.*
- *Each participant should* ***present for no more than 3-5 minutes****, making his/her 3-5 key points*
- *After all the presentations, the moderator should entertain any* ***questions from the press****, and direct questions to the appropriate participants*
- *After about 30-45 minutes, bring the formal conference to an end.* ***Thank the participants for presenting, and the media for attending****. In many cases, you may want to encourage the media to stay for further informal conversation with the speakers.*

After the Press Conference
- ***Contact*** *representatives of the major media outlets represented. If you can have a conversation, they'll remember you when they need information about your issue. By looking through your attendance register, you should be able to determine which major media were not represented. Deliver a press release and press kit to these people, send a recording of the event, or schedule an interview with a reporter and one of the press conference speakers.*
- ***Review*** *the press conference with others from your organization that attended. What went well? What could you have done better? And how will you improve the next press conference you hold?*

Source: adapted from The Community Toolbox, University of Kansas, USA.

Press Kit
A press kit is a folder of information to give reporters background information about the campaign issue and key message(s). If a press kit is beyond the campaign budget, a quality press release will do.

Practical Instructions

Your press kit should contain the following, kept neatly in a folder:

- *A press release*
- *A list of press conference participants/speakers*
- *Background information about the issue (e.g., statistics, case histories, or reprints of news stories)*
- *A few black & white glossy photographs if available (action photos are most interesting)*
- *Short (less than a page) biographies of participants/speakers*
- *Related news stories from prestigious national publications if any*

Letters to the editor

Letters to the editor are usually written in response to a specific article that has appeared in a newspaper or magazine. Such letters can be used to highlight aspects of the campaign, correct any misconceptions or errors in the article, and reinforce key messages.

It is important to note that how or whether letters are accepted is very much determined by the media outlet, and can vary widely from outlet to outlet, and country to country. Ensure that you follow the instructions given by the media outlet for how to submit letters (e.g. only by email, etc).

Practical Instructions

The Center for Reproductive Rights Advocacy Guide (2003, adapted) recommends:

- *Letters to the editor are usually printed no more than two or three days after the article appeared in the paper. So write the letter and send it quickly.*
- *Make the letter no more than approximately 200 words long. Be succinct.*
- *Refer to the exact date and title of the article you react to, possibly in the first sentence of your letter.*
- *If the letter is coming from your group, use paper with your organization's logo on it. If it is coming just from you, use plain paper.*
- *You can organize a letter writing campaign in response to an article related to your campaign issue. When print media receive large numbers of letters, they are more likely to publish one or two of them.*
- *Include your name, title and the name of your alliance or organization on the bottom of the page.*
- *Make sure your facts and numbers are correct.*
- *Letters that are typed stand the best chance of getting printed.*
- *Make your point without being negative or attacking.*
- *If your letter doesn't get printed, keep trying with other letters when important articles appear.*

Open/Opinion editorial columns

Open editorial columns or op-eds are essays in the press written by guests, e.g. experts on an issue. Find out from the newspaper or magazine what their requirements for op-eds are. Op-eds could be contributed by campaign leaders or appointed spokespeople, or even a well-known public figure connected to the campaign.

Practical tips for op-eds

- *Humanize your topic. Begin by illustrating how the issue affects an individual or group of people.*
- *Take a point of view and support it with facts and examples.*
- *Tie the op-ed to a holiday, anniversary, election, report, vote, or some pending action by the government.*
- *Keep it short—the average length of an op-ed is 750 words. If it is too long, it won't get published.*
- *Write clearly and concentrate on just one issue—many readers may not be familiar with the topic. Incorporate your main message points.*
- *If you have a fact sheet on the issue, you can use the main points from that document.*
- *See if you can reduce your point to a single sentence, for example, "reproductive rights are human rights."*
- *Raise the opposition's best arguments and disprove them with countervailing facts, or irony, if appropriate. Support your side with facts and numbers.*
- *Be positive – provide solution, not just problem.*
- *Include a suggested headline, byline and one-sentence description of the author and his/her expertise.*

To get the op-ed published, find out the names of the editor or editors of the op-ed section at each media outlet. When you get someone on the phone, quickly tell them who you are, what organization you represent, about your issue, and why the proposed op-ed is timely or newsworthy. Then tell them you have an expert—yourself, the head of your organization or a well-known personality—who would like to get your side of the issue across to the media's audience. Be prepared either to get rejected or to be asked to send the editorial immediately for consideration. Once one media outlet has agreed to look at it, do not send your op-ed to other outlets until your initial pitch is rejected or accepted.

Source: Centre for Reproductive Rights, *Advocacy Guide*, 2003.

6.6 PRINTED MATERIALS

OVERVIEW

Printed or "print" materials are items such as campaign leaflets, bulletins, posters and cards. They also include banners and other campaign materials which carry the campaign message or logo. Virtually all campaigns use print materials, in different combinations, for various, sometimes multiple, purposes including:

- ***advertisements*** in newspapers, in magazines, on billboards and other public displays to spread the message
- ***handouts*** and ***posters***, which may also announce precise campaign events
- ***updates*** and newsletters to keep activists informed
- ***research reports***, e.g. to present evidence that demonstrates the urgency of the action required
- ***urgent action appeals***, e.g. to mobilize large numbers of supporters to come to a court trial who demonstrate to the judges that the case is in the public limelight

- ***activists' kits*** to ensure campaign supporters promote a coherent message
- ***informational and educational booklets*** to enhance knowledge among the target audience and propose appropriate action

As the internet is fast becoming a more widely used campaign tool, some print materials (e.g. newsletters, action appeals) may only be produced for online dissemination. This can save valuable time and money for the campaign, provided there is a means of checking that information is indeed reaching target audiences via the internet.

When considering developing print materials for your campaign, it is also crucial to define a ***distribution strategy*** to ensure that such materials actually reach the people they are intended for. A good distribution strategy that is well-executed can save a lot of time and money. All too often, campaigns spend money on costly handouts and posters for example, only to find that they are not really being received or noticed by many people because of their availability in the wrong location, or in the wrong language for example.

GENERAL TIPS ON PRINTED MATERIALS

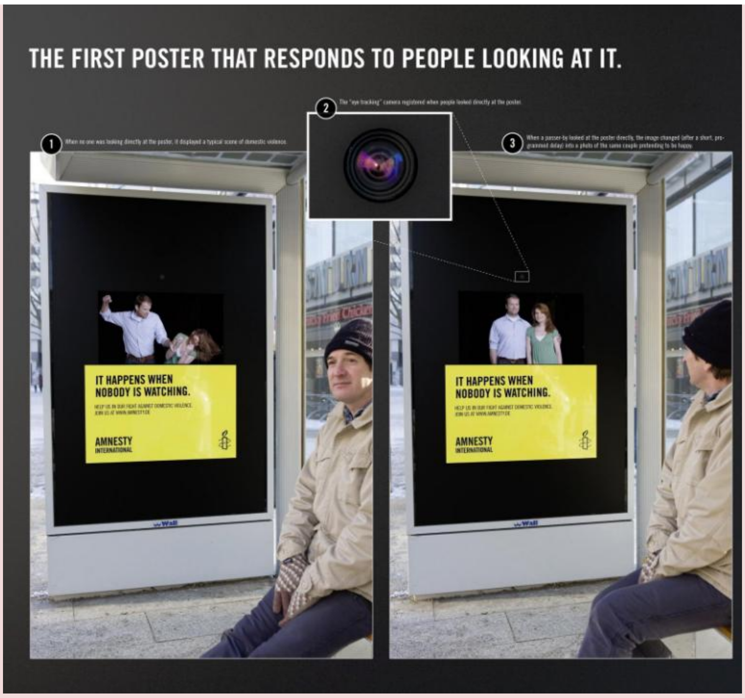
- ***Determine precisely the purpose and target audience*** of print materials so as to choose the most appropriate content and design for each item and avoid wasteful duplication.

Example: *A poster from the Turkish government (and UNFPA) Stop Violence against Women campaign, launched in 2004, displays a smashed marriage photograph that lies on the floor; a red telephone on what seems to be a coffee table indicates the method women could use to reach out for assistance. The numbers of major help-lines for survivors of VAW are displayed prominently.*

The combination of a few simple, easily recognized items – the smashed marriage picture, the wedding ring on the woman's hand, the telephone and the emergency numbers – conveys a clear, unambiguous message. Thanks to a "timeless" design which avoids any references to specific communities or region, this type of poster can be used throughout the country as long as the numbers displayed remain in operation.

- ***Less is more:*** the design of visuals (e.g. your logo, posters) should be simple and uncluttered. Production of written materials should be limited to the essential. Unnecessary information can confuse viewers and readers, and may distort the message.
- ***Once it's printed, it cannot be undone! Pre-test*** all materials with representatives of the target audience(s), and check and re-check the content of each item before it is printed.
- ***Consider longevity:*** Producing print material involves significant investment in design, production and distribution. The material should have a lifespan that is proportionate to that investment. Longevity can be ensured by screening the content for any information that can get "dated" or is likely to expire, e.g. reference to specific events and dates, or statistics or technical information in a field that is rapidly evolving. In materials that are to be used over a long period of time (such as leaflets, information booklets, cards), it may be useful to include an empty space in the design where specific campaign events can be announced, e.g. by using a stamp or stickers.
- ***Include the campaign logo, contact details*** for the campaign and the URL of the **website** – provided the site is attractive, useful and regularly updated.
- ***Determine the number of copies*** to be printed of each item, taking into account how many copies can be distributed to the target audiences. Printers tend to offer lower unit prices with large numbers, but it would be wasteful to stock-pile materials that cannot be re-used.
- ***Attention is increased by engaging people*** in a personal discussion when handing out leaflets. If print materials are sent to decision-makers, they should be asked for feed-back via a phone call, for example. Handouts and letters are less likely to propel the target audience into action if distribution is not followed through with other activities. Direct contact should be sought with the target audience to establish and maintain dialogue.
- Another way to attract attention is to ***combine print media with new technologies*** in a way that supports the campaign message.

An inspiring example comes from Amnesty International's **Stop Violence Against Women campaign**. *Posters in glass displays at German Bus stations have been equipped with a face-tracking camera. Each time a person turns her face to the display, the poster showing a domestic violence scene is replaced by an image of the same couple, peacefully smiling at the spectator. The slogan printed across the poster reads:* "It happens when nobody is watching".



Use of such novel technology has the potential to multiply the target audience, as mass media may report on "the first poster that reacts to viewers". The example is particularly memorable for the clever match between the message and the hide-and-seek effect produced by the technology.

CAMPAIGN LOGO

A logo, i.e. a simple, small graphic symbol that represents the campaign, increases campaign visibility and can make messages more memorable. It should be a ***unique, clear and simple image*** that can be recognized immediately. Logos should be displayed on all campaign items – e.g. leaflets, posters, letterheads, banners, and campaign gadgets or merchandise, such as T-shirts, caps, buttons and bracelets. The logo needs to look as attractive and compelling in a small format as in a large one.

Bear in mind: *When designing the logo, follow the general tips for producing print materials. If your campaign spans a wide range of regions and communities, pre-test the design with a diverse range of people to ensure it does not clash with any cultural values, or provoke inappropriate associations.*

Example: *Arguably, the most successful logo in campaigning to end violence against women and girls is the white ribbon symbol used by the* ***White Ribbon Campaign****. A small group of Canadian men created the emblem to commemorate the brutal mass murder of 14 female university students in Montreal. Today, millions of men throughout the world wear the White Ribbon on the International Day for the Elimination of Violence Against Women (25 November) to express their commitment to ending VAW.*

Read the White Ribbon Campaign case study.

The Sixteen Days of Activism Against Gender Violence is an International Campaign started in 1991 by the Center for Women's Global Leadership at Rutgers University, United States. The Campaign maintains a different theme from year-to-year and begins on the 25th of November (Day for the Elimination of Violence against Women) through the 10th of December (Human Rights Day). Today, the Campaign is world renowned, observed through international, regional, national and local initiatives.

See the Campaign logo in various languages.

In international campaigns, merchandise displaying the campaign logo can create a sense of solidarity among activists.

Example: *The* We Can *campaign, initiated by the NGO* Oxfam Great Britain in South Asia, *has encouraged alliance members to produce and distribute activists' kits prominently displaying the* We Can *logo, which shows three women's silhouettes joining their raised hands against a red background. As the campaign has mobilized some 2.7 million activists (so-called* change makers*) around South Asia,* We Can change maker *bags, T-Shirts and polo caps prompt strangers to talk to each other and exchange experience on the campaign.*

Visit the website.

See the external campaign evaluation.

PRINT MATERIALS FOR READING

Most campaigns produce leaflets or booklets that spell out the campaign message in different ways and enrich it with additional information, such as key facts and figures on the campaign issue. ***Quality print materials lend permanence to the campaign message*** – campaigners and target audience members can keep a copy and refer to it later, e.g. as an accurate record of the evidence supporting the campaign message.

The types of reading materials needed depend on the overall campaign strategy, the campaign communication strategy and target audiences: For example, for high quality media coverage, briefing documents (policy briefs, press advisories) and media kits for journalists may be necessary. If international and national policy-makers are a crucial target audience, then a research report can be an effective tool to present pertinent evidence and a concrete proposal for action – possibly in the shape of precise policy recommendations or draft law provisions. Campaign activists may need a written guide to promote a coherent message. Young people may be attracted to the campaign message through colorful booklets presenting stories relevant to their daily lives. The options are virtually unlimited.

See Tools in "Earned" Media Coverage for guidance on creating media-related print materials such as press kits, press releases and media advisories. Petitions, letter-writing, policy briefs and research reports are commonly used in campaigns for institutional change. See Communication in Campaigns for Institutional Change for information on these.

Basic rules for producing reading materials:

- ***Less is more:*** Producing print materials for reading requires substantial resources. One should focus on producing ***high quality materials that are most needed*** to reach the campaign goal. An excessively broad variety of print materials may waste resources and confuse the audience.
- ***Language*****:** Reading materials must be produced in the language and style target audiences are most likely to read and understand. In countries or communities, where there are several different languages used, it may be important to produce materials in these different languages to effectively reach target audiences. However, it is also important to note that there could be considerable related costs therefore e.g. translation, printing in different formats.
- By definition, reading materials target a ***literate audience***. If large sections of the audience have limited or no reading skills, it may be pointless to produce any reading materials – unless they are combined with other activities, e.g. activists explaining or translating the campaign message to the audience. The same caveat applies to audiences who do not speak the majority language, or who have visual impairments. Strong visuals can be an important way of communicating in these circumstances.
- ***Distribution of print materials*****:** print materials and other campaign paraphernalia need to be brought to their audience. A clear distribution strategy is needed to ensure that this is carefully planned and budgeted for. Leaflets and brochures may be distributed at campaign events, through public institutions, such as schools and medical clinics, or by campaign activists. Research reports and petitions may need to be hand-delivered to public officials, or made available at events like conferences or government meetings; they might also be announced or described at a press conference.

Example*: In Nicaragua,* **Puntos de Encuentro** *circulates its magazine* "*La Boletina*" *to some 1.100 rural and urban women's organizations throughout the entire country. The magazine reports on activities carried out by this broad spectrum of groups, publishes testimonies and analytical essays in simple language to provoke debate on women's rights issues.* "La Boletina" *is disseminated through the volunteer network* "las emboletinadas" *made up of women's and other community-based organizations which have a distribution tree crisscrossing the entire country and reaching even the most rural areas. The* "emboletinadas" *hand-carry the magazine to isolated communities which are not reached by the national post or other formal distribution systems.*

Source: Lacayo, V. & Singhal, A., [Pop Culture with a Purpose! Using edutainment media for social change](), Oxfam Novib/KIC, 2008.

COMMON PRINT MATERIALS USED IN CAMPAIGNS

Campaign Leaflets and brochures

Brochures and leaflets are common tools to present a campaign and promote its message to a literate public. For low-cost production, leaflets should be no larger than two sides of standard letter paper, which can be folded in different ways. A brochure or booklet is more onerous to produce, but it can tell a longer, more complex story than a leaflet.

Most campaign brochures and leaflets will include:

- ***The campaign theme, goal and any logo*** for the campaign
- ***The reason why*** the campaign has been launched
- ***What people can do*** about the campaign issue
- ***Contact details*** of the campaign including e-mail and website, if applicable. In some countries, it is a legal requirement to provide this data on all publications
- ***An invitation to readers to send their contact details*** for further information, if follow-up with the audiences is part of the strategy
- ***A short, compelling story*** that illustrates the campaign issue
- In brochures and leaflets whose target audience includes women and girls, appropriate information should be included as to ***where VAW survivors can seek help***. This may be just a brief reference to a national hot-line number, or the contact details of appropriate organizations providing such support. Take care not to divulge confidential addresses, e.g. of safe houses.
- If the leaflet is intended to advertise a range of campaign events which have yet to be scheduled, an ***empty space*** should be included where one can add (e.g. with a stamp or sticker) the precise place, date and time of these events.

Campaign posters, postcards, stickers, buttons and t-shirts

Like brochures and leaflets, these are also common tools to present a campaign and promote its message to the public. However, because there is more scope for design and less for text on these types of materials, they can also be developed easily for an illiterate audience, particularly if drawings, caricatures or simple graphic representations are used to convey the message. Well-designed and eye-catching posters, postcards, stickers, buttons (or badges/ribbons/wristbands) and t-shirts may also be more appealing to the general public than brochures and leaflets.

It is important to keep information as short and simple as possible if using these types of campaign tools. Often the campaign slogan with a short 'action request' and relevant contact details can be sufficient to pique an audience's interest. At events, t-shirts or buttons can help to create a sense of solidarity amongst supporters of the campaign, just as a ribbon or wristband can allow the wearer to self-identify as a proud supporter of the cause.

When creating campaign materials bear in mind:

- Keep items ***simple and succinct***
- ***Pre-test*** every item with the target audiences and have several people ***double-check*** the materials for mistakes before printing
- Make the materials as ***attractive***, ***legible*** (style, large letter type that stands out against the background) and ***timeless*** as possible so that you can use them for a long time (and save money on printing costs by ordering many copies)
- Follow ***ethical guidelines*** as described in Adhering to Ethics in Campaigning.

Example: In **Ukraine**, groups used authentic looking Euro bills that had images of women embedded within them along with messages across the top warning them of trafficking risks.

UNIFEM Say No Campaign T-shirts from Venezuela

Georgian Rugby Team Shorts to support the Secretary-General's UNiTE to End Violence against Women Campaign

Links to Materials:

- Media Materials Clearinghouse Website.
- Say-No UNiTE to End Violence against Women Website.
- Banco de Buenas Prácticas Website.
- The Gender-base Violence Prevention Network Website.

Comic books

Comic books help convey the campaign message to people who cannot or do not want to read longer text, and are likely to especially appeal to a younger audience. Since they are quite a specialized product that requires skill to develop, it is important seek help or advice from people who have experience in designing them.

Comic books need to be designed and pre-tested carefully so that the target audience can identify with or be moved by the story presented. For example, stories set in an urban context may be of little interest to villagers, and vice-versa. When trying to reach a wide audience, one must take into account the different dress, mannerisms and ways of living of different communities. One can either try to find a common denominator, or design a whole set of different materials tailored to each different community.

Examples:

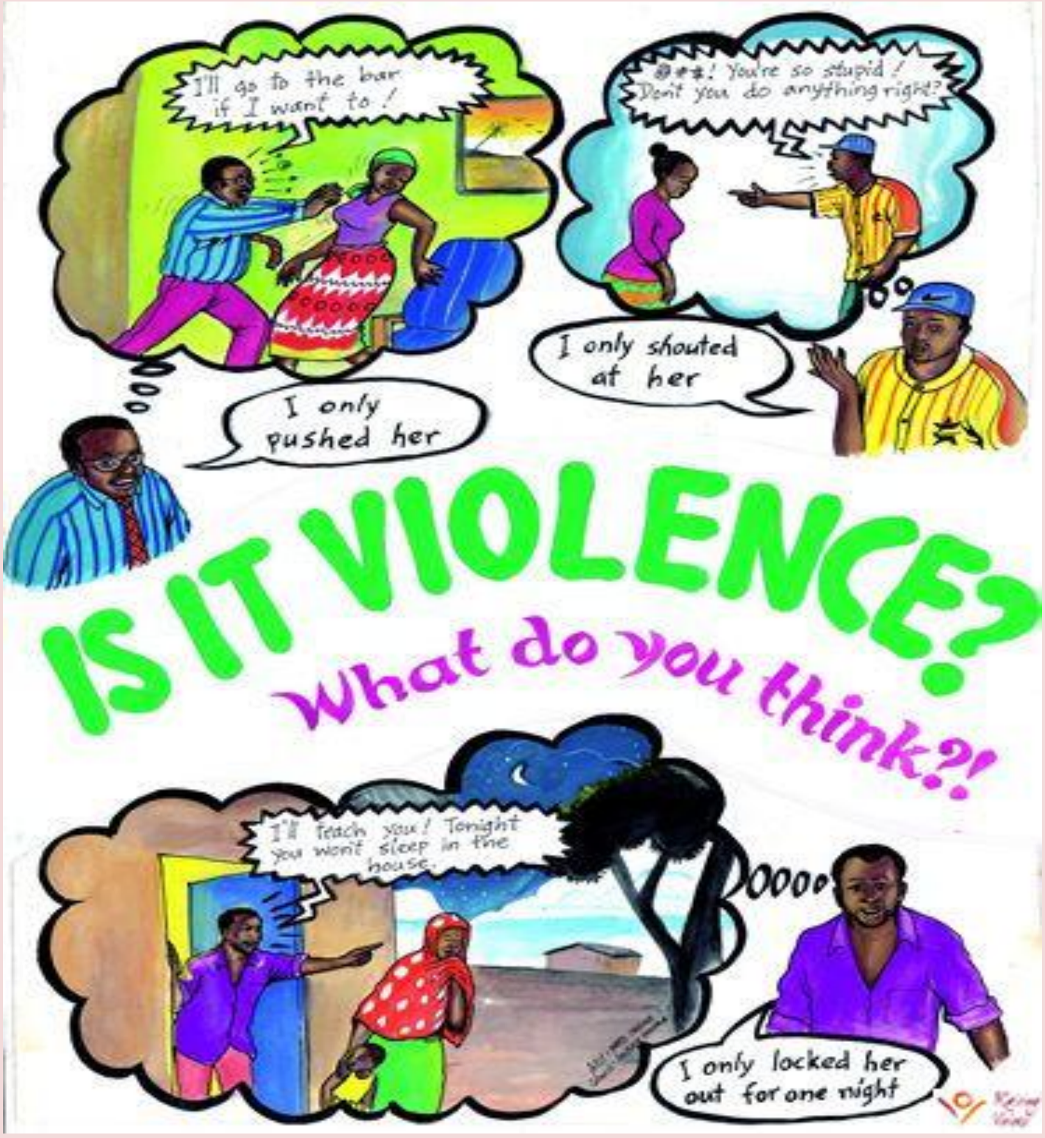
- *The comic book "**Has it Happened to You?**"* by Raising Voices *talks about violence against children. It shows common forms of violence that can take place and actions children affected by violence can take.*
- *The comic booklet "**Breaking Barriers: Safe Schools: Every Girl's Right**" by* Amnesty International *relates the story of a school girl who successfully rallied fellow students' support to end violence against girls in their school. It can be downloaded in English, French, Spanish and Arabic versions.*
- *The comic book* **Assegura't! Còmic de Prevenció de les Violènces Masclistes** and Facilitator's Guide by Department of Home Affairs, Institutional Relations and

Participation - Government of Catalonia**,** is aimed at young people to prevent gender-based violence.

- **The comic book Ntombi's Song – I Can Ask for Help!** in English and Zulu by the Children in Distress Network takes children through the process of disclosing, getting help and healing from experiences of sexual abuse.

- The Border Comic Series produced for Kenya and Uganda by two PATH projects, Scouting for Solutions and APHIA II Western is designed to foster positive attitudes and perspectives for health youth relationships, covering topics such as gender violence, sex and HIV. Download volumes one, two and three in English.

- Some campaigns also use elements of comic art for their websites or posters. See for example the ***"Is it violence? What do you think?"* poster** by *Raising Voices*, Uganda.



Newsletters

Newsletters, in printed or electronic form, update supporters and other stakeholders on campaign-related events, and progress of the campaign. Determine the purpose and target audience of the newsletter to make sure it is actually read. If it is chiefly an "internal" update for campaign activists, then campaign activities, activists' achievements and lessons learned should be central topics. If the newsletter is designed for a wider public, it should not over-emphasize "internal" issues, but rather show how the campaign relates to the daily activities and concerns of the target audiences.

Examples:
Inspiring examples are *La Boletina* *by* Puntos de Encuentro*, which began as a mimeographed 4-page newsletter in 1991 and has grown into the largest circulation magazine in Nicaragua, and* *Rural Women Knowing All ("Nongcun Funü Baishi Tong"),* (Chinese and English versions) *produced and distributed to the most remote areas by the countrywide* All-China Women's Federation *since 1993. Both publications promote women's rights by running stories and essays in simple language that a readership with limited educational backgrounds can fully understand and relate to.*

Advertisements in the press
Well-designed press advertisements can reach and potentially engage nation-wide audiences. If an organization or alliance has no experience designing mass media advertisements, expert advice should be sought, or sufficient time planned to pre-test the advertisement with the target audiences. Professional public relations firms may offer *pro bono* time or reduced rates to public interest campaigning: make contact with firms whose commercial advertisements you find appealing, and explain how they can demonstrate social responsibility by supporting your campaign.

It can be expensive not just to design an advertisement but also to get it placed in the press. Print media normally charge fees for advertisement space – the more readers the newspaper or magazine has, the higher the fees. Some print media however, may occasionally offer free space for public interest advertisements; it may also be possible to convince media contacts to charge a considerably lower fee.

One can also buy advertisement space to publish an ***open letter***, if none of the newspapers contacted is ready to publish it free of charge (either as a letter to the editor or an op-ed. See Tools in Earned Media Coverage. Open letters are common tools in advocacy campaigns. As open letters normally do not use any visual images or eye-catching design, it is not necessary to involve any advertisement specialists.

Printed Materials for Display
Posters, wall charts and other materials for display reach large target audiences when placed strategically, i.e. where they are most likely to meet the target's glance. They can be used in public places, in campaign events for higher visibility, and to back up presentations. When based on strong visual images, they can communicate messages across languages and literacy barriers.

Bear in mind:

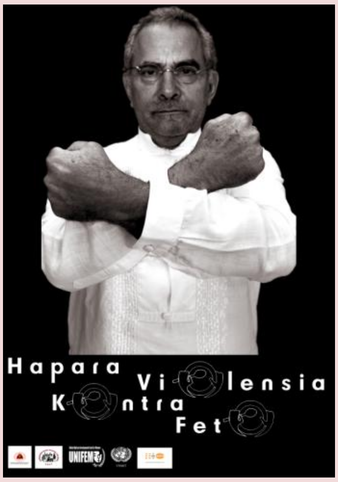
- ***Quality design and pre-testing*** are particularly critical with displays, which tend to offer little space for explanations. They may be misinterpreted if poorly designed. You need to be certain that people grasp your message at a glance and are immediately attracted to it.

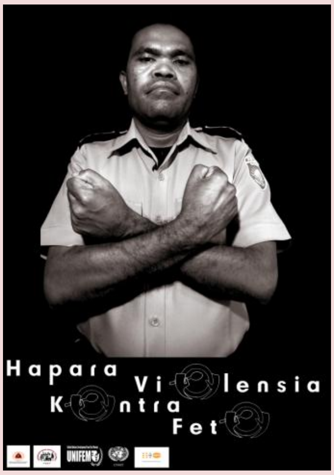
- ***Picture scenes that target audiences are familiar and can identify with***: background, dress and looks should be close to the situation the target audience lives in.

Examples

- *The South African NGO* Nisaa *has co-operated with* Adlib Studios *to produce posters for the* **"[Consent is Sexy](#)"** *campaign that reflect the diversity of South African society. The posters show young people from different backgrounds on the same image, or depict persons whose looks may be associated with different communities within South Africa.*

- *As part of the global campaign* ***[Sixteen Days of Activism to End Gender Violence](#)****, UNIFEM, with support from the UN Integrated Mission in Timor-Leste (UNMIT), the Secretary of State for the Promotion of Equality (SEPI) and the Association of Men Against Violence (AMKV) launched a multi-media campaign against violence against women in Timor Leste. The nationwide campaign featured 11 of Timor-Leste's foremost figures including President Jose Ramos Horta, Prime Minister Kay Rala Xanana Gusmao, and the President of the National Parliament Fernando "Lasama" de Araujo, with their arms crossed to support the UN Action against Sexual Violence in Conflict.*





- *The 2009 poster campaign against violence against women by the Chile Network against Domestic and Sexual Violence (***[Red Chilena contra la Violencia Doméstica y Sexual](#)***) has developed very short and compelling messages.*

- *The* [**Feminist Poster Project**]() *offers free, generic posters that can be downloaded from its site for local events. It includes posters that can be used in campaigns to end VAW, e.g. an image advertising for* “Take back the night” *marches.*

Billboards and ***street banners*** are large-size advertisements, several meters tall and wide, usually posted near or across busy roads so that they catch the attention of the passer-by.

Examples:

The 'Say No – Unite to End Violence against Women' campaign has created banners in English, Spanish and French displaying the campaign message. See the organizer's toolkit.

***Futures without Violence** campaigns to end intimate partner violence. One major component of their programming involves working with men and boys, through their "Coaching Boys into Men" initiative. To reach large numbers with their messaging, a large-screen billboard was launched in busy Times Square, New York City.*

Transportation advertisements display the message on the side or the back of buses, trains and other modes of transportation. In Asia, campaigners have used motor rickshaws for similar purposes – a lower-cost, eye-catching variation. In some cities, campaigners have also used other modes of transport for advertisements such as taxis, subways and trains.

Examples:

A sexual harassment bus campaign in Rosario, Argentina.

Motorized rickshaws in Quezon City, the Philippines

Public buses in Bogota, Colombia

Refer to the section on Community Mobilizing for tips on "low-tech" displays, such as murals.

6.8 AUDIO-VISUAL MEDIA

PURPOSE-DRIVEN AUDIO-VISUAL TOOLS

Radio and television are commonly used in large-scale campaigns to end VAW. Well-designed mass media advertisements can reach and potentially engage nation-wide audiences. Purpose-driven audio-visual media, i.e. programmes produced specifically for a campaign, include public service announcements (PSAs) and other types of advertisements. Many national campaigns led or sponsored by government agencies have produced successful PSAs on radio and television, e.g. to raise awareness on the harmful effects of VAW, to direct survivors to support services and options for redress, and to expose the links between VAW and the spread of HIV. See also Public service announcements

Because audio-visual tools produced specifically for campaigns can be extremely costly, sourcing for *pro-bono* support from PR/advertisement agencies to help develop them, and radio/TV networks for free or sponsored airtime, could be very helpful. Alternatively, other cost-effective ways to use radio and TV include doing interviews, or taking part in talk or call-in shows.

Practical tips

- *Identify radio or TV stations which broadcast interviews on social issues and propose to be their guest, e.g. for an interview, a call-in program or a talk show.*
- *For people who are not experienced with media appearances, it may be a good idea to conduct a few mock interviews with a friend and ask for feed-back beforehand.*

Think carefully of the essential points of your message that you must get across, and make sure you practice saying them.

- *Avoid being long-winded since airtime is always likely to be very short, a few minutes at the most. Instead, speak in 'sound-bites', which are succinct phrases that are easy to understand, and get your point across quickly and effectively.*
- *If you participate in a call-in show, mobilize campaign members to call and support your point. Where possible, ask the radio or TV station to provide you with a recording of the interview – this can be a helpful reference when you are monitoring and evaluating your campaign.*

WHEN DOES IT MAKE SENSE TO USE AUDIO-VISUAL MEDIA?

- If the target audience frequently listens to radio and watches TV.
- If the purpose is to raise awareness, enhance the listeners' or viewers' knowledge, provoke critical thought or discussions, or prompt a highly specific action (e.g. calling a certain number).
- Radio can be an excellent channel to transmit messages to areas that are difficult to reach by other media, since battery- or solar-powered radios function independently from any electricity grid. However, rural households in developing countries tend to own a single radio or TV set only, which is more commonly used and controlled by male members of the household. As a result, messages targeted at women are less likely to reach their audience, unless additional radios are provided that can be used without batteries (e.g. solar-powered or wind-up). (UNIFEM, 2007: *Women Building Peace and Preventing Sexual Violence in Conflict-affected Contexts)*. The timing of broadcasts is also important for the same reason – women may be better able to listen to radio messages when men are not at home, so broadcasts in the afternoon could be more effective than in the evening or early morning.
- If the necessary resources are available or can be mobilized, e.g. funding for or *pro-bono* air time on TV and radio, and specialized audio-visual media production expertise.
- Less onerous alternatives are community radio, which can work well with simple formats and reach audiences that do not have access to TV, and digital video on the internet (see e-campaigning for more information).

Audio-visual campaigning is not sufficient or appropriate if…

- It reaches only an unimportant (for campaign purposes) fraction of the target audiences. In that case, resources may be better used on different communication channels.
- Specialized media for marginalized groups – e.g. people with disabilities or people who do not speak the language used in national media – does not exist. Community-level activities (including community radio), and events in local languages or with tailored audio-visual aids (e.g. materials in Braille or sign-language translation) may be more effective to engage them.

PUBLIC SERVICE ANNOUNCEMENTS (PSA)

PSAs are a form of "advertisement" for the campaign message, specially produced for the campaign and disseminated via radio and TV. PSAs can be especially useful in large-scale/mass public awareness or behaviour-change campaigns. Experienced media specialists need to be involved to design effective mass media announcements, since PSA production and broadcasting can be costly, and the design must be based on quality formative research on target audiences.

Example: *UNIFEM and PAHO collaborated in 2003 on a PSA called '**Violence Against Women: Not A Minute More'**. The PSA was distributed in Spanish, English and Portuguese to more than 300 TV and cable stations in Latin America and the Caribbean. Watch the PSA here.*

Case study: Breakthrough

*This US and India-based human rights organisation launched its **'Bell Bajao!/Ring the Bell'** campaign in 2008 to call on men and boys across India to take a stand against domestic violence (DV), by performing a simple bystander intervention – ringing the door bell when they witnessed DV taking place. The campaign's integrated cultural, organizing and media strategy sought to make the issue part of mainstream conversation; increase knowledge about and change community attitudes towards DV and towards HIV-positive women; and alter individual behaviour. By end 2010, with support of the United Nations Trust Fund to End Violence against Women, through their PSAs on television, radio and print, their online multimedia campaign, educational materials and travelling video van, over 130 million people had been reached.*

The Bell Bajao PSAs depict men and boys who hear men shouting, women crying and objects falling – indicating incidence of domestic violence. They find an excuse to interrupt the violence by ringing the doorbell and asking the abuser who appears in the doorway for a small, unrelated and unnecessary service. It is clear to the audience that the bell-ringer is just doing it as an 'excuse' to intervene, to halt the violence. See PSA "software engineer". Mobile video vans broadcasting the campaign PSAs allowed youth advocates to engage directly with individuals and encourage community involvement and participation through games, puppetry, street theater and quizzes.

See the full Bell Bajao case study.
Access the Bell Bajao Campaign.
See the Bell Bajao PSAs.

Other Ilustrative PSAs:

- The Jagori "Staring Hurts" PSA against sexual harassment in India is part of its Safe Delhi Campaign.
- Youth Voices on Ending Violence against Women produced by the Secretary-General's UNiTE to End Violence against Women Campaign.

EDUCATIONAL ENTERTAINMENT ("EDUTAINMENT")

Edutainment is entertainment designed to educate as well as inform or amuse. TV and radio serial dramas ("soap operas") are the best-known contemporary forms of edutainment, and widely used especially across Latin America and Asia. They appeal to their viewers' minds and emotions, developing multi-layered storylines inspired by people's daily lives over successive installments. Their characters offer opportunities for emotional identification and role modeling. Popular series maintain long-term contact with their viewers, exposing them to different aspects of the same theme over several months or years. Although it tends to be difficult to trace direct cause-to-effect lines between specific features of edutainment programmes and behaviour-change among the audience, evaluations demonstrate that edutainment can leave a lasting impression on its audiences. Often, TV and radio programmes are combined with more interactive interventions at community levels, e.g. through youth clubs or discussion groups, to more deeply engage with audiences.

Other forms of edutainment that are becoming increasing popular today include video and digital games, and games developed for mobile devices such as cell phones and tablets (in the form of 'Apps' or applications). This form of edutainment is especially popular with youth, and can be an important medium for engaging them, by communicating ideas and social messages, and challenging stereotypes.

Examples:

SextoSentido *by Puntos de Encuentro in Nicaragua and **Soul City** in South Africa are among the most popular **TV series** in their countries and have prompted significant change in knowledge and stated opinions on VAW. Download the **Sexto Sentido** episodes and see the full case study.*

Soul City *Series 4, which addressed violence against women, included a 13-episode prime time television drama, a 45-episode radio drama in nine languages, three full-color information booklets with a nationwide distribution of one million copies each, and community events including school-based programmes. A full case study is available here.*

Paragraph missing-
*En Inde, le vidéo clip musical de Breakthrough **Mann ke Manjeere (Rythme de l'esprit)** a figuré au palmarès des Top Ten pour les vidéos musicaux pendant six mois ; son héroïne chauffeur de camion qui échappe à la violence sexiste a inspiré un public de quelque 100 millions de personnes.*

Radio drama *is another popular edutainment tool. In Malawi, **Kamanga Zula** is a serial radio drama based on real-life stories of Malawians, followed by panel discussions on issues of prevention through education and skills building. Panelists include policymakers, community leaders, and law enforcement officers of both sexes.*

In Uganda, the organization MIFUMI uses fictional characters based on real storylines in its radio drama to reach diverse populations on issues of violence against women. Listen to the radio dramas.

VIDEO, FILM AND RADIO

Digital video
Film and video can be powerful tools, appealing both to viewers' minds and to their emotions. Over the last decade, digital video has revolutionized film-making, as it is accessible to anyone who can afford a simple digital video camera. Today, even mobile phones include digital video recording functions that can be used to produce compelling

video material that is easily disseminated to a virtually unlimited audience of internet users. But it is still necessary to plan, direct and edit digital video as professionally as possible so as to promote the campaign message in a compelling manner.

Practical Instructions

The human rights organization WITNESS provides a set of four short tutorial films that convey the basic rules of using video in advocacy.
The following instructions are adapted from these WITNESS tutorials.

1. Preparation – questions to be asked

- *What are the **risks** related to producing the video?*
- *What is your **goal**? How will the video fit into **the broader campaign**? It should be combined with other means of communication such as community action, lobbying, report writing or on-line dialogue.*
- *Who is your target **audience**?*
- ***Message**: what do you want the audience to do? How can your video motivate them to do it? What is the best way to convey the message on video? E.g. story-telling, compelling images and interviews with appropriate spokespersons. What is the **story**? How do you want to tell it? Where? When? Who are you filming?*
- *What are the **ethical principles** that must be respected (see <Chapter 2>, e.g. informed consent and confidentiality)*
- *What **equipment** do you need? A digital camera and access to a computer can be sufficient.*

2. Key issues about filming

- ***TELL A STORY:** Where you are, what is happening, who is involved, why. Get the images you need – if possible, plan beforehand what images are needed to best convey your message, and monitor your plan while you're filming. Build a meaningful sequence, keeping the purpose of the video in mind.*
- ***GET DETAILS:** Move closer to capture the action – if it's safe. Adjust the appropriate distance to the subject: wide shots convey context, medium-wide shots show what is happening, close-ups offer powerful detail. Get "telling" details - e.g. the shocked or aggrieved expression on someone's face.*
- ***PRODUCE QUALITY IMAGES AND SOUND:** Film stable 10-second shots (i.e. keep the camera on one item for a full 10 seconds). A well-chosen succession of still shots conveys the message strongly. Make purposeful camera movements, ensuring you are in a stable position (e.g. by keeping the elbows close to your body and knees bent for stability). Do not "hosepipe", i.e. wave the camera or cellphone around to capture "everything". Get good sound, possibly by using an external microphone and limiting background noise. Be aware of lighting issues. The best light for filming is a cloudy day. When filming with a mobile phone, avoid any unnecessary movement, as images may become very unstable. Be aware of background noise and get particularly close for interviews.*
- ***SPECIAL SITUATIONS:** In emergencies, e.g. when you chance upon an incident, protect your safety. After filming an incident, film witnesses who explain what happens. Filming secretly can be illegal and risky. Assess the risks carefully; if you decide to take them, practice secret filming until you feel competent.*

3. Filming people

- ***People** who tell stories are powerful vehicles to convey a message. Use eyewitness testimony.*

- ***Protect*** *the people you film by obtaining their* ***informed consent*** *and respecting* ***confidentiality*** *if needed. There are different ways of hiding people's identity on-screen: setting them up against backlight, shading their faces, filming them from behind or showing their hands only, or using editing programmes to obscure their faces.* ***If footage shows people's faces, store it safely.***
- *In* ***interviews****, ask open questions, such as "why?" and "how did it happen". Shoot additional footage to show what the interviewee talks about, but keep the camera focused on the interviewee while she/he is talking.*

4. Editing and distribution

- ***REVISIT YOUR STRATEGY:*** *Has anything changed that needs to be taken into account when editing and using the video? Reassess risks: is it safe and appropriate to publicize the video?*
- *In editing,* ***LESS IS MORE:*** *to convey your message efficiently, keep it short. You do not need to show "everything", but create a meaningful sequence. When working with extremely limited footage, e.g. just 1 graphic shot, consider borrowing additional materials from colleagues or using footage with creative commons license.*
- ***ETHICS:*** *Report truthfully and do not distort the chronology of events.*
- ***DISTRIBUTION:*** *Use different venues to show the video, e.g. by posting it on different websites and at public events. Try to show it in the right place at the right time: look for a tipping point in a situation, e.g. a key vote in parliament. Special screenings can be organized for key members of the target audience.*
- **TRACK VIEWERS:** Check websites where you have posted your video for comments and react swiftly if needed. On all-purpose video platforms such as YouTube, advertisements that contradict your campaign message may pop up next to it, for example videos with gender-insensitive content. On-line tracking tools make it easy to monitor how many viewers the video attracts; comments gather feed-back that may contain useful lessons for future videos. *On-line videos that attract large numbers of viewers may make it into the news, thus multiplying their audience and potential impact.*

Illustrative music videos

The Bogota Mayor's office of Culture, Recreation and Sport with support from UN Women, produced a video of famous music artists in support of the UNiTE to End Violence against Women Campaign in Colombia. Watch the video.

Breakthrough (India) produced a music video **Mann ke Manjeere (Rhythm of the mind)** portraying a truck-driving woman who has escaped intimate partner violence. The music video ranked in the national "top ten" for six months.

<iframe width="420" height="315" src="http://www.youtube.com/embed/LsFha77l3RY" frameborder="0" allowfullscreen></iframe>

Socha Kabhi Naa (Pakistan) an EVAWG Alliance production by artists Khawar Jawad & Nouman Javaid was produced during the 16 days of activism 2011 for the Secretary-General's Campaign UNiTE to End Violence against Women and Girls with support from UN Women.

<iframe width="560" height="315" src="http://www.youtube.com/embed/ZbwRet2j92Q" frameborder="0" allowfullscreen></iframe>

Tools for digital video:

- The international human rights organization WITNESS specializes in training and support for groups using *video in advocacy*. Comprehensive instructions and examples are available from its website.

- ***NGO-in-a-box***. *The Audio/Video edition*. This online resource developed by the *Tactical Technology Collective* in collaboration with *EngageMedia* is a collection of Free and Open Source Software (FOSS) tools, documentation and tutorials that introduce NGOs, non-profits and media activists wanting to use audio and video for social change to the world of FOSS and low-cost technology (in English and Portuguese).

- ***Breakthrough*** has developed a comprehensive power point presentation detailing different options for *publishing/distributing videos* on the internet (available in English).

- ***Music for non-profit video*, film and short projects** can be downloaded free of charge at Mobygratis.

Community Radio

Community radio usually is a short-range, not-for-profit radio station or channel that caters for the information needs of people living in a particular locality, in the languages and formats that are most adapted to the local context. Community radio stations can be mobilized for campaigns, for example by announcing campaign events, hosting talk shows with campaigners, or playing the campaign radio jingle and songs.

***Advantages*:** As community radio is usually run by volunteers using low-cost technology, it tends to be easy to obtain free or inexpensive air time. It offers an opportunity for contributions by people whose voice is not much heard on national radio – e.g. “ordinary” women and youth – which can be highly empowering. Community radio reaches a large section of the locality it covers, as listeners tend to be interested in local issues. It is also an excellent way to communicate with communities whose main language is not the official national language.

Examples:

In Nepal, the NGO Equal Access, with support from the United Nations Trust Fund to End Violence against Women, *in partnership with* General Welfare Prathistan, *trained rural women as community radio reporters. They collected stories from other rural women to create a radio program,* “Changing our World”, *which reached two million listeners. It covered issues relating to women’s human rights, peace-building, and violence against women. In parallel, sixty community listener groups were established to encourage grass-roots leadership and changes in attitudes and behaviour* (UNIFEM, 2007: *Women Building Peace).*

See the impact assessment and watch a video on this initiative.

The World Association of Community Radio Broadcasters (AMARC) *brings together a 4000-strong network all over the world, and supports the community radio movement. Information on radio stations, and events and conferences related to community radio can be found on its website in English, Spanish and French.*

Bear in mind:

- In rural areas of low-income countries, it is often the adult men in the household who control radio ownership and use in households (UNIFEM, 2007: *Women Building Peace*). In that context, you need to reach out to women by using other channels, picking the times of day for broadcast when women are likely to be alone at home, or by recording and playing radio programs at places where women meet, e.g. as part of women's self-help and micro-finance group meetings.
- If you consider creating your own radio station, e.g. for a community campaign lasting several years, find out about local regulations and organizations that can provide the necessary training.

Feminist Radio

This is women-centered radio programming that promotes non-sexist communications, non-stereotyping and focuses on issues affecting women and girls. Many feminist radio organisations are community-based, broadcasting increasingly over the internet as well to reach a wider audience. Examples of feminist radio organisations include: Women's International News Gathering Service (WINGS) (Canada), Feminist International Radio Endeavour (FIRE) (Costa Rica, in English and Spanish), the Women's Radio Fund (USA), Mama FM (Uganda), Radio Al-Mahabba (Iraq), Nisaa (Palestine) and the AMARC Women's International Network (hosted by AMARC, global). A list of feminist radio organisations can be found at the Women's Institute for Freedom of the Press.

Tools for community radio:

- The *Straight Talk Foundation* (Uganda), offers a crisp, 33-page manual <Using Radio to Help Communities Talk: A Manual for Community Dialogue, 2006> on the essentials of community radio, including basic guidance on technical issues.

- The **Community Radio Toolkit** is a website providing links to resources on practical issues related to community radio such as station management, sales and advertising, programming, research and evaluation and engaging volunteers.

- **UNESCO** has published a series of guides on community radio (CR):
  i. The 100-page *Community Radio Handbook* covers all aspects of community radio and includes fairly extensive case studies from different continents.
  ii. *How to do Community Radio. A Primer for Community Radio Operators* by Louie Tabing (UNESCO, 2002) gives detailed technical guidance (in 70 pages).
  iii. *CR: A user's guide to the technology* by N. Ramakrishnan (UNESCO, 2007) is the most up-to-date and comprehensive UNESCO technical guide on community radio (275 pages). It covers all technical aspects, including almost 100 pages on equipment. Although the document is chiefly targeted to Indian

and South Asian audiences, it contains valuable general information applicable to other audiences.

- The Indian organization **Gram Vaani Community Media** (2008) provides an extensive on-line guide on community radio, with a particular focus on India. It includes strategic and technical guidance, information on costs and a host of useful links, which are also valid in other contexts.

- The **World Association of Community Radios (AMARC)** offers comprehensive information on how to use audio, video and print media; how to conduct evaluations; provides links to media networks in all regions; and a collaboration space for members. The website is available in English, French and Spanish.
  - The AMARC site hosts the **AMARC Women's Network** on a special page which includes links to major international campaigns and events on women's rights.
  - The colourful guide on ***Creating Participatory Radio with Children*** *by Community Media for Development Productions* (South Africa, 2004) explains how children can be involved in producing radio programmes such as drama.

6.9 ELECTRONIC CAMPAIGNING

WHAT IS E-CAMPAIGNING?

"E-campaigning" designates the use of "new" communication technology, such as the internet and mobile telephones, in campaigning. E-campaigning can be a quick, cheap and effective way of contacting, informing and mobilizing large numbers of people in contexts where electronic tools are easily accessible and widely used. World-wide data show that average internet use tends to increase more rapidly than gross national product (Rosling, H., TED Talk, 2006), making the internet a powerful potential motor for social progress. Over the past decade, e-campaigning has become a major feature in campaigns to end violence against women and girls.

E-campaigning involves using passive tools and active tools, often in a combination of ways. ***Passive tools establish a one-way communication:*** users receive information via e-mail or by consulting a web-site. In recent years, e-mailing, comment and posting functions on websites and blogs, social networks (such as Facebook and Twitter) and other new technologies enable two-way conversation, often in real time, turning the internet into an ***active*** tool. Campaign supporters and anyone who finds a message – or its design – appealing can relay it throughout their social networks by a few mouse clicks, generating a cascade of communication. The term ***viral spread*** has been used to designate such spontaneous, unregulated propagation of a message.

To make the most of e-campaigning, it is of key importance to design a ***deliberate strategy based on an analysis of the target audiences*** and the ways in which they use communication technology. E-campaigning can enhance the chances to reach the campaign goal if effective techniques and tools are chosen to reach the audience. To ***monitor progress***, different technical solutions are available, such as counting and tracking "hits" on web-sites; running short internet polls with audiences, gathering and publishing their feed-back.

WHEN DOES IT MAKE SENSE TO USE E-CAMPAIGNING?

- If there are campaign staffers available who are familiar with the various tools of electronic communication.
- To reach large, scattered audiences whose key members routinely use electronic communication devices. In countries where internet use or mobile phone usage is wide-spread, both advocacy and behaviour-change campaigns make extensive use of electronic communication tools.
- To trigger immediate action: e.g. campaigners hear on Friday night that the campaign issue will be discussed in parliament on Monday, and want to mobilize voters to contact their local member of parliament.
- To disseminate a large amount of information available at relatively low cost, e.g. by posting it on a website or spreading it through e-mail.

Bear in mind:

- *As with any other media,* ***e-campaigning must be crafted deliberately and carefully****. Do not rush into trying out a tool without assessing expected benefits against the costs (including staff time and technical expertise). Poorly designed electronic campaigning may damage your credibility, while inappropriate use of some tools, e.g. excessive e-mailing, may irritate your target audiences.*
- *Remember the* ***digital gender divide*** *– for a number of reasons (including gaps between average incomes of women and men and unequal access to education), women tend to use or have access to electronic media less frequently than men. But the particular audience you target may be perfectly computer-literate depending on the context.*
- *Take into account the targeted users' internet* ***connection speed****: if your target audiences are likely to have slow connections, avoid using animations and large downloads.*
- ***Do not use e-campaigning if*** *no-one in your organization or alliance is familiar with the relevant tools, or if your audiences do not frequently use electronic media.*

Tackling VAW with Technology

The lack of adequate resources, information or analysis that explores communications and technology policies that prevent, minimize or address harm to women is a challenge faced by advocates working on violence against women. To address this, the Association for Progressive Communications Women's Networking Support Programme (APC WNSP) is running a two and a half year project (that started in early 2009) to strengthen women's use of information and communications technologies (ICTs) to combat VAW, particularly by helping women negotiate the fraught terrain of ICTs where freedoms go hand in hand with growing privacy and security concerns.

As part of the project, GenderIT.org published a series of papers that provide a snapshot and baseline on the law and policy on ICTs and VAW in 12 countries across Africa, Asia and Latin America. The papers illustrate the different opportunities and challenges for how ICTs impact on VAW, either worsening the problem (eg. use of ICTs in trafficking) or offering solutions (eg. providing platforms for women to collaborate and network against violence). Among the issues explored are internet and mobile phone access and usage, privacy and the unauthorised use of images of women and girls, *cyber-bullying of teenage girls, the growing use of mobile phones as a means of greater control and monitoring of women, and the use of ICTs to better protect and assist victims of violence.*

Read more: Erika Smith and Sonia Randhawa, Violence Against Women and ICTs, Gender Centred Bulletin, GenderIt.org, 2009.

Abstracts of the country papers – Argentina, Cambodia, Brazil, Colombia, Congo, Democratic Republic of Congo, Pacific Islands, Malaysia, Pakistan, Philippines, South Africa and Uganda –are available on the website.

Tool:

- **Fairsay, Oxfam GB, Advocacy Online, 2008**. *E-Campaigning Resource Pack*

Websites

A campaign website presents the campaign on the internet. Such websites can dramatically enlarge the audience and serve as a vehicle to make campaign materials available at little cost.

An effective website is the central ***clearinghouse*** for all electronic campaign tools: it advertises the message and campaign events, offers background information (e.g. research reports, documentary videos and links to other relevant websites), as well as precise advice for action (e.g. policy briefs, action alerts, etc). It can include tools for activists and campaign supporters, e.g. posters for print-out, or special mobile telephone ringtones, and offer a space for the audience to share their thoughts. Links to social media such as *Twitter* and *Facebook* relay the website and its messages to viewers' networks. One can also use the campaign website to raise money – there are numerous types of available software that can direct users to a secure site where they can make contributions via credit card or *Paypal* (a secure internet payment system that is widely used all over the world).

Bear in mind:

- *Your website is likely to become a centerpiece of your campaign communications. Take time to **craft it carefully** and pre-test it with members of the target audiences.*
- *Websites need to be frequently **updated** with accurate, attractive information. If your site includes interactive functions, such as a chat room or comments stream, you need a **moderator who monitors** new contributions every day, so that anything inappropriate (e.g. offending messages or unwanted commercial advertisements) can be removed swiftly and urgent queries responded to.*
- *Websites work best when **combined with other media tools**, e.g. e-mail updates that announce new content and invite your audience to visit the website. You can encourage users to subscribe to an e-mail messaging service, or to an RSS feed that relays news from your website to the subscribers' site. An RSS feed allows a reader to subscribe to timely updates from favored websites or to aggregate feeds from many sites into one place. RSS feeds can be read using software called an "RSS reader", "feed reader", or "aggregator", which readers have to sign up for. There are many free RSS readers available online.*
- *Many providers offer **"free" website hosting** and easy guidance on setting up your site or blog. Check carefully whether*

-

- *that means that your site may contain advertisements with content that you cannot control. It is not uncommon to see low-budget websites on women's violence polluted by highly inappropriate and counterproductive advertisements.*
- *Take into account the targeted users'* ***connection speed****: if your target audiences are likely to have slow connections, avoid using large pictures and animations on the main pages of your website. Break up large downloadable documents (e.g. PDF files of your campaign reports) into several files with clear titles so that users can go directly to the chapter they wish to download.*

Examples:

- The **That's Not Cool** campaign (USA) to prevent teenage dating abuse uses interactive videos to approach a teenage audience.

- The global **White Ribbon** campaign targeted at men offers a rich, comprehensive website.

- The UN Women **Say NO – UNITE** social mobilization platform (in support of the UN Secretary-General's UNiTE to End Violence Against Women campaign) offers multiple tools and a fully interactive platform.

- The **Violence Is Not Our Culture Campaign**: the global campaign to stop violence in the name of culture website includes action alerts and other resources.

- The **Take Back the Tech!** campaign website focuses on new media in campaigning, offering tools and opportunities for exchange.

Case Study**:** ***Bursting the Bubble Campaign***

The **Bursting the Bubble** *campaign, launched in 2003, is an initiative of the* Domestic Violence Resource Centre Victoria *(Australia), a government-funded service for people affected by domestic violence. The campaign uses the internet to reach teenagers who have witnessed physical domestic violence against their mother or stepmother, or who have experienced direct physical, emotional or sexual abuse by a parent or care-giver.*

The colorful campaign site is designed to "help you to work out what's okay in a family and what's not", and offers guidance as to how teenagers can protect themselves and where they can seek help.

Results:

- *75% of respondents to an online survey stated they knew 'a lot' or a fair amount about support services after visiting the website (65% said they knew only a little or nothing about services beforehand). Every month, over 250 website users participate in the online quiz to identify whether violence occurs in their families. Of those, approximately 84% obtain a quiz result that indicates they do witness domestic violence between parents, and 42% are likely to be directly abused by a parent or caregiver. 72% of young people surveyed intend to use the information to act on violence happening to them or someone else in their homes, and 15% plan to use the ideas about abuse happening to a friend.*
- *Focus group discussions showed that teenagers found the website user-friendly, engaging and helpful. Campaign materials were also used by teachers in health education classes in schools. In 2005, the campaign won the* Australian Violence Prevention Award *and the website evaluation was awarded the* Australasian Evaluation Society Community Development Award.

Read the evaluation report: "Young people's views: Learnings from burstingthebubble.com"

Blogs

A blog is a more informal, less complex way to establish a presence on the internet. Functioning almost like a 'personal' website that can be easily updated, blogs tend to be much easier to build than full websites. In fact many web-hosts and blogging software, such as *Blogger* or *Wordpress*, offer free platforms that do not require any knowledge in programming languages such as *html*. The boundaries between websites, which can accommodate large amounts of intricately structured information, and blogs, which started out as informal diaries, are becoming blurred, as websites are updated at increasingly short intervals and blogs become more professional and more complex. In the interest of time and money, more and more organizations are choosing to set up blogs rather than full-fledged websites. Some websites also include links to blogs, e.g. the *Women Won't Wait Campaign to end HIV & Violence against Women* presents the campaign on its main page. More editorial-type, reflective articles are shared on the campaign blog, which can be accessed directly from the website.

Campaign blogs can intensify communication between activists working in different geographical regions, as a virtually unlimited number of internet users can contribute. It is however necessary to agree among activists as to what can be published on the blog and what cannot, and step-by-step instructions must be provided for those who have no experience in blogging. In large campaigns with many activists, it may be useful to designate one or two campaigners to act as blog administrators, who collect contributed information and upload these on the blog.

A blog can also be used as a purely internal communication tool by restricting its use to authorized, registered users. That can work as an effective communication and monitoring tool where internet use is common and all campaigners have easy access to it.

***Examples:** In its roaming “**Stop the Bus**” Campaign in 2007 to inform rural communities in Western Cape, South Africa about laws protecting women’s rights and their application, the* Rape Crisis Cape Town Trust *used the activists’ daily blog posts as a monitoring tool. While on tour, activists posted some 600 digital photographs and related their experience to each other. The tool helped to keep up momentum among the campaigners and documented their activities.*
(Source: Womankind, 2008. Stop the Bus! I Want to Get On campaign: Lessons from campaigns to end violence against women in South Africa, Zimbabwe and Ghana)

Hollaback! is a global movement dedicated to ending street harassment using mobile technology. Mobile users can share their stories and identify the locations where harassment has taken place. The posts are uploaded to a website, where incidents are digitally mapped and visible to the general public. The site also offers news stories related to sexual harassment from around the world and resources for individuals and activists.

In Egypt, a group of volunteers developed HARASSmap a blog dedicated to “Ending the social acceptability of sexual harassment“. The site is linked to mobile technology where women can text from the location where an incident took place, mapping them across the city of Cairo. The site also provides resources and spaces for women and girls to post comments, obtain information and share experiences.

Podcasts

Podcasts are audio or video broadcasts that can be downloaded from a website and stored on a computer or other device to be listened to offline at the listener’s convenience. It is different from a radio broadcast which happens in real time, via a ‘live stream’. Since podcasts can be created easily with some inexpensive audio equipment and access to the internet, they can be cost-effective ways of elaborating on campaign messages and issues with an audience (provided this audience has easy access to new media technologies). A small podcast library can be included on the campaign website.

A major advantage of audio podcasts is that people can transfer them onto a portable player (e.g. an ipod or mobile phone) and listen to them when they are not near their computer, e.g. on their way to work.

***Example**: The UN Women **Say NO-UNiTE to End Violence against Women** platform, which is a contribution to the UN Secretary-General’s UNiTE to End Violence Against Women campaign**,** offers a range of audio and video campaign podcasts on its website broadcasting goodwill ambassadors’ speeches and campaign activities around the world. The size of each podcast is displayed on the table of contents, so that users have an idea as to how long their connection will take to download it. The campaign uses* Facebook, Twitter, RSS feeds *and commercial (but free-of-charge)* iTunes *subscriptions to announce new podcast postings.*

TOOL:

- **Tactical Technology Collective** provides step-by-step guidance on producing podcasts, blogs, video blogs and radio broadcasts in its *Message-in-a-box: Tools* and tactics for communicating your cause (updated 2009). Also see their NGO-in-a-box: The Audio/Video edition.

Internet video
With the increasing number of internet users and the ability to view visuals on mobile devices, internet video can be an effective and relatively inexpensive way to reach large audiences with key campaign messages and with critical information (e.g. available helplines and services, laws and rights). Internet videos are digital videos posted on the internet, e.g. on a campaign website or blog, or on a video sharing site, such as *Youtube* or *The Hub (from Witness)* which publishes human rights videos. They can be used as powerful tools to appeal to viewers' emotions, and to reach out to, affect and/or inspire large audiences. Internet videos can be produced and distributed easily and inexpensively. In addition, using the internet for displaying video material can have two major advantages: Videos can be uploaded in real-time, i.e. events are shown while they are actually happening; and it is possible to add interactive elements. Please refer to the section on digital video for tips on producing video. Digital video can also be used in podcasts.

Example*: The* **That's Not Cool** *campaign has developed stories with multiple action threads, i.e. internet videos that ask the viewer has to select among choices of actions the main protagonist can take. Further development of the story depends on the viewer's choices. Watch the videos.*

Sonke Gender Justice's ***One Man Can*** *Campaign demonstrates positive masculinities and transformational change through digital stories.*

Watch the videos.

E-mail

E-mail has become a simple, accessible and much-used tool in advocacy campaigns, e.g. for letter-writing and petitions. The campaign message can be sent directly to the persons that need to be contacted, from any computer, at any time. People can join the campaign quickly and easily by passing on the message to others. E-mails can be used to get a response from people and start virtual conversations. They can also be used to send out bulletins or action alerts to campaign supporters informing them of specific events taking place, or urging them to take urgent specific action (write to a newspaper, call a public official's office, etc). Emails disseminated through an email subscriber list are also good ways of sharing regular information like newsletters or bulletins.

Basic rules for e-mail in campaigns

- ***Craft campaign e-mail messages as carefully*** *as printed campaign letters. If they are well-designed and compelling, they are likely to be forwarded to other readers, potentially reaching a much larger audience than print materials.*
- ***Include deadlines****, i.e. precise dates,* ***on urgent alerts*** *so that people do not continue passing on the message beyond the required date.*
- ***Use simple text formats*** *– i.e., do not include images or animations – unless a large portion of the target audience has fast internet connections. If connection speed varies widely among different segments of the audience, choose an internet format that enables viewers to choose options.*
- ***Include hyper-links*** *to the campaign website and additional sources of information. Evaluations of e-campaigns suggest that readers frequently use these links (Advocacy Online, 2009. E-Campaigning Ideas).*
- ***Be aware of e-mail filtering systems****, often known as 'firewalls', which could block a message if it contains certain key-words (e.g. "sexual", "rape") that activate the filter. If your message is blocked, send another message that does not contain such key-words to inform recipients of the website/link where they can retrieve the necessary information. In addition, many email systems today, particularly free, internet-based ones such as Gmail, Yahoo, Hotmail, contain filters which may designate your message as 'spam' (junk mail) if it contains certain key-words, or looks like a suspicious, commercial advertisement. The best way to avoid this is to keep email messages short, succinct and free of typos; also avoid sending messages to too many people at once (break up your list into smaller chunks), since this can sometimes be an indicator of 'spam' for some filter systems.*
- *Use e-mail strategically and* ***sparingly*** *to avoid annoying the audience.*
- *Protect the privacy of e-mail recipients by using the "****BCC****" field in the message header, instead of the "TO" or "CC" field. The "BCC" function leaves recipients' e-mail addresses undisclosed, while the "TO" and "CC" fields will show every email address you have entered.*
- *Where appropriate,* ***encourage forwarding*** *to friends and colleagues to boost numbers of recipients.*
- ***Newsgroups and list servers****, which can be created free of charge via web-mail providers such as* Yahoo or Google*, allow for email conversations as a group, and archiving mails on the web. Providers' websites include detailed guidance on setting up newsgroups.*
- ***Monitor your in-box*** *daily for urgent feed-back and queries related to your mails and* ***respond swiftly****.*

- ***Provide an opt-out function*** *for those who want to be removed from the list and remove them swiftly.*
- ***Collect e-mail addresses and update them regularly****, e.g. by removing addresses of people who ask not to be contacted, or addresses that do not work anymore.*

The Social Web

Virtual social networks such as *Facebook* or the micro-blogging tool *Twitter* offer free platforms where campaign messages can be promoted. An increasing number of organizations are creating their own profiles or pages on these networks. These can be used to advertise for campaigns and related events by enrolling virtual "friends", "fans" or followers, who may pass on the information to their own networks of "friends". Many Facebook pages for example, also describe the key campaign messages, provide information about campaign activities, and give supporters opportunities to engage via 'comments' with other supporters on campaign-related issues. Twitter is increasingly becoming a tool to share up-to-the-minute information rapidly with large numbers of people – about upcoming activities, or to rally support or encourage immediate action (e.g. for demonstrations, to contact local politicians etc.) To choose the most effective platforms, find out which ones are most used by the campaign's target audience(s).

Although little evidence is available on the contribution social media has made so far to ending violence against women and girls, its impact could potentially be significant. Social media is a convenient vehicle to reach an internet-literate, relatively young audience. Arguably, just as in "real life" community activism, virtual socializing on *Facebook* "friends" and *Twitter* "followers" can create a safe environment to discuss and experiment with "new" ideas and attitudes, e.g. to explore forms of masculinity that are more gender-equal than those in one's "real-life" community. When combined with other communication channels – a high quality web-site, mass media announcements and community mobilization, for example – it may substantially broaden the reach of a campaign.

Practical tips for using the social web

- *To maximize benefits from viewers' brief moments of attention, design a profile that is short and engaging.*
- *Provide information that catches the readers' attention and directs them to your campaign website.*
- *Whenever you post a new article or other important item on your website, advertise it with a link in your "status" bar (e.g. on Facebook) or via a tweet (on Twitter).*
- *Unlike websites and blogs, social web platforms are not suitable for complex, detailed content. The shorter and the more original the message, the better are the chances of attracting a large number of "friends" and "fans". Monitor success by counting the "friends" and "fans" that appear on your profile within a pre-determined timeframe. Examine their profiles so as to get an idea of the audience segment that feels attracted by your profile and message.*

Examples:

- *The* Facebook *presence of the* **Center for Women's Global Leadership** *is appealing and informative. It can be found by typing "Center for Women's Global*

Leadership" into the Facebook search bar, or by clicking on the Facebook icon on their site, which also include links to their digital video collections on You Tube. Twitter *and RSS feeds invite people to subscribe to regular updates they can receive on their mobile phone or via internet.*

- *[Conversations for a Better World](), a social media site convened by UNFPA and dedicated to an array of human rights and development issues, includes a number of postings related to violence against women.*

- *MUST BOL – a youth-led campaign against GBV in India supported by Partners 4 Prevention* and *UN Women uses social media for social change.*

- *Posting from the Netherlands, Kenya and other countries through "**We can end all violence against women**", the We Can Campaign (which originated in South Asia), uses* Facebook *to share campaign updates and news on gender issues.*

Case Study: 'Respect Yourself: Egypt Still Has Real Men' Campaign

"Respect Yourself" *is a campaign initiated in May 2008 by an Egyptian journalist and the online magazine,* Kelmetna*, encouraging Egyptian men to renounce sexual harassment. A study in 2009 confirmed the large percentage (83%) of Egyptian women that were exposed to sexual and verbal harassment (Egyptian Center for Women's Rights, 2009).*

The campaign promotes the idea that men should treat women the way they would like their sisters to be treated, i.e. refrain from all forms of sexual harassment and interfere when they see it happen. Kelmetna *magazine hosts weekly seminars and discussions to raise awareness about the problem. In addition, campaigners and volunteers, aged between 14 and 25, take their work to the streets, talking to people about sexual harassment. One of their main goals is to convince the audience to refrain from all types of sexual harassment, and to speak out when they see it happening.*

The journalist created a Respect Yourself Facebook group in support of the campaign in July 2008; as of March 2010, the group had more than 53,000 members who participate in on-line discussions on sexual harassment or real-life events. A number of organizations and public figures have lent their support to the initiative, such as TV and radio hosts, the Al Jazeera News Channel, and Dream TV's Al Ashera Masa'an show.

TOOLS:

- *The **Social Media Toolkit**, produced by the US Centers for Disease Control and Prevention (CDC), offers guidelines on how to plan, develop and implement social media activities. Although developed for use by the CDC, the toolkit can be applied to other issues and used by other organisations when developing social media tools.*

- ***Social Media Tools for Advocacy – Facebook**, developed by WOUGNET is a simple guide to what Facebook is all about, and how it can be used for advocacy.*

Chat/cyber dialoguing

Many social web platforms, web-based e-mail programmes and campaign websites include chat facilities for registered users. Such cyber dialogue can create a sense of community among users.

Case Study: Cyber Dialogues by Gender Links

*To raise awareness and promote behaviour-change in South Africa as part of the global Sixteen Days of Activism on Gender Violence (25 November – 10 December), Gender Links initiated the **Cyber Dialogues** project in 2004.*

The project aimed to:

- *empower citizens, especially women, in the use of new technologies*
- *encourage citizens to air their views and speak out against violence and abuse*
- *make "e-governance" work for gender justice*
- *link people across provinces and across borders in a common cause.*

The cyber dialogues combined facilitated, interactive dialogues on the ground with a link to a central hub at the national level where experts and decision-makers were available at a fixed time each day to answer questions in a live "chat room". The interactive process featured a bulletin board to which individuals could post messages and a daily exchange of information between countries in Southern Africa, as well as a video link-up between all those who participated on the last day of the campaign. In addition, Gender Links produced a special bulletin of its Gender and Media (GEM) Opinion and Commentary Service featuring first-person stories by survivors of gender violence and perpetrators who have reformed their ways.

This project was carried out through a broad-based partnership process. Content, facilitation and arrangements for each day were made by a consortium of non-government organizations (NGOs) including: Gender Links, the Gender Advocacy Programme, ADAPT, NISAA Institute for Women's Development, Tshwaranang, the Inter-Faith Committee, Centre for the Study of Violence and Reconciliation, Network on Violence Against Women, Amnesty International, Youth Development Network, Men's Movement of South Africa, and Sexual Harassment Project. Several NGOs, the GCIS Multipurpose Centres, and councilors facilitated discussions and input at the community level. Regional links took place through the Gender and Media Southern Africa (GEMSA) Network.

For more information, visit the Gender Links website.

SMS and Mobile Phone Campaigning

Short instant messaging (SMS) to cell phones potentially reaches a larger audience than e-mailing, as many people without easy access to a computer own a cell phone. For example, in 2008, there were some 300 million cell phone users in Africa. It is estimated that any individual with a minimum income of US$ 5/ day can afford a simple mobile phone (Ekine, 2010. *SMS Uprising: Mobile Activism in Africa*).

Inexpensive technologies send bulk SMS to many phone users, e.g. via internet services. Specialized software such as *Frontline SMS* enables a computer to carry out simultaneous two-way SMS conversations with many users, without any internet connection. [Freedom Fone] is a type of software that provides audio information phone-based users can listen to, rather than written messages via the internet.

Example: Freedom Fone *is a free technology for communication and dissemination of information that can be used to reach diverse audiences. This technology is geared towards bridging the information divide, by providing access to critical information to populations that do not have access to television, are in remote areas or have low literacy levels.*

Freedome Fone is an application can be used by anyone to develop interactive voice response menus, which can then be connected to telephones through a server. When a caller phones a dedicated number, she or he hears a menu of options from which they choose the type of information they need by pressing numbers on their phone.

Illustrative uses:
The Kubatana Trust of Zimbabwe conducted weekly updates of civic and human rights information. See the video.

AWID used it to reach participants in its conference on Women's Movements in 2008 and explored using it to end sexual violence against women and women's rights defenders in the Democratic Republic of Congo in 2009.

SMS tools can be used for:

- ***Quick distribution of information*** to mobile phone users whose numbers are accessible, or who know which number they can call for campaign information.
- ***Gathering of up-to-date information*** on events that are not documented by other media, and disseminating the information, e.g. via SMS, a website or other media.
- ***Collecting virtual signatures*** for a petition.
- ***Fundraising***: in some countries, mobile phone banking services such as *MPESA* in Kenya make it possible to transfer money directly between mobile phone users. Some phone carriers or networks can also be fundraising partners (eg. during humanitarian crises) by offering subscribers an SMS number to use to make a donation.

Bear in mind:

- *When deciding to run an SMS campaign,* ***weigh design and implementation costs against the benefits*** *you can realistically anticipate – i.e., what proportion of your target audiences will you reach, and what actions can you expect them to undertake as a result of receiving the SMS?*
- ***SMS is not likely to reach people who cannot afford mobile phones or who cannot read messages in the language displayed****. More women than men are in this situation, due to gaps in average income between women and men, and comparatively higher illiteracy rates among women. However, in Africa for example, women are more likely to regularly use a mobile phone than a computer (Ekine, 2010. SMS Uprising: Mobile Activism in Africa).*
- *SMS campaigns that call for support by sending an SMS to a designated subscriber are more likely to succeed in mobilizing the targeted number of supporters if they* ***provide a toll-free number*** *they can message without being charged for it. This is not possible in some countries.*

Mobile phones in campaigns – examples from Africa

- **EASSI Women's Day SMS Campaign**. *As part of EASSI (Eastern African Sub-regional Support Initiative for the Advancement of Women) campaigning around International Women's Day in 2008, the Women of Uganda Network (WOUGNET) used SMS to send campaign messages and updates on campaign issues to people who subscribed to this free service. The goal was to raise awareness on violations of girl's rights linked to the post-election violence in Kenya. Between 22 February and 14 March 2008, subscribers received daily SMS briefs on the human rights situation of girls in Kenya, the peace process and messages such as "Leaders should know that even the girl child can spearhead peace-making if given the chance." All SMS sent out during the campaign were also posted on the WOUGNET blog.*

- **SMS petitioning:** *The first mobile-phone based petition in Africa was devised by Fahamu and Solidarity with African Women's Rights (SOAWR) in 2004 to build public support for the ratification of the Protocol on the Rights of Women in Africa, a key regional instrument for the protection of women's rights. Supporters of the campaign were encouraged to text the word "Petition" and their names to be added to the list of petition signatories. Incoming messages were converted to e-mail; an up-to-date list of signatories was displayed on the campaign website. In addition to SMS and a dedicated website, the Pambazuka newsletter by Fahamu updated subscribers on the petition.*

Overall, the Fahamu/ SOWAR campaign collected over 4,000 signatures from 29 countries, with roughly 10% (a few less than 450 persons) that submitted their signatures by SMS. Despite the seemingly low number of overall signatories, the campaign was considered to have successfully contributed to the ratification of the Protocol by at least 15 countries within one year. Using the innovative SMS technology arguably contributed to attracting attention to the campaign.

The book SMS Uprising: Mobile Activism in Africa, (Ekine, S., 2010) is available free of charge to African NGOs (email: info@pambazukapress.org). It provides a detailed discussion and additional examples as to how African activists have used mobile phone technology in campaigning.

GUIDANCE ON E-CAMPAIGNING: RELEVANT LINKS

- The **APC (Association for Progressive Communications) Women's Network Support Programme** (site in English, French and Spanish) offers guidance on a range of internet tools and training materials, as well as assistance with the internet component of campaigns or programmes.

- The **Feminist Tech exchange** (English, French and Spanish) includes several guides on mobile technology and social media tools for advocacy, the on-line tutorial *Grrrls Guides to Tech* and regular updates on relevant activities.

- **Gender IT** available in English and Spanish, has a special section of resources and updates on violence against women, which shows not only how information and communication technology (ICT) can be used to end VAW, but also the negative role ICT can play in VAW.

- The **Take Back the Tech! Campaign** (2009) calls for systematic use of technology in ending violence against women. Its website in Spanish, French and English, includes a comprehensive campaign kit and many examples of websites, digital postcards and videos.

- A key focus area for **Gender Links**, a Southern African NGO, is the transformation of gender relations in and through the media. They conduct research, training, and create and share content that shows how gender can be integrated into media outputs, taking advantage of the opportunities presented by information technology and strengthening the communication skills of gender activists as well as women in decision-making. The group has pioneered gender and media literacy courses, and they also host the secretariat of the Gender and Media Southern Africa (GEMSA) network. See their courses for the media on covering gender violence.

- The **Tactical Technology Collective** provides tools, guidance and many case studies on the use of ICT and audio-visual tactics for human rights advocacy. Specialized in e-campaigning, it presents a host of user-friendly, step-by-step guides for common e-campaigning tools, such as the *Quick and Easy Guide to Online Advocacy*.

- **Socialbrite.org** provides guidance on setting up an SMS campaign on their website including a general introduction to different forms of SMS campaigning and a presentation of different technical options for how to set up an SMS campaign.

- **The University of Toronto Citizen Lab** (2007) offers *Everyone's Guide to By-Passing Internet Censorship (in English, Burmese and Russian)*, a short manual presenting simple ways to circumvent filter mechanisms that exist in some countries to block access to certain websites, e.g. those of human rights organizations.

- ***Using Mobile Phones in Advocacy Campaigns*** is a brief guide that describes how to organise a successful campaign using mobile phone technology, with examples from Argentina, UK, USA and Africa, and useful lessons learnt from campaigns.

- The ***Multimedia Training Kit by ItrainOnline*** (2003) is an online resource that focuses on the technical aspects of how to use new media to communicate development messages. Sections include searching the Internet, digital audio production, databases, and content development skills – there are also specific materials on the theme of VAW. Available in English, French, Spanish, Arabic and Russian.

- The ***Social Media Toolkit***, produced by the US Centers for Disease Control and Prevention (CDC), offers guidelines on how to plan, develop and implement social media activities. Although developed for use by the CDC, the toolkit can be applied to other issues and used by other organisations when developing social media tools.

- ***Strategising Online Activism: A Toolkit***, produced by the Association for Progressive Communication, Women's Networking Support Progamme and Violence is Not Our Culture (2011).

- ***E-Campaigning Resource Pack*** (2008) by Fairsay, Oxfam GB, and Advocacy Online.

- ***Social Media Tools for Advocacy – Facebook****, developed by WOUGNET is a simple guide to what Facebook is all about, and how it can be used for advocacy.*

COMMUNITY MOBILIZATION

OVERVIEW

In this section, the term "community" is used in the sense of a grouping of interacting households that live in the same geographical location, for example a village or an urban neighborhood. Campaigning at the community level can be an effective way to influence individuals and their institutions because it can help frame the problem as a community-wide one that is the community's responsibility, rather than individual women's problems. It directly engages members of the community, impacts their day-to-day lives (and interpersonal interactions) within the community, and personalizes the issue by encouraging people to become 'agents of change', or part of the solution. Furthermore, involving a large cross-section of the community in the campaign can make it attractive and safe for individuals to give up "old" behaviour patterns and adopt new ideas.

In campaigning to end VAW, community-level activities can ***convey messages to people who are not easily reached by the mass media***, e.g. those living without electricity in rural areas, or migrants who have language difficulties. More recently, education-entertainment campaigners such as ***Soul City*** in South Africa or ***Puntos de Encuentro*** in Nicaragua combine their popular TV series with community mobilization. *Soul City* has stimulated the creation of local youth clubs – e.g. *Soul Buddyz, while Puntos de Encuentro* has generated dialogue in communities, facilitated by local activists. Other campaigns, such as *Raising Voices* in Uganda and *We Can* in South Asia, focus most of their effort on mobilizing their vast target audiences where they live and work – at the community level.

***Case Study:* Raising Voices** *in Uganda uses a community-based approach that involves first gathering baseline information to assess local beliefs about domestic violence; raising awareness in community and professional sectors about domestic violence and its negative consequences for the family and community; building networks of support and action among community and professional sectors, and integrating action against domestic violence into everyday life and systematically within institutions. A 2003 qualitative assessment found that the program contributed to substantial individual, relationship, and community changes, including decreased levels of physical, emotional, sexual, and economic violence against women in the home. Men were said to have changed their behaviour in response to reduced tolerance of violence by local councils, police, and the community at large.*

Comprehensive information on the Sasa! *methodology developed by* Raising Voices *to address linkages between VAW and HIV/AIDS is available on their website and in* Programming Essentials: *Monitoring and Evaluation: Community Mobilization*. The Raising Voices tools have been formally evaluated - see Ruff, S., 2005. *Evaluation Report: Raising Voices Program Tools*, Raising Voices.

Source: Michau, L. & Naker D., 2004. *Rethinking Domestic Violence- A Training Process for Community*, Raising Voices, Uganda, as quoted in Betron, M. & Dogget, E., 2006. *Linking Gender-Based Violence Research to Practice in East, Central and Southern Africa: A Review of Risk Factors and Promising Interventions*, USAID.

KEY ISSUES IN COMMUNITY MOBILIZATION

- ***Community assessment*** must precede any community intervention, so that planned activities match the needs and assets of the target audience. ***Participatory research*** such as participatory rural assessment, and ***participatory strategy and/or action planning*** with prospective target audiences are most likely to yield the rich qualitative information needed, and to generate momentum for the campaign. See also Campaign Planning and Campaign Strategy in this module for guidance and tools on campaign research and analysis.
- ***Ensure that the community mobilization strategy is based on a theory of change.*** There are a number of theories based on psychological and social sciences that provide a framework for thinking about pathways to change.
- ***Communicating, early and clearly, the purpose and nature of the campaign*** prevents raising and disappointing expectations, e.g. any hopes by members of the community to receive immediate benefits such as financial support, etc.
- ***Participative monitoring*** and evaluation with target audience members helps to understand what change means within the particular community. What may seem irrelevant to an outsider can be a bold step forward within a particular community.
- ***To prevent message drift*** or local activities that may conflict with the campaign strategy, community activities should be accompanied and monitored by experienced campaigners who can solve issues arising around misinterpretations in a constructive, participatory process.

The initiators of Raising Voices argue for ***comprehensive community mobilization***, which includes elements of campaigning as well as local projects to improve services:

***"Comprehensive community mobilization is** . . . .*

- *Working with the whole community- women and men, young people, and children*
- *Seeking to encourage individuals as well as the community to embark on a process of change*
- *Using multiple strategies over time to build a critical mass of individuals supportive of women's rights*
- *Supporting people to face the fact that violence isn't something 'out there' that 'happens to other people': it is something we all grapple with in our relationships*
- *Inspiring and creating activism among a cross section of community members*
- *Multi-faceted*

Community mobilization is not . . .

- *Only raising awareness*
- *Only capacity building*
- *Working with one sector, group, sex*
- *Ad hoc or sporadic*
- *A series of one-off activities*
- *Pointing fingers, blaming, assigning fault*
- *Top down programme implementation by an NGO to a community*
- *Neat and completed within short timeframes*
- *Message-based"*

Raising Voices employs the "stages of change" theory which contains 5 stages as follows:

Stage 1 Pre-contemplation: Individuals do not recognize violence against women as a problem or as an issue with consequences for their life. They would not intervene to aid a friend or family member experiencing violence.

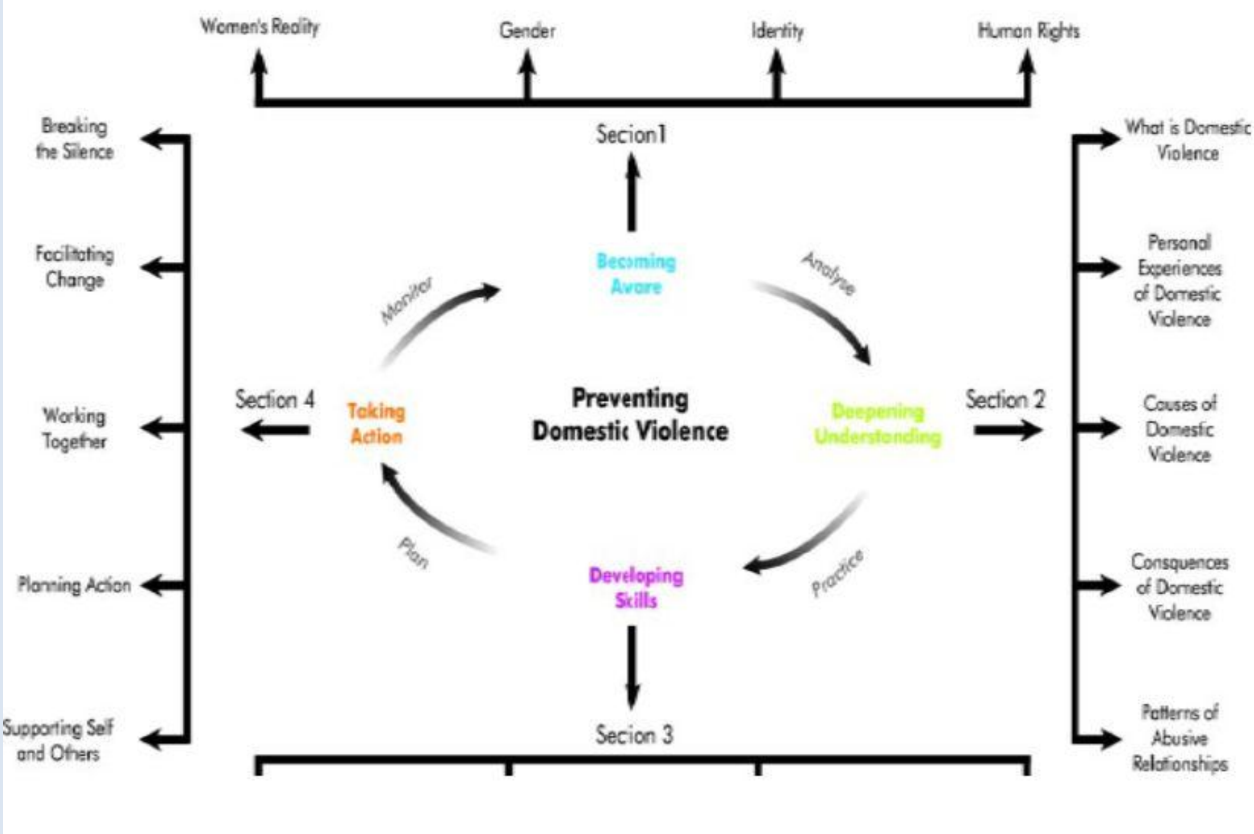
Stage 2 Contemplation: Individuals begin to consider that violence against women relates to their life, either because they have recently become aware of violence against women or have recently begun to recognize violence as a problem rather than a normal part of life for women.

Stage 3 Preparation for Action: Individuals gets more information and develop an intention to act. At this point they may be willing to intervene or assist a victim of violence.

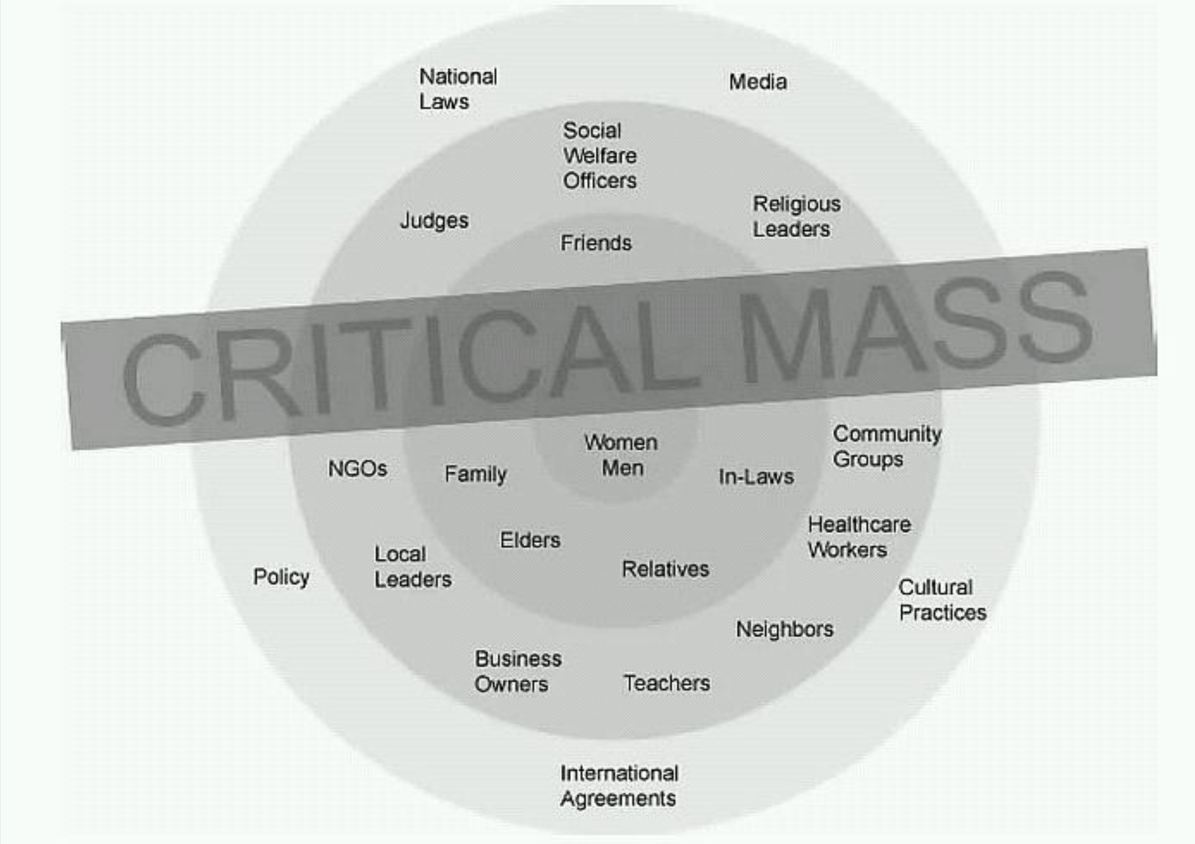
Stage 4 Action: Individuals try new and different ways of thinking and behaving and take action to intervene or assist when a girl or women is threatened with or experiences violence; or to influence the environment where they live and work.

Stage 5 Maintenance: Individuals recognize the benefits of behaviour change and maintain it. They continue to take actions to help girls and women who are threatened with or experience violence in their community.

The diagram below depicts the Raising Voices theory of change



Raising Voices has developed a detailed curriculum in simple language which guides campaign activists through every step of running a community campaign to end violence against women and girls. The core idea is to build critical mass for change across the community (*Michau, 2007. [Approaching old problems in new ways]*):



See the full Raising Voices Community Mobilization case study.

A full set of booklets providing practical guidance on all steps of the *Raising Voices* campaign, starting from community assessment, can be downloaded at no cost from the [website].

Example: *In the High Plateaux of Minembwe (South Kivu, D.R.Congo), forced marriage of girls under 18 was extremely common. In most villages, the crime locally known as* "mariage par rapt" *(French for "marriage by abduction") used to occur every few weeks. Young girls would be kidnapped and gang-raped by groups of local young men, and forced to marry one of the perpetrators. The local development NGO* **UGEAFI** *exposed the practice through formative research involving survivors, perpetrators and a range of other stakeholders including parents and priests, who often conspired, "legalizing" under-age marriage with traditional rites.*

In focus group discussions and public meetings, UGEAFI *stimulated open discussions on the beliefs and motivations for "marriage by abduction", and its harmful effects on individuals and the community as a whole.* UGEAFI *distributed and explained relevant family law and criminal code texts to local administrators and priests, many of whom had been unaware of existing legislation. In parallel,* UGEAFI *also ran a programme to facilitate girls' school attendance which included the introduction of fuel-saving stoves and mechanic manioc and maize mills, so as to reduce household chores that used to keep girls out of school. In cooperation with a secondary school,* UGEAFI *introduced* *vocational training classes and encouraged girls to take courses previously reserved to men, such as veterinary training. Community mobilization against a harmful "traditional" practice was thus combined with vigorous action for greater gender equality.*

In 2010, five years into the campaign, UGEAFI reports that forced marriage has become extremely rare in Minembwe (1-2 cases per year), as communities now condemn it as harmful and local authorities increasingly refuse to condone the practice.

Source: Gudile Nasine and Butoto Bigiri Naum, UGEAFI, personal communication.

Resources:

- See the primary prevention module.
- ***Community Conversation Toolkit*** (AED/C-Change, 2010). Available in English.
- ***Raising Voices Community-based Violence Prevention Program Materials.*** Available in English
- ***Social and Behavior Change Communication Capacity Assessment Tool*** (Communication for Change, 2011). Available in English.
- ***A Learning Package for Social and Behavior Change Communication*** (Communications for Social Change, 2010). Available in English.
- ***Communication for Social Change Website.*** Available in English.

COMMON ACTIVITIES IN COMMUNITY MOBILIZATION FOR CAMPAIGNS

Clubs

A club is a type of community group that brings together community members around particular fields of interest or activities. One may propose to integrate campaign action into the activities of existing clubs, or stimulate the emergence of new clubs dedicated to supporting an existing campaign. Activists' kits or special kits for clubs can suggest specific activities and help promote a coherent message. In **reading / book clubs**, members discuss texts they have read (or they read to illiterate members).

Examples:

- *A popular example is the* Soul Buddyz Club*, a platform initiated by* Soul City *in South Africa, where children interact to be proactive, responsible agents of change within their communities. Some 2.000 schools and libraries are affiliated to the Soul Buddyz movement.*
- *In Orissa State (India), the* We Can *campaign co-operates with a State-wide network of women's self-help groups, which exist even in the most remote communities, to animate discussion on gender equality and violence against women.*

Case Study: "My Strength Is Not for Hurting" campaign

The original campaign was launched in February 2001 by Men Can Stop Rape*, a US organization, to prevent rape and other forms of dating violence among youth. The primary target audience was male youth in public high schools in Washington, DC. Secondary target audiences were their female counterparts and school administrators, nurses, teachers, and coaches.*
The campaign model has been adopted in various communities in the USA and South Africa. In 2005, the California Coalition Against Sexual Assault *(CALCASA) launched*

the My Strength *Campaign in California to engage high school-age males (14-18 years) as allies in preventing sexual violence. The campaign consisted of two main components: a state-wide media component and* Men of Strength (MOST) *Clubs in high schools at six "pilot sites". The key purpose of MOST clubs was to build participants' capacity to recognize dominant images of masculinity, challenge their harmful aspects and develop masculine "counter stories" to prevent violence.*
The campaign ran for one academic year. An evaluation survey comparing students in high schools with and without MOST clubs found that exposure to the campaign was consistently associated with small but positive differences in social climate and attitudes at schools. This effect was stronger where the state-wide media component was complemented by MOST clubs.

Visit the campaign website in English and Spanish.
Read the evaluation of the campaign.

Community meetings
Community meetings are a common feature in campaigns. For maximum effect, meetings should be lively and interactive, and well-moderated, particularly if there are question-and-answer segments. In certain settings where the behaviour of men and women in public may be restricted, (e.g. in communities where men and women are not allowed to congregate in close proximity), any meeting involving the community should be carefully planned to appropriately reach the target audience. In such situations, it may be necessary to have community meetings that target women only, or men only. Attention should also be paid to contexts where men are likely to speak up more in public than women, or dominate the discussion – in these cases it is often useful to urge women to speak up by addressing them directly in the audience or by posing some questions requiring a response by a female.

Practical Instructions

Focus on **stimulating discussion** among audience members, which has proven to be more effective in adult learning than passive listening. Keep presentations short (2-5 minutes) and use **visual materials. Posters, flip charts** or **flash cards** should be designed carefully so as to reinforce your message in a way people can grasp easily, and without being distracted from the presentation or group discussion. Ideally, visual materials should be developed jointly with community members; if that is not feasible, pre-test them carefully with community members beforehand and adapt the materials as needed.

Murals (wall paintings)
Murals and other artwork can be used to promote the campaign message. It is advised to work closely with the artist when developing drafts and, just as with posters, pre-test and adjust as needed. Because murals tend to be painted on public buildings such as schools, public swimming pools, parks, they must be produced in partnership with the relevant authorities or organizations. Murals that do not have permission could be considered 'graffiti' and removed. Campaign organizers may also face punishable consequences if illegal.

Examples

During the 2007 16 Days of Activism campaign*, as part of their* ***One Man Can campaign****, the South African NGO* Sonke Gender Justice *ran a workshop for arts students who together to paint a mural depicting men demonstrating their opposition to domestic and sexual violence. Tens of thousands of people pass by the mural every day.*

More Women on the Street (Mural, Argentina)

This mural was created by a group of artistic women working on safe cities for women. The text reads, "Más Mujeres en las calles, ciudades seguras para todos/as sin miedo ni violencia" (More Women in the Street; Safe Cities for Everyone without Fear and Violence *(Image Source: M. Rodigou, CISCSA (part of the UNIFEM-supported Regional ProgrammeCities without Violence against Women, Safe Cities for All).*

The We Can *campaign in Sri Lanka has found unusual platforms for "murals" – on Oxfam's water tanks in camps for tsunami survivors. People often have to queue up and wait to get water. Displaying the campaign messages on the tanks offers an opportunity to start a discussion on the campaign topic.*

(Oxfam murals with messages painted on Oxfam water tanks raising awareness of domestic violence against women, Vaharai, north of Batticaloa. Photo: Howard Davies / Oxfam)

'My father is always shouting at my mother. Why?" 'Violence destroys the whole family.' Credit: Jenny Enarsson, Copyright: Oxfam.

Cultural events
There are many ways of using the arts in a campaign. Images, theatre, song and dance engage audiences through their aesthetic and emotional appeal, thus making the message more visible and memorable. For example, a story teller could transform the campaign message into a gripping narrative, or a singer may present a campaign song with an easy-to-remember melody. Staging colorful cultural displays are also an effective way to attract media attention. Co-operate with local artists so as to make sure the product is both faithful to the campaign message and adapted to local taste.

Cultural events are especially effective in communities that have a tradition of local public performance (street-theatre, singing festivals, etc). Large numbers of people can be reached at such events, and the sense of community participation created can be helpful in reinforcing campaign messages, and gaining supporters for the campaign.

***Example*: The “Vagina Monologues” written by Eve Ensler is an award-winning play that has been used by activists around the world to generate public attention for violence against women and girls. The provocative play has captured extensive media coverage, thus generating further interest in its subject and bringing on board policy makers at the highest levels.

The play’s success has spawned the “V-Day movement” which raises funds and awareness through benefit productions of the Vagina Monologues and other artistic work in countries around the world. The funds have been used to support more than 700 anti-violence networks and organizations that support VAW survivors, most recently (2010) in the Democratic Republic of Congo. The trailer to the documentary “Until the Violence Stops” shows how the play has worked in various contexts.

Interactive drama
A powerful way to stimulate critical reflection is the ***forum theatre*** approach, such as the *Theatre of the Oppressed* method (subsequently adapted as *Forum Theatre, Image Theatre* and *Invisible Theatre)* developed in Brazil in 1971.

In forum theatre, actors perform a short, carefully scripted play illustrating a problem in the community. For example, they present scenes in which a school girl is harassed by a male teacher. After the short play, the actors or a moderator ask the audience to discuss the problem and propose solutions. Audience members are invited to come on stage and re-enact the scene taking the role of the person whose behaviour should change; or they may instruct an actor, to act on their behalf. Different audience members can propose their solutions, which are acted out on scene and then assessed together. As participants identify with the person on stage, they become emotionally immersed in a powerful experiential learning process, which takes place in a safe and emotionally engaging setting. Forum theatre can be highly effective in exposing contradictions and risks associated with "automatic" compliance with social norms (such as the tacit acceptance of domestic violence), and generating motivation for behaviour-change.

Example: The **African Resource for Integrated Development** (Réseau Africain pour le Dévelopement Integré, or RADI) has used this technique to raise awareness for new legislation on domestic violence (adapted from The New Tactics in Human Rights Project/Center for Victims of Torture, 2004):

Domestic violence, especially of a sexual nature, is a taboo subject in Senegal, and rarely reported to authorities. In a country where many believe that religious law permits some forms of domestic violence, RADI needed to find an effective way to raise awareness regarding newly passed legislation. Because illiteracy is rampant, and because theatre has experienced a remarkable resurgence, RADI chose theatre as the means to enhance its ability to reach its audience, raise awareness on domestic violence issues and make people aware of available resources.

RADI brings in well-known actors who select women from the audience to join them in 10-minute improvised sketches portraying scenes of domestic abuse. The spontaneous actions of the women and the audience members reveal their familiarity with these situations. The sketches are left unresolved in order to allow the paralegals to facilitate discussions on possible remedies and options that can be taken to address the domestic violence situation. The paralegal also makes sure to present the legal resources available and the penal and civil penalties for violence.

RADI draws on two important cultural resources in its tactic. First, theatre is already a widely accepted and well-understood method of teaching in Senegal. Second, the programs are organized around mbottayes*, traditional informal gatherings of women that generally guarantee very good attendance at the group discussions. RADI reports that most participants in the theatre and discussion sessions not only learned more about their own rights but also passed this information along to family members and friends.*

Many groups have used theatre and performance to promote human rights, but RADI combines law and theatre in a unique way. Part of the reason RADI succeeds in reaching its audience is that it uses the existing social structures of the mbottayes*. The theatrical aspect offers further incentive to participate — it's entertaining — and offers the participants a layer of protection that facilitates conversation without asking them to discuss personal situations.*

Read more in the publication: Gaye, O., Using Popular Theatre to Break the Silence Around Violence Against Women, Réseau Africain pour le Dévelopement Integré, 2004 (in English and French).

- For more tips, consult the *Guide to Interactive Drama for Sexual and Reproductive Health with Young People by the* International HIV/AIDS Alliance (2008). The international Theatre of the Oppressed Organization provides links to Forum Theatre practitioners around the world. Many groups provide training for social activists.

Demonstrations

Demonstrations, marches and rallies are potentially powerful ways of expressing public feeling on an issue. In communities they can be part of local-level political advocacy (e.g. to protest against a judgment which has failed to punish a rapist) or a celebration or commemoration (e.g. International Women's Day, a campaign launch). Please refer to Demonstrations, marches, rallies for step-by-step guidance on when and how to organize these.

Film screening and participatory video production

Meetings involving a video or film screening can attract large audiences in contexts where people do not have easy access to television. Using mobile power units and simple equipment, you can show films virtually anywhere.

A particularly powerful way to stimulate discussion is ***digital video*** production by, or with the participation of, community members. Both the product and the process of video-making stimulate critical thought and discussion among participants and viewers, who are emotionally engaged by seeing themselves and other community members on screen. To draw maximum benefit from video production, make sure women and girls from the community play leading roles in it. For guidance and tools on producing videos, see Video, Film, Radio under Audio-visual media in this module.

Example: *The '**Through Our Eyes' participatory video initiative** was piloted in Guinea and Liberia in 2005 by the American Refugee Committee (ARC) in collaboration with Communication for Change. Project activities began with a two-week training workshop in participatory video carried out at Lainé refugee camp (Guinea) for ARC field staff and members of camp committees responsible for referring sexual and gender based violence cases to ARC. Participants learned how to use the equipment, engage community members, carry out interviews and develop team skills in programme planning and filming. At the end of the training course they made a documentary on early/ forced marriage and short dramas on rape and community response to domestic abuse.*

Liberia-based ARC staff returned home with their video equipment and proceeded to share their skills with community peers who had been trained in SGBV prevention and response. This new team soon produced their first video: a profile of a local man, a former alcoholic who used to abuse his wife but who had overcome his addiction and become a responsible husband and father.

Community screenings – 'playbacks' – of the team's video productions have prompted many individuals to seek ARC services. Community peers and field staff open the sessions by describing ARC's gender based violence-related programme and services.

After the screenings, which are usually attended by 30 to 100 people, audience members discuss the issues raised. Some share personal stories or offer ideas on how to tackle the problems.

Watch a video on the project here.

Source: Adapted from Molony, T., Konie, Z., Goodsmith, L., 2007. "Through Our Eyes: Participatory Video in West Africa", in Forced Migration Review 27.

Training for activists

Community activists can be a great boost to a campaign, particularly those campaigns that seek to mobilize large groups of people (and create a 'ripple effect' in terms of increasing public awareness). Training for community activists (who are often volunteers) is a critical activity to include in the strategic planning and implementation of a campaign. It ensures that their skills, knowledge and enthusiasm are best harnessed, cements their understanding of the campaign cause and chief goals, and reinforces their adherence to key principles and messaging of the campaign. Training sessions can be combined with an activists' kit to make sure all campaigners use a common reference. See also Do's and don'ts of managing volunteers.

Effective training for campaigning to end violence against women and girls…

- Uses subjects of concern to the learners and their own experience as a starting point – integrate findings from the community assessment, or integrate the assessment into the training.
- Poses questions and problems, involving people's thoughts, emotions and actions in a variety of activities.
- Is highly participatory and democratic, encouraging all participants to learn and teach others.
- Examines unequal power relations between women and men and is sensitive to these inequalities, e.g. by making it easier for female participants to speak if they seem hesitant.
- Gets evaluated regularly by the learners and the trainers. Follow-up training sessions may be necessary to test the understanding of key concepts and reinforce messaging.

Resources:

- Summary of Communicating Change: Learning from Women's Rights Activists' Campaigns for Legal and Policy Change (Pittman et al., 2009). Available in English.
- A guide for community campaigning on VAW in East Africa from Raising Voices describes the first steps of community assessment and awareness-raising in great detail.

Activists' kits

Kits for activists can enhance activists' commitment to the cause, and promote a coherent message. They can take the form of a booklet with detailed instructions, such as the **European Women's Lobby** *Lobbying Kit 'Towards a Strong European Convention on All Forms of Male Violence against Women* (2010), or be a comprehensive series of guides such as **Amnesty International's** Activists' Toolkit that is part of its Stop Violence Against Women Campaign.

Kits can also be a set of print media (posters, flash cards, booklets) and other materials in a folder or a specially designed bag. Design the kit so that it appeals to its main users.

The "change maker" kit for **WE CAN** activists in South Asia includes a distinctive bag filled with campaign booklets and mini-posters that can be used in small group discussions. Local campaign alliances contribute T-shirts and caps with the campaign logo to complement the kit. See the campaign's tools for change makers.

When to work with activists' kits?

- If the campaign has a relatively long time-frame (of multiple years) and/or mobilization of large numbers of activists is part of its strategy.
- If sufficient resources are available, including time to develop and pre-test the kit, and then produce and distribute it in sufficient numbers. In a campaign for behaviour-change, activists' kits targeting a non-specialized audience need to be developed and pre-tested with a broad range of potential activists. Depending on context and resources, that process could take up to a year or more.

Examples for high quality Activists' Kits:

SASA! *is a* Kiswahili *word meaning "Now". It is a comprehensive, user-friendly program tool for organizations that aim at mobilizing communities to prevent violence against women and HIV infection.* SASA! *(by Raising Voices, Uganda) includes practical resources, activities and monitoring and assessment tools for local activism, media and advocacy, communication materials and training that organizations working on violence or HIV/AIDS can use to incorporate these cross-cutting issues into their work. See* Raising Voices *comprehensive kit for community activists providing guidance for strategies, activities, monitoring and evaluation.*

The ***We Can campaign South Asia****, aims to trigger a person-to-person chain reaction of change in attitudes and behaviour on a scale sufficient to generate a mass social movement to end VAW (Aldred, Williams, 2009. We Can: The Story So Far). It focuses on community awareness raising and mobilization through so-called* change makers, *who work with a set of activist tools ("change maker tools") that can be downloaded from the campaign website and from the* Thoughtshop Foundation *which designed them, in English, Hindi, Bengali and Urdu.*

In preparation for the ***3rd World Congress against Sexual Exploitation of Children and Adolescents*** *(November 2008 in Rio de Janeiro), the organizers created an information kit for children and adolescents planning to participate in the Congress.*

Participatory games

Games that can be played individually or in groups using electronic devices, picture cards, workbooks, boards printed on sturdy material and simple game accessories (e.g. dice) can be a simple, but effective community engagement tool. Games may be invented, or adapted from existing popular activities. Typically they are played in groups of 3-10 people and facilitated by a trained person to stimulate open discussions and debates in a relaxed atmosphere. Engaging with an issue in this way can help highlight nuances in attitudes and behaviours towards VAW and encourage greater understanding of key messages. For greatest effectiveness, the game should follow a structure that enables facilitators to guide the discussion to a definite conclusion (sum-up).

Examples:

CHAMPA

*The **"Champa" Card game** is part of an Adolescent Reproductive Health Kit designed for out of school rural adolescent girls in India. It includes picture story books, games and toys. The Card game is played by two teams: The objective is to win a full hand of "good cards" by throwing away the undesirable cards one at a time. The opposing team is allowed to challenge the rejection with arguments. The game draws on information the girls already know, with the cards showing desirable and undesirable situations in a woman's life, from birth to adulthood. Many situations shown are associated with conflicting feelings; and the debate that ensues is usually one that is both vigorous and revealing. The game serves as an ice-breaking exercise about a subject that is considered taboo. It helps the educator to gently lead into discussions on social and health issues that are otherwise harder to talk about freely.*

*Similar examples from the Indian **Thoughtshop Foundation** are available here: Gender and VAW Participatory toolkit for Rural Communities (with a manual and picture cards) and It's My Life HIV/AIDS Kit ("magic" demonstration with audio play in Hindi and Bengali.)*

MORABA

As part of the Africa UNiTE Campaign to End Violence Against Women and Girls, UN Women Southern Africa (through developper Afroes) has developed a mobile phone game targeting young people that:
1. Identifies Gender Based Violence (GBV), including difficult concepts such as acceptable
boundaries, intimate partner rape, emotional and economic abuse;
2. Empowers users to take action to actively address GBV by encouraging reporting, testimony, individual interventions, the promotion of safe behavior and beneficiary services;
3. Changes mindsets surrounding gender stereotypes, harmful social norms, cultural practices and peer pressure.

The free mobile game is a quiz adaptation of the hugely popular Southern African board game Morabaraba – also know as Umlabalaba or Zulu Chess. The game adds a quiz element that forces uses to answer questions about GBV – and in doing so educates and empowers users about GBV. To download the game to your phone, visit http://playunite.org/

GAMES FOR CHANGE
Games for Change is a non-profit organization that supports and makes digital games for social impact. They have created a toolkit specifically targeted towards organizations that want to use digital games to further their social-issue driven missions and outreach. The kit is a resource to help organizations develop a game strategy for outreach and to show them the steps and resources that are necessary to lead a successful project. See the website.

BREAKAWAY
Breakway by Champlain College's Emergent Media Center (EMC) and Population Media Center (PMC) with support from the United Nations Population Fund (UNFPA), is a web-based football video game aimed at developing the intrapersonal skills of adolescents and young people to foster healthier relationships and gender equality. Available in English, French, Portuguese and Spanish.

REPLAY: FINDING ZOE
This resource, by Metrac, is an online game for youth aged 8 to 14 years. The game teaches youth how to challenge behaviours and attitudes about healthy relationships based on equality and respect. The video games are accompanied by resource booklets for youth, educators and parents. Available in English and French.

For additional games, see the tools database of the Virtual Knowledge Centre.

6.11 COMMUNICATION IN CAMPAIGNS FOR POLICY/INSTITUTIONAL CHANGE

OVERVIEW

Campaigns that address violence against women and girls (VAW) through policy or institutional (advocacy) change rely on time-tested advocacy tools and creative new approaches to reach target audiences, i.e. those who can make the change the campaign calls for (primary targets) and those who can influence decision-makers and their decision-making on institutional change, e.g. voters (secondary targets). One set of tools focuses on ***presenting facts and policy alternatives to primary targets***, i.e. the decision makers, through lobbying, open letters, model policies and research reports, for example. Another set is designed to ***mobilize public support and pressure*** for the campaign goal, e.g. through demonstrations, public hearings, and petitions.

If the campaign focus is change in laws and their enforcement, see also the Module on Legislation.

Issues to note when deciding on communications tools for policy/institutional change campaigns:

- ***Situational analysis****, particularly in terms of the legal climate and legal frameworks, and the existence or lack of policies and institutional structures related to ending VAW, is a critical exercise both before and during a campaign (to reflect any contextual changes as the campaign progresses).*
- *When advocating for change in laws, and institutional policies and practices,* ***dialogue should be sought with the decision-makers to be influenced,*** *both before and during the campaign. Allies within institutions can provide advice on effective tactics, channels and tools to influence targets, or can publicly support the campaign and enhance its chances of success.*

- *Do not launch any advocacy campaigns without* ***prior consultation with the institutions that can make the change being campaigned for*** *– unless there is no other choice. In some countries for example, there may be at least one institution, such as a Ministry of Gender or other national women's machinery that may be willing to partner on an institutional campaign, even if other institutions seem less keen.*

TOOLS:

- *Advocacy and Lobbying Manual,* Secretariat of the African Decade of Persons with Disabilities, 2006 – this manual was developed for use in their advocacy and lobbying workshops and includes a step-by-step plan for engaging in advocacy work in any field.

- *Civil Society and Advocacy Manual* (Advocacy Expert Series), Pact Tanzania – this manual, developed by Pact Tanzania's Advocacy Partnership Programme (TAPP), outlines ways in which civil society and individual citizens can be involved in political processes and ways for them to work in partnership with government to create policies and laws. It also looks at the role of advocates in the political process and outlines steps that can be taken to initiate an advocacy campaign.

TOOLS IN POLICY/INSTITUTIONAL CHANGE CAMPAIGNS

Policy briefs

Policy analysis is not only a key step in designing alternative policy proposals, but also a tool to show gaps and problems in existing policies related to violence against women and girls. See Campaign Planning for more details. An effective way to share the result of the analysis with the campaign target audience is a policy brief.

Policy briefs explain to the campaign targets, i.e. policy makers and institutional actors who implement policies, what the problem is and what they must do to address it.

A policy brief must be…

- ***Succinct and focused****: State the campaign issue quickly and precisely, and then take the reader straight to the solution you propose. If you need more than one page, make sure the brief starts with an executive summary that does not exceed one page.*
- ***Legible and attractive****: Write in a straightforward style and structure the brief with sub-titles, bullet points and graphs so that the main facts can be grasped at a quick glance. Usually, a policy brief includes the following elements:*

1. *Title of the paper*
2. *Executive summary*
3. *Context and importance of the problem*
4. *Critique of policy option(s)*
5. *Policy recommendations*
6. *Appendices*
7. *Sources consulted or recommended*

**Items 4 and 6 can be omitted if the policy brief is sufficiently compelling without detailing other policy options and providing additional documentation.*

- ***Tailored to your audience**: Different types of readers have different perspectives. If you do not catch the reader's attention and affinity in the first paragraph, your brief won't be read. For example, if your aim is to convince the Interior Ministry to train police in appropriate conduct in domestic violence (DV) cases, it seems appropriate to present DV as a security concern and cite the police's mandate to effectively prevent and punish crime.*
- ***Evidence-based**: quote credible evidence (e.g. data, research reports, personal testimonies) to show that the problem needs to be addressed and that the actions you propose are likely to improve the situation. Make sure the facts you quote are accurate.*

Bear in mind:

- *The policy brief is a central document in institutional change campaigns. Prepare it with utmost care and keep copies ready for distribution at all times. Ensure ethical principles are fully observed.*
- *Share it with your target audience, your constituency, media workers and anyone who is likely to use it for your cause.*

A good example for a concise policy brief (Gomez, J., Combating Gender-based Violence: Legislative Strategies) has been produced by the **Initiative for Inclusive Security** *to propose legislative measures against gender-based violence in post-conflict settings.*

TOOL:

- International Policy Fellowships offers a three-page guide on writing policy briefs (in English).

Model Policies and Research Reports for Advocacy

Model policies

Model policies provide guidance for politicians and institutional decision-makers on how to translate your campaign goal into reality. Model policies can be good complements to policy briefs, going a step further to illustrate just how policy recommendations could be translated into new or amended actual policies.

Why use model policies?

- Developing alternative policy solutions enables campaigners to lead debates, rather than just react to government proposals.
- A policy proposal may be a key step towards a cooperative, productive relationship with policy makers.
- Institutions that are not specialized in VAW and gender issues may need competent advice.
- Agreeing on a well-defined policy or proposition of change clarifies and focuses your campaign.

Bear in mind:

- *Start with research on existing relevant policies so as to build on positive elements. Ensure research is thorough and firmly based on facts and figures pertaining to existing policies and their enforcement or implementation. This will lend needed credibility to whatever new (or amended) policy is being proposed.*
- *Keep it simple and clear, so that it can be disseminated widely and understood easily by different people from different backgrounds within your target audience.*
- *After it lands in the hands of primary targets i.e. key decision-makers, follow up with other advocacy and communication tools such as lobbying, organizing a press conference or petition etc. to draw attention and reinforce key messages.*

A good ***example*** that can serve as an inspiration in a variety of contexts is *Making the Grade*, a model policy developed by Action Aid and OSISA in 2007 for the prevention, management and elimination of violence against girls in school in Southern Africa.

Research reports for advocacy campaigns

Original or synthesized research reports and other specialized publications present the campaign issue and your recommendations for action in a detailed, evidence-based manner, and serve as a reference to campaigners, policy-makers, service-providers and other stakeholders. Like policy briefs and model policies, the distribution or sharing of the report is as important as its content. The time, energy and campaign resources spent on producing a quality report may be wasted if it is not accompanied by a deliberate strategy to ensure that it gets read and receives the necessary attention, particularly by primary targets.

When to publish an advocacy report?

- If quality research has been conducted that can contribute previously unknown findings pertaining to the campaign issue – for example, reliable data demonstrating that certain forms of VAW are more widespread than generally assumed.
- If it can realistically be expected that many people, especially those whose action is crucial to attain the campaign goal, will be interested in the information and will read the report. For example, a high quality report on VAW crimes related to a case under investigation at the International Criminal Court has good chances to be used as a piece of evidence.
- If sufficient resources are available – if no dedicated researchers can be hired to produce a high quality report, findings on the issue may be published in a less complex format, e.g. in the form of a short policy brief.

Main elements of a research report

- ***Title*** *page –the title must raise interest and give an indication of the issue addressed; attractive design of the front and back covers should include logos of organizations that have contributed to the report.*
- ***Executive summary*** *in 1-3 pages - include the major facts you address and the actions you call for – who do you want to do what, when and where?*
- ***Table of contents***
- *Main body of the report: write in a* ***straightforward, professional style****. Use catchy titles, photographs, graphs, text boxes (e.g. with personal testimonies) and*

*other **visual means** to capture the reader's attention. Tailor your style to the people you speak to.*

- ***References** – quote your sources and list them at the end of the report.*
- ***Imprint** – i.e. information on the authors, the publisher and contact details, the date and place of publication, any copyright information and, for books, the international booksellers' number (ISBN).*
- *Depending on the nature of the report, it may include **annexes** (e.g. detailed statistics sheets, any key law texts the audience needs to read, or the draft law or model policy you propose); a section on **methodology** (in research reports); **acknowledgements** to contributors, supporting organizations and donors; **introductions** or greeting notes by prominent supporters or sponsors.*

Distributing the report:

- ***Publicize** your report via press and/or through launch events to bring public attention to its findings.*
- ***Refer** to it in public communications and make it easily available, e.g. via your website.*
- ***Send copies** to (i) government agencies and other decision-makers you wish to reach, (ii) your media contacts, and consider organizing a press conference for the report release, (iii) NGOs and appropriate academic institutions.*
- *Use it as a lobbying tool with policy-makers: ask for a meeting to discuss the report.*

Bear in mind:

- *Before starting your own research, review what has already been done and refer to it in the report where appropriate.*
- *Ensure high quality by basing the report on carefully designed research and credible, properly referenced sources.*
- *As with all publications, check and double-check the facts before you publish a report. Any errors or misrepresentations may damage your credibility.*

***Examples** of high quality research reports:*

- Amnesty International report *Safe Schools – Every Girls' Right* (2008)
- ECPAT global monitoring reports (Agenda for Action) on commercial sexual exploitation of children and related issues (available in several languages, including Arabic, Bahasa Indonesia, English, French, Khmer, Russian, Spanish, Thai and Turkish).
- *The Cost of Violence against Women and their Children* by the National Council to Reduce Violence against Women and their Children, Australia (2009).
- International Criminal Court Gender Report Cards produced by the Women's Initiatives for Gender Justice, which analyze the implementation of the gender mandates of the Rome Statute.

Lobbying and Question Time

In any advocacy work, it is important to lobby the relevant decision-makers and use other advocacy techniques ***before*** deciding to start a public campaign, as well as ***during*** the campaign once it starts. Winning decision-makers' support can make a campaign more effective – or even prompt the desired policy/institutional change without campaigning.

Practical tips for lobbying

- ***Plan** what is going to be said. Keep the message **simple and to-the-point**. Have a simple, clear-cut understanding of what is being asked of the decision-maker to do, i.e., vote for a specific bill.*
- *If you lobby a member of parliament and you are a constituent, begin by stating that. Legislators are most responsive to the people who can keep them in office (or vote them out).*
- ***Know your message**. After identifying (and possibly writing down) what you want the decision-maker to do, think about a key point or personal story that supports your position.*
- ***Know your audience**. If you do not know much about your interlocutor, research about him/her. Be sure to find out where s/he stands on the issue you're focusing on.*
- ***Personalize your comments**. Connect your issue with the area or thematic field the decision-maker represents. Use precise examples.*
- ***Ask for a specific commitment**. The best way to encourage your interlocutors to take specific action is to ask them directly. If they decline, encourage them to think about the issue, and let them know that you'll be in touch again.*
- ***Communicate more than once**. Quantity is as important as quality in grassroots advocacy. One letter will not have much influence on a decision-maker. As you continue to monitor your issue, find various ways to communicate and ask for specific support or action as appropriate within the ongoing political process.*

Source: adapted from Global AIDS Alliance, 2009.

Question time

"Question Time" in Parliament (or other forms of legislative assembly) describes sessions at which Members of Parliament (MPs) ask questions to Government members (such as Cabinet Ministers) which they are obliged to answer. It is a common practice in several parliamentary democracies and in the European Parliament. If it exists in your country and you know an MP who supports your cause, share your policy brief with him or her and propose specific questions she or he can raise at Question Time.

TOOLS:

- ***Advocacy and Lobbying Manual*** (Secretariat of the African Decade of Persons with Disabilities, 2006). This manual was developed for use in their advocacy and lobbying workshops and includes a step-by-step plan for engaging in advocacy work in any field. Available in English.

- **A Parliamentary Response to Violence against Women:** Conference of Chairpersons and Members of Parliamentary Bodies Dealing with Gender Equality (Inter-Parliamentary Union Campaign; 2-4 December 2008, Geneva). Available in English. See also the Campaign website in English and French.

Letters and Petitions

Letter (or postcard) -writing and petitions to political decision-makers, opinion-shapers and the media are common techniques to draw attention to a cause and ask for public action, or to correct misleading public statements made by others. ***Lobbying letters*** are addressed directly and only to the relevant decision-makers (primary targets), while ***open letters,*** *postcards,* ***sign-on letters*** *and* ***petitions*** are shared with a wide public audience so as to garner public support for a cause. Open letters are normally published in some forum, e.g. a newspaper or an e-mail list. ***Letters to supporters*** inform campaign supporters on progress in the campaign, and encourage them to continue supporting it. See the section on campaign newsletters for general advice that can be used to effectively inform and motivate supporters.

The rise of e-campaigning has led to letters and petitions being able to reach large numbers of people in a short time span. The use of "new" communication technology, such as the internet and mobile telephones, in campaigning can be a quick, cheap and effective way of contacting, informing and mobilizing large numbers of people in contexts where electronic tools are easily accessible and widely used.

Letter-writing

When to start a letter-writing or postcard campaign?

- If it is reasonably certain a sufficient number of people will write and send letters and e-mail messages, or join a sign-on letter campaign. A stakeholder analysis could be helpful in gauging the potential success of letter or postcard-writing activities.
- If there is a legal mechanism that obliges addressees to consider public letters – e.g. in some countries, city councils must receive citizens' comments on planned infrastructure projects before implementing them – a useful entry point for campaigners for Safe Cities.

Practical tips for letter writing

- ***Provide templates or text "building blocks****" that contain the main points the letter needs to include, so that supporters do not need to draft the entire letter. You may also use a sample letter that supporters can copy and adapt. There are new e-campaigning tools that allow online letters or petitions to be easily 'signed' by supporters and transmitted instantly to decision-makers.*
- *In the letter,* ***point out a goal that is important to the recipient****(s) and that can be attained by taking the action you call for.*
- ***Encourage people in positions of authority to join*** *the letter-writing campaign – one well-argued letter from an influential person or group can have more impact than hundreds of postcards.*
- ***Make it explicit that you invite both women and men, and people from different backgrounds*** *to write letters, so as to increase the number of letters and demonstrate that your cause is supported by a wide cross-section of society.*
- *If you use postcards,* ***design them carefully*** *so that they look appealing and convey the message in few words and images. Use a single, simple design to convey the message clearly. Again, e-campaigning tools have made e-postcards a useful way of engaging large numbers of supporters with internet access.*

➢ Detailed guidance on letter-writing campaigns or ***solidarity letters*** is available in the form of a 2009 guide by Women Living under Muslim Laws (WLUML), *Solidarity Actions: The Letter-writing Campaign*.

Open letters

Open letters are letters to decision-makers that are published through the media, so as to emphasize the addressee's responsibility in the matter and to provoke a public debate. They are similar in structure to Open/Opinion Editorials. One can buy advertisement space to publish an ***open letter***, if none of the newspapers contacted is ready to publish it free of charge (either as a letter to the editor, or an op-ed). Follow the tips on letter-writing above.

Petitions

Petitions, in campaigning, are formal requests (in the form of letters or otherwise) made to a decision-maker, government or other public entity, that are signed by an individual, or a group of people in support of the cause

When to use petitions?

- If it is likely a large number of people will sign on to the group petition, or submit individual petitions to support the cause.
- If the government or institution addressed is bound by laws and policies that require it to respond to petitions. In some countries, public institutions run e-petition websites - see for example government sites from the UK and Germany.

A number of websites, such as **The Petition Site** explain the precise steps of creating on-line petitions (e-petitions). The Petition Site also presents a number of existing petitions, including on women's rights. *Change.org* is a website that offers free petition tools that allow anyone to start, join and win campaigns.

Practical tips on petition writing

- ***Base the petition on a clear, single proposal*** *(e.g. a specific change in law, or the release of a woman unjustly detained) and address it to the specific person or institution who can take the decision you ask for.*
- ***Make the text short and clear. Test it*** *with someone who knows nothing about the campaign before making it public to verify the petition for its clear and compelling style.*
- *Do not forget to* ***include a space where people write their name and signature****. Consider including extra space for* ***contact details****, as well as a box people can tick if they want to receive more information about your campaign – and follow up quickly if they do.*
- ***Distribute the petition, most commonly via e-mail or other e-campaigning tools****, and encourage as many people to sign on to the petition as possible. Make a special effort to get persons in positions of authority and other well-known people to sign on. Supporters need to send the petition back to the organizers so that it can be forwarded to the decision-maker addressed with the list of signatories.*
- ***Publicize the handing over of the petition*** *to the decision-maker, e.g. by inviting the media and writing a press release.*

Bear in mind:

On-line petitions are an easy way to express support for a cause. But so many of them circulate that yours may not receive the required attention – unless you ***embed it into a wider campaign plan*** *that mixes and matches several tools. Before signing on to a petition that reaches you, verify whether it is ethically sound (see Guiding Principles).*

Demonstrations, marches and rallies

Demonstrations, marches, public meetings (rallies) and sit-ins are classic, and potentially powerful, ways of expressing public opinion on an issue.

When to organize a demonstration or rally?

- If it is highly likely to rally a sufficient number of participants – i.e., public opinion on the issue is so strong one can expect a sufficient number of participants ("turnout") and some media coverage.
- If it is linked to a wider campaign on the cause addressed, e.g. the 16 Days of Activism campaign.
- When an important political decision (e.g. a vote in Parliament on a law pertaining to violence against women) or event is imminent.

Example:* *Reclaim the Night *("Take Back the Night" in the USA) started in the 1970s as a series of demonstrations in the UK and the USA. Around the world, women's groups continue to organize marches to claim their right to walk in public without fear of sexual harassment or sexual assault.*

Bear in mind:

- Demonstrations and rallies are intended to show public concern for a cause, i.e. the opinion of a wide cross-section of society. In many contexts, violence against women and girls is still widely considered a "women's issue", or a problem affecting only socially marginalized people. This stereotype must be challenged by rallying a diverse cross-section of society for the cause, bringing together women and men of different ages and different backgrounds.
- It is not a good idea to organize a march or a rally if one cannot count on a large attendance – it may backfire, suggesting that the cause is not important to the public. Look for ways to have rallies at times of the day that would ensure large attendance, e.g. weekends, public holidays and venues of public interest. Other events likely to attract media coverage, such as vigils or public stunts (described below) may be more effective in such a case.

In many countries, demonstrations, rallies and marches require legal permits, such as permission from the authorities to assemble in large numbers, permission to close certain roads or public venues, etc. Failure to obtain such permits before organizing your rally could have serious consequences including police involvement in dispersing the crowd gathered.

Checklist: planning a demonstration, march or rally

- *As with all public events, consider **whom you want to reach** and **what you want to achieve** with the demonstration.*
- *Agree on the **main messages** you want to broadcast and decide who will be your main **spokespersons.***
- ***Who is going to do what?** Appoint one person or a team in charge of **overall organization** of the protest. Divide specific responsibilities to other participants.*
- *Plan the **place** or **route**, and **timing** – if you organize a march, it should start and end in **easily accessible** places which are safe for public gatherings. The route should follow **animated areas** so as to draw maximum public attention. Usually, public speeches take place at the end of the march – verify whether speakers can be heard by the audience (acoustics). To ensure participants remain fresh and interested, do not plan for more than **two hours** for the entire event. Sit-ins may last longer: in a **sit-in**, people sit down in a public space linked to the cause, e.g. the site of a crime or a court house. One strategy for sit-ins is to threaten not to leave until a particular problem is solved.*

- ***Time the event for maximum attention****, e.g. to coincide with anniversaries and symbolic dates, e.g. International Women's Day or the 16 Days of Activism. Find out, e.g. from local authorities, whether any other events are planned on that day that might distract your event – or help attract extra attention.*
- *Find out about legal constraints, and complete necessary* ***formalities*** *– in many countries, demonstrations must be formally announced or permitted by local authorities, usually the police. There may be other restrictions, e.g. in the UK, NGOs may lose tax benefits if they engage in certain types of political activity. Unless there are compelling reasons not to, do complete the formalities so that your campaign cannot be accused of illegal conduct.*
- ***Inform allies*** *– contact supporters and prominent persons who support your cause and ask them to join the event – politicians and celebrities may increase your media coverage.*
- *Devise* ***slogans****, make* ***placards, banners*** *and other colorful displays that convey your cause and catch attention.*
- ***Advertise*** *for your march or rally with fliers, e-mails, posters. Include the date, address of the rally or information on the route your march will take, as well as the starting time. If you want to draw huge crowds, start advertising several months before the event.*
- ***Inform the media*** *(e-mail a press release and digital photographs of eye-catching displays or banners). Consider filming your own footage (e.g. by using digital video) to publicize it via the internet.*
- *For a march,* ***appoint stewards,*** *i.e. persons who guide participants along the route. Plan for at least one steward for every 50 participants. Brief them on action in case of emergencies, e.g. someone getting hurt or conflicts with troublemakers. Stewards should be easily identifiable, e.g. by wearing bright t-shirts.*
- *Organize* ***equipment****, such as megaphones, public address equipment (loudspeakers, microphones) and digital cameras as needed.*
- *Organize* ***finances*** *– budget for the event and control expenses.*
- *Consider integrating other campaign tools into the demonstration, e.g. collecting e-mail messages for participants who wish to stay in touch, or signatures for a petition. Ensure some participants take specific responsibility for these extra tasks and plan plenty of time for them.*

During the demonstration…

- ***Respect your time-plan*** *so that participants stay enthusiastic.*
- *As a rule,* ***do not be offensive*** *in your slogans – you might alienate supporters. As in all societies, there are people who resist "breaking the silence" on violence against women and girls, you are likely to appear "provocative" to some even if you communicate in a sensitive manner – be prepared for that.*
- ***Be prepared for challenges*** *from bystanders, including "identity-bating", i.e. comments that try to discredit the campaigners as individuals or as a group. Stay calm and do not get embroiled in a fight; if needed, remind other participants to remain peaceful.*

Vigils

Vigils are silent protest assemblies of people that take place during the normal hours of sleep and usually last several hours. In a ***candlelit vigil***, participants hold candles. Most vigils are held to commemorate sad events. For example, candlelit vigils have been organized in cities where *Señorita Extraviada/Missing Young Woman* *(by Lourdes Portillo, produced by Independent Television Service Production, USA 2001)* was screened, a documentary film about the tragic disappearances and murders of hundreds of young women from Ciudad Juarez, Mexico, since the 1990s.

Tips for vigils

- *Organize the vigil carefully in advance with a core group of participants so that you do not need to break the silence during the vigil. Designate a few participants who can quietly explain the purpose of the vigil to media representatives or to passers-by if needed.*
- *Choose a fitting, high-profile venue, advertise for the vigil in advance and invite the media to cover the event. Place at least one large poster in a visible spot to advertise your cause. You can also quietly hand out leaflets, and set up a table with lists to collect signatures for a petition.*
- *For a candlelit vigil, use candles in transparent jars to protect the flame against the wind. You can ask each participant to bring one, or centrally organize a few dozen large candles and place them around the assembly.*

Speeches and Public Statements

Public speaking is important for any campaign that includes public events. Speeches, oral statements and formal declarations can be made at the start or end of rallies and marches, at conferences, and during the sessions of international treaty monitoring bodies (such as CEDAW). Distribute copies of a written version of the statement to any relevant stakeholders. The written version can take different forms – for general tips on the format and content see Policy briefs and Letters and petitions.

A good example is the Third World Congress (WCIII) Against the Sexual Exploitation of Children and Adolescents held in Rio de Janeiro, Brazil in 2008 that provided a venue for 137 governments, civil society representatives, UN agencies, international and intergovernmental organisations, the private sector, children and young people as well as new actors, such as representatives from industry, religious leaders, national ombudspersons and First Ladies to review global commitments and galvanize international will and support for the protection of children and adolescents. The result of this Congress was an agreed public statement – the ECPAT *Rio de Janeiro Declaration: A Snapshot Summary for Children and Adolescents*, 2009, that was made accessible to children and adolescents.

Making a speech – Practical tips

- ***Plan*** *your speech. Clarify your* ***objective*** *and express your* ***message*** *in a way that captures the attention of your audience. If you speak to an audience with little awareness of the causes and consequences of VAW, point out facts which show that VAW is a problem affecting the entire society, and that women and girls, men and boys are likely to benefit from ending such violence. Think of questions your audience may ask, and prepare keywords for the answers.*
- *Prepare a written,* ***structured outline****. You can use the outline, or a set of cue cards, during the speech. Prepare any visual aids you want to use.*
- *Your* ***introduction*** *should explain who you are, present the topic and why it is important. It should engage listeners, e.g. with an anecdote, a friendly comment about the venue, or a striking statistic on violence against women and girls that your audience (including men) can relate to (e.g. "one in three women, i.e. probably a*

third of the women in this room, has experienced VAW"). In the ***main body*** *of the speech, you present your argument. You* ***conclude*** *with a call for action or a provocative question. Use short, clear sentences and adapt your style to the audience.*

- ***Rehearse*** *your speech, possibly with friends or colleagues who can give feed-back. Rehearsing is also a good way to check how much time you will take: a well-structured, inspirational five-minute speech can be more effective than a 30-minute talk.*
- *During the speech, follow your* ***outline****; avoid "drifting" into other topics.*
- *Use* ***visual aids*** *– e.g. images and headlines – to support your argument. If you use slides or digital presentations (e.g. Power Point), keep texts short and graphics simple to avoid distracting the listeners. For a 10-minute presentation, do not use more than 5-10 slides with a maximum of 5 lines of text on them. Images can be more effective than words.*
- *During the speech, maintain* ***eye-contact*** *with the listeners and* ***be yourself****, even if you feel nervous. Avoid reading your full speech text unless you have no other choice.*
- *When* ***answering questions****, remain close to your topic and politely decline to get drawn into discussions that are not of central importance to your cause. If you do not know the answer to a question, do not pretend you do. If you are asked aggressive questions or inappropriate comments, stay calm: you do not need to persuade everyone.*

If your campaign alliance does not include confident speakers, identify training courses in your region, or run your own course by regularly presenting speeches to each other and giving feed-back.

Bear in mind: *Speaking to a crowd on VAW, a deeply entrenched social issue, can be challenging, as hecklers may use* ***"identity-baiting"****, i.e. attacks on the grounds of your sex, private life, or nationality. Be prepared for such attacks and decide how you will respond to them – you can choose to simply ignore them, or find an appropriate, calm response which makes it clear that your campaign topic is a legitimate and public issue.*

Public Hearings and Mock Tribunals

Mock tribunal

A mock tribunal is an event usually staged by non-governmental organizations (NGOs) to mobilize public opinion on human rights violations that do not receive effective attention in the national court system.

Example: *The Nigerian women's human rights group* **BAOBAB** *and the* Civil Resource Development and Documentation Centre *organized the first National Tribunal on Violence against Women on March 14th 2002 in the capital city of Abuja. The tribunal was unofficial and not legally binding, but the testimonies would be real – 33 women were selected to testify. Some of them had volunteered, and many agreed to share their experiences when they realized this may have a positive impact on their families and communities. They testified about their experience of violence from the state, in the home, and from society as a whole.*

The judges were selected based on their prominence and their concern for women's rights. They included two Supreme Court Justices, several heads of NGOs, and prominent lawyers. The tribunals were open to the public, and the organizers took *special care to invite journalists, police, commissioners, and other groups. Different types of human rights abuses were grouped into different sessions. The panel of judges listened, asked questions, and after the testimonies, they convened in private. Afterwards, rather than passing a sentence, as in a regular trial, the judges made a public policy proclamation.*

The testimonies were very moving for the audience, and the attendance of journalists led to wider public awareness of the tribunals. Locally, the tribunals have helped to get state legislation passed against female genital mutilation. On a national level, their impact has helped advance a domestic violence bill. More generally, the tribunals have created greater public awareness that abuses against women do exist, and that they are serious.

Source: Fijabi, M. 2004. A Mock Tribunal to Advance Change: the National Tribunal on Violence Against Women in Nigeria, on New Tactics in Human Rights.

Other resources on mock tribunals:

- ***Justice for Survivors of Sexual Offences of the Post Election Violence in Kenya*** (African Women and Children and Coalition On Violence Against Women, 2008).

- **Women Testify: A Planning Guide for Popular Tribunals & Hearings** developed by the Center for Women's Global Leadership. Available online in English. To view the guide, go to the red bar at the top of the page and click on each chapter.

Public hearings
This term generally refers to Court hearings or public meetings convened by government agencies, where members of the public can air their views and concerns on a designated issue. On some occasions, public hearings have been used as campaign tools: if public institutions are not responsive to a public demand, a campaign alliance may stage its own public hearing.

An example of a public hearing was the ground-breaking hearing held in December 1992 in Tokyo, where survivors of sexual slavery and supportive organizations presented the plight of "Comfort Women", who had been enslaved by the Japanese military during World War II. As a result of these efforts and legal action throughout the region, the Japanese government issued a carefully worded apology (1993), and set up an "Asia Women's Fund" for atonement in the form of material compensation to survivors

Source: Defending Women Defending Rights.

Stunts and Street Theatre
Stunts and street theatre, unlike rallies or marches, do not need many participants to attract attention: an inspiring, eye-catching stunt that gains media attention can be as effective as a large demonstration. A ***stunt*** is generally a short, original action or a gimmick, e.g. a giant doll, displayed in a visible public place. ***Street theatre*** is usually a skit that raises the issue where many people walk by and can stop to watch, e.g. markets, or spaces near churches and other places of worship. Street theatre is also an

excellent way to convey messages to people who may not have access to the press and other media, e.g. in slum areas or poor rural communities. See also Cultural events.

If you are planning a stunt or street theatre, ensure that you challenge misconceptions and stereotypes. Instead of depicting women as helpless victims or as mischievous creatures waiting (or deserving) to be "punished", performances should show how women and girls can play an active role in ending violence, and how preventing violence can be of benefit to society as a whole.

***Example**: The South African organization* Youth Channel Group (YCG) *has used theatre to catch attention on issues of gender, domestic violence and HIV/AIDS. Its "ambush theater" approach has consisted in staging scenarios depicting domestic violence in crowded places, such as taxi ranks and train stations, so as to attract large numbers of curious onlookers who often did not realize they were watching a performance. The actors then engaged the audience in a debate on the issue. (Source: Siegfried, K., 2005. I Have to Take a Stand so That Society Can See the Change is Inevitable: Case Studies from the South African Men as Partners Network, EngenderHealth)*

Golden Rules for stunts and street theatre

- *Identify your **audience**, your **purpose** and your **message**. Are you introducing a topic to strangers, or boosting the morale of supporters? Where do you need to go, and when, to attract the attention of your audience?*
- *Prepare a simple **script** that summarizes the key moments of the play, and then find the best ways to express your message while you're rehearsing.*
- ***Rehearse** enough to be confident, but not so much that you get bored. Pre-test: show the sketch or short play to people who do not know your campaign and ask them for feed-back. You do not have to be brilliant actors – the best way to convince people is to enjoy what you're doing.*
- ***Do not rely on technical effects** - even one person switching a tape on/off at the right moment can make a mistake and spoil the show.*
- *Keep props **simple, but colorful** to attract attention. A plain wooden chair can be used to stand on, to hide behind, to shout at, or even play a role as a 'silent character'.*
- ***Humor** beats horror on the street – a good-humored sketch will draw a friendly audience, while graphic representations of violence can backfire. If you poke fun at someone, deride the perpetrators of violence – not the survivors!*
- ***Inform the press**, other media and supporters well ahead of time and hope for **good weather**.*

Source: inspired by Friends of the Earth, 2003.

Alternative and Shadow Reporting as a Campaign Element

Shadow or alternative reports are usually written by NGO coalitions and presented to the monitoring bodies on international human rights treaties, such as the CEDAW Committee. The reports describe progress (or setbacks) in the fulfillment of rights enshrined in the relevant international treaty. States who have ratified certain treaties (e.g. CEDAW) must submit regular reports on progress towards implementing the treaty. ***Shadow reports*** are a civil society critique of the government reports, highlighting issues that may have been neglected or misrepresented in the government reports. In cases where a government fails to submit a report or does not make its report available to NGOs in time for a critique, ***alternative*** reports may be submitted (by NGOs) as a key source of information on the issues that are important to the cause.

As part of its CEDAW knowledge resource site, International Women's Rights Action Watch Asia Pacific offers a 16-page guide on writing CEDAW shadow reports. Key points are summarized and adapted below.

The same steps can be followed when preparing alternative reports to other monitoring bodies, such as the Committee on the Rights of the Child, which monitors implementation of the Convention on the Rights of the Child, or the Committee against Torture, which monitors State progress on the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment.

Main steps in writing a shadow or alternative report

1. ***Identify priorities*** *within the provisions of the treaty (e.g. CEDAW) in a joint process involving other interested groups. Try to find allies in relevant public institutions for up-to-date information and tactical tips. If there is sufficient time and resources, write a comprehensive shadow report covering all parts of the relevant treaty. If only a few months' time can be afforded and there is no dedicated staff for research and report-writing, it is more efficient to focus on a limited number of key issues.*

2. ***Make it a joint effort.*** *A single shadow report supported by a large alliance is more powerful than scattered submissions. However, separate reports may be necessary to address issues that a broad alliance cannot reach consensus on, or that need extra attention, e.g. problems affecting specific groups (e.g. minority rights) or a specific geographic area (e.g. war zones).*

3. ***Gather and analyze information*** *on priority issues. Evaluate the measures the government has taken to address the parts of the treaty (e.g. CEDAW) relevant to the issues – see also guidelines on policy analysis. Collect laws or government policy documents that are in conflict with or fall short of the treaty. Make a note of information that is applicable to other human rights treaties – the same report can be sent to different monitoring bodies or information shared with other groups who work on relevant alternative reports.*

For a shadow report, refer to the government's official report. Ask the government for a copy. Reports that other governments have submitted can also be obtained from the websites of the international monitoring bodies, e.g. the CEDAW Committee.

4. ***Write the report:*** *Make sure everything in the report is clear, accurate and based on verifiable evidence. The report will be more credible and accurate if it is the product of collective writing involving a range of organizations working on the issues. If the report is signed, endorsed by all those with experience on VAW, the treaty Committee members and government would be compelled to take it into consideration.*

Follow the structure of the international treaty being reported on. Provide information on substantive articles only, i.e. those that define the rights - not those that describe treaty-related procedures. Refer to earlier comments or recommendations issued by the monitoring body to the government. In shadow reporting, refer directly to the government's official report.

Bear in mind:

- *Shadow and alternative reports are not translated by the UN system. If the original report is not in English, it is important to provide an **English** translation.*
- *The report should be **reader-friendly** and include a table of contents and page numbers. An executive summary should point out the main issues and recommendations on 1-3 pages.*
- *Information on the **sources** used, the authors and the coalition behind the report, and the way in which research was conducted must be included.*

5. ***Disseminating the report:** There are specific mechanisms for submitting reports to treaty monitoring bodies. E.g. the CEDAW Committee convenes **pre-session** working groups which set the agenda for dialogue between the Committee and the government reviewed – hence it is important to send in the report, or at least a summary, in time for the pre-session. After that step, the full report should be submitted in time for the **formal session**, where the government report is presented and reviewed.*

Alternative and shadow reports are key sources of information for campaigners on women's and girls' rights. The report should be distributed to other NGOs and campaign supporters, used in dialogue with the government and other institutions, and posted on the campaign website and sent to internet libraries such as www.siyanda.org.

Source: adapted from IWRAW Asia Pacific.

Tools:

- See Programming Essentials for a checklist of key elements for promoting national accountability to end VAW (UNIFEM, 2010) available in English, French and Spanish.
- More detailed guidance and rich examples are contained in the guide *Documenting Women's Rights Violations for Non-State Actors: Activist Strategies from Muslim Communities* by Women Living under Muslim Laws (2006).
- International Women's Rights Action Watch Asia Pacific offers a 16-page guide on writing CEDAW shadow reports. In addition, article-by-article IWRAW guidelines are available in English and Spanish.
- The Office of the United Nations High Commissioner for Human Rights (OHCHR) lists the full texts pertaining to all international human rights instruments and their monitoring bodies on its website.

Complaints and UN human rights monitoring bodies

Submitting "complaints" to UN Human Rights monitoring bodies can be one way of drawing attention, especially international attention, to a campaign issue. A specialized website explains the steps of complaining to the UN Human Rights System, which can be part of a large campaign on the enforcement of human rights treaties. It includes links to online complaint forms for the International Covenant on Civil and Political Rights (CCPR), the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and the Convention on the Elimination of All Forms of Racial Discrimination (CERD).

Example: The Karen Vertido Communication

Through the Optional Protocol to CEDAW process, the CEDAW Committee is able to review individual complaints and conduct inquiries into grave or systematic violations of women's human rights. In 2007, the very first individual complaint to the CEDAW Committee in Southeast Asia was filed by Karen Vertido of the Philippines. It was submitted on her behalf by the Women's Legal Bureau, who led a wide NGO advocacy campaign on ending discrimination against women in the area of sexual violence.

The Karen Vertido Communication asserted that the court decision in her case of rape was an act of discrimination and a direct contravention of CEDAW. Vertido had filed rape charges in 1996, against Jose Bautista Custodio, then President of the Davao City Chamber of Commerce and Industry (DCCI) where Vertido was serving as the organization's executive director. After several years in court, the case was thrown out and Mr. Custodio was acquitted. The court's judgement cited that the existence of rape was called into question because 'there [was] no clear evidence of any direct threat of grave harm coming from the accused,' and the 'Court cannot understand why she did not escape when she appeared to have so many opportunities to do so.' The campaign alliance felt that despite the country's Anti-Rape Law, the judgement showed the continued existence of archaic attitudes about rape in the Philippines, where sexual assault is still viewed as a crime that a woman brings upon herself as a result of her behaviour.

In 2010, the CEDAW Committee ruled that the Philippine government, as a State Party to CEDAW, was accountable for the violation of Vertido's rights under CEDAW. It recommended that the government provide her with appropriate compensation and undertake measures to address problems in legislation, prosecution and the judicial process in regards to the victims of sexual assault.

(Source: adapted from Pasqual, L., UNIFEM, 2009. *Time for Action – Implementing CEDAW in Southeast Asia*)

SHARING INFORMATION AND EXPANDING NETWORKS

Conferences

Expanding the network of allies, supporters, and other interested parties in a campaign can be useful to attract greater attention for the cause, build a critical mass of support to influence decision-makers, and create a platform to educate and share information. Participating in conferences for example, can expand the campaigners' network to other activists, professionals, academics and policy makers who could be helpful in furthering the campaign cause.

Practical tips: Stay informed of public conferences linked to your topic e.g. by signing up for e-mail newsletters from relevant organizations or initiatives, such as the Association for Women's Rights in Development (AWID), Development Alternatives with Women for a New Era (DAWN), and Women Living under Muslim Laws (WLUML). Some organizations use web networking platforms such as *Facebook* and *Twitter* to publicize their activities – receive updates by becoming their "friend", "fan" or "follower" (depending on the platform they use). Find links via the website of relevant organizations, e.g. the Center for Women's Global Leadership, or use the search function of online social networks, e.g. by typing "violence against women" into the search window on *Facebook*.

UN global and regional conferences
Large international congresses such as UN World Conferences may include civil society segments that bring together non-governmental groups who wish to influence the Conference agenda and outcomes. Lobbying, networking and the full spectrum of tactics and tools for advocacy campaigns can be applied for this purpose.

UN Conferences also offer opportunities to present a campaign, learn about others and make new contacts. But trying to catch someone's attention in a crowd of thousands of activists can be frustrating. Any campaign events to be carried out during large conferences (e.g. a workshop, a march, a performance), must be prepared and advertised carefully – see *meetings campaigners can organize*.

Sessions of international commissions and treaty bodies
Apart from submitting written statements and alternative reports, NGOs can send representatives to the sessions of the committees that monitor implementation of international human rights instruments. NGOs that are accredited to the UN Economic and Social Council (ECOSOC) can participate in the annual sessions of the **UN Commission on the Status of Women (CSW)**, usually held in February-March in New York. If a campaign organization or alliance members have consultative status with ECOSOC or are eligible (see below), this may be a useful opportunity for lobbying UN and government representatives, and networking with other organizations. The CSW website offers guidance for prospective participants.

NGOs can also be accredited as observers at official state reporting sessions of international treaty bodies. In the case of the **CEDAW Committee**, NGOs can not only attend formal sessions as observers, they can also attend informal meetings for activists and other international agencies that are organized around the formal sessions. These informal NGO meetings with members of the CEDAW Committee can be invaluable opportunities to bring attention to campaign causes, build partnerships with other organizations, and share important national information.

Eligibility for ECOSOC accreditation*: To participate in official UN conferences and sessions, international, regional and national non-governmental non-profit organizations must have been officially registered for at least two years, have an established headquarters, a democratically adopted constitution, a representative structure and appropriate mechanisms of accountability and democratic and transparent decision-making to apply for ECOSOC registration. The website of the UN NGO Branch provides details on registration.*

Bear in mind: *Before signing up for participation in a conference or other public event, clarify your purpose. Which specific elements of your strategy do you expect to strengthen by participating in the conference? For example, do you have good chances of meeting key members of your target audience, or of convincing new organizations to join your campaign alliance? Plan your participation strategically, with clear goals and the activities you intend to undertake to achieve your goals. Weigh the contribution you can make towards your campaign goal by attending the event against its costs (including your time).*

Meetings campaigners can organize
Conferences (including congresses) bring people together for discussion, consultation and sometimes negotiation and decision-making on a common concern. They can be huge events stretching over several days – such as the World Conferences on Women in Mexico (1975), Copenhagen (1980), Nairobi (1985) and Beijing (1995), or formal meetings between a few key people on specific issues. Seminars are conferences typically for researchers and other people with an academic interest in the issue.

Conferences, congresses and seminars help to gather and share specialized knowledge on the campaign issue with professionals – including policy-makers - and others who have a keen interest in the topic. Combined with effective public communication, including media outreach, conferences may catch the attention of the general public and add credibility to the campaign. However, organizing conferences tends to demand enormous resources, as each individual participant is likely to demand attention. Therefore, they should be used sparingly and deliberately.

Practical tips: Convene a conference or seminar only if…

- *Detailed information on something new and particularly important needs to be shared and discussed with professionals who have a stake in the campaign theme.*
- *Your organization and alliance knows sufficient people and organizations who are likely to participate in and usefully contribute to the conference.*
- *The conference and its outcomes are a necessary part of the campaign strategy and likely to strengthen the campaign in practical ways, e.g. by winning new members to your alliance, by producing joint recommendations to policy makers, or by capturing specialized media attention and support.*
- *The necessary resources (manpower, time, funding, etc) are available and carefully budgeted for. Conferences can be extremely costly, time-consuming and onerous to carry out.*

7. MONITORING AND EVALUATION

7.1 WHAT IS MONITORING AND EVALUATION (M&E)?
Monitoring and evaluation are distinct, but partly overlapping activities which serve similar purposes – to ensure the campaign is run as effectively as possible, and to learn from experience. Both are essential elements of effective campaign management. They assess progress towards the campaign goal and objectives, as well as the factors that condition such progress.

Monitoring is the process of tracking campaign implementation, progress towards campaign goals and objectives, and external factors relevant to the campaign, such as new opportunities and risks. ***Evaluation*** brings together monitoring data, and findings from additional research to assess the effectiveness, or likely effectiveness (in formative evaluation), of a campaign and its different elements. While monitoring is an on-going process accompanying all campaign activities, evaluations are more time-bound and specific interventions, usually carried out at the end or at particular moments (e.g. mid-term) during campaigns. When and how monitoring activities and evaluations take place, should be decided in the campaign planning phase.

Ideally, campaigners and experienced social and communication researchers should work together when planning monitoring and evaluation activities. A balance must be sought between scientific rigor, and the campaigners' practical needs and possibilities. Even small-scale campaigns with limited resources can apply monitoring and evaluation tools that enhance campaign effectiveness. In addition, apart from yielding vital insights on issues that determine the success or failure of the campaign, monitoring and evaluation can strengthen communication between the stakeholders of the campaign by exposing them to each other's perspectives.

Practical tip: *As a rule, at least 10 per cent of the overall campaign budget should be set aside for monitoring, evaluation and learning activities (M&E). For complex, rigorous impact evaluations, the percentage for evaluation can reach up to 30% of the overall budget. A specific M&E steering group or coordinator within the campaign team should be established so as to ensure M&E receives sufficient attention.*

Challenges in monitoring and evaluating campaigns on VAW are often related to complexity, as many factors contribute to the occurrence of violence against women and girls. It can be difficult to identify direct cause-to-effect relations between campaign activities and change in individuals' behaviour, or to determine whether changes in institutions and society have been prompted by the campaign or by other, external factors. Another challenge is how to measure certain types of change. For example, attitudes to sensitive issues such as VAW may not be assessed reliably through questionnaire-based surveys, as respondents tend to give answers they consider socially desirable, rather than to reveal their true thoughts.

Every campaign to end VAW generates opportunities for learning, not only for the implementing team but also for future campaigns. Unfortunately, relatively few campaigns to end VAW have been systematically monitored and evaluated, which accounts for the dearth of reliable data.

7.2 KEY DEFINITIONS

Monitoring

Monitoring is the systematic collection and analysis of information as a campaign progresses. It is based on the targets and activities set during campaign planning. An essential management tool, monitoring helps to keep the campaign on track, and lets campaign management know what should be changed (if necessary) when things go right or wrong. It enables the campaign team to determine whether the resources available are sufficient and being well-used, whether capacity is sufficient and appropriate, and whether planned activities are being implemented. (Adapted from Shapiro, J., *Monitoring and Evaluation*, CIVICUS).

Monitoring usually focuses on processes, e.g. when and where activities occur, who delivers which activities, to what effect, and how many persons or institutions have been reached. In campaigns, external factors need to be monitored as well for swift identification of new risks and opportunities. Monitoring is essential to ensure the campaign produces the outcomes intended, and to detect and react to any changes or challenges quickly and effectively.

***Bear in mind**: A social change campaign's activities unfold principally in complex situations in which the relationships of cause and effect are unknown until results, and especially outcomes, emerge. In this situation, it is important to monitor systematically and regularly the social actors you want to influence in order to identify the real changes they have experienced and understand which strategies have contributed to those changes.*

Evaluation

Evaluation is the systematic assessment of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institution's performance. Campaign evaluation focuses on expected and achieved accomplishments compared against the campaign strategy, in order to understand achievements or the lack of achievements. (Adapted from Gage and Dunn, 2009).

Based on evidence of what has been done and achieved regarding strategy, targets and desired outcomes, ***formative*** evaluation supports decisions on how to improve the implementation of the campaign's theory of change. It is convenient to combine formative evaluation with monitoring to understand what has been achieved in order to improve performance and enhance the achievement of new outcomes. That is, knowing who the campaign has successfully influenced to change, and through which strategies, makes it possible to modify the plan of campaigning action for the following months or year(s). ***Summative*** evaluation occurs at the end of a campaign or a major campaign cycle, and its purpose is to make judgments on the extent to which the campaign's theory of change has proven to be valid.

Effectiveness, efficiency and impact

What monitoring and evaluation have in common is that they are geared towards learning, by focusing on efficiency, effectiveness and impact.

Efficiency means that the input into the work is appropriate in terms of the output. This could be input in terms of money, time, staff, equipment and other resources used for the campaign.

Effectiveness is a measure of the extent to which a campaign achieves appropriate outcomes and the specific objectives it set.

Impact is about the difference a campaign has made – or not – to the problem situation it has addressed. In other words, was the strategy useful in making progress towards the goal? (Adapted from Shapiro, J., *Monitoring and Evaluation*, CIVICUS)

7.3 SPECIAL CONSIDERATIONS IN MONITORING AND EVALUATING VAW CAMPAIGNS

VAW is a sensitive issue both at the societal level and at the individual level. It is imperative that ethical principles inform all research on the issue, especially when interacting with VAW survivors (see also Guiding Principles).

Bear in mind:

- To avoid undue stress for VAW survivors, existing research on VAW should be carefully reviewed before any decision is made to launch any campaign-specific surveys or start organizing interviews with survivors.
- Campaigns on VAW tend to increase demand for direct support to VAW survivors, as women who have not dared to report their experience of VAW may feel encouraged to seek support. This also applies to survivors who may have taken part in campaign M&E surveys or interviews. It is critical that survivors and other community members have access to minimum services (health, protection and legal) or referrals to get the support they may need, in line with ethical standards.
- When talking to members of the target audience, it is important to remember that many interlocutors may have personal experience with VAW, as a survivor, bystander or perpetrator. It is essential to adhere to high ethical standards (e.g. safety, confidentiality), such as those detailed in the PATH/WHO guide for researchers and activists*: Researching Violence against Women (Ellsberg, M. & Heise, L., PATH/WHO, 2005)*. See also Research ethics in the Campaign Planning section of this module.
- As VAW is a socially sensitive topic, respondents are likely to answer questions according to what they think is socially desirable or acceptable. That means that they may say what they believe the interviewers want to hear, and what is most acceptable in their social environment or community. When designing questionnaires, the extent to which this may happen needs to be assessed – in research on VAW-related issues, it is always a potential challenge. Rephrasing questions or even repeating them in different ways can be a means of mitigating the risk of obtaining unreliable data.

7.4 BUILDING A CAMPAIGN MONITORING AND EVALUATION FRAMEWORK

DESIGNING AN M&E PLAN

A monitoring and evaluation (M&E) plan or framework defines the indicators that measure progress towards the campaign objectives. It determines what data must be collected at what moments of the campaign, the methods of data collection, and how findings will be analyzed and reported.

To make campaign M&E meaningful, data gathered needs to be analyzed in time and fed back into the campaign management process. This can be done most effectively through regular meetings that should be documented.

Three major questions should inform the design of the M&E plan:

1. ***What information is needed to effectively implement the campaign and draw learning from it?*** Both internal aspects (e.g. campaign activities and outputs) and external developments (e.g. changes in the policy environment) need attention. But one cannot monitor every single element of what a campaign does and the context in which it occurs. Instead, M&E design must focus on crucial aspects. For example, in innovative behaviour-change campaigns, it is important to monitor those whose behaviour the campaign attempts to influence to change.

How to monitor for the results that matter most

What specifically should a campaign monitor? A campaign that commits itself to monitor outcomes would systematically – six-monthly or annually – and rigorously: (i) monitor *the changes in the individuals, groups, organizations or institutions that the campaign influenced, (ii) assess the significance of these changes, and (iii) plausibly explain how and to which extent the campaign contributed through its activities and outputs, directly or indirectly, intentionally or unexpectedly. (Ricardo Wilson-Grau, personal communication)*

2. ***Who is going to use the information, what for and when?*** An effective monitoring system serves the primary intended users, and uses of the data it generates. Thus, the campaign team, board members and donors will need information about major developments in the campaign to make informed decisions. What information they require, and when, will determine the degrees of certainty and precision and scientific rigor that are to be applied.

Example*: The Canadian International Development Research Center (IDRC) has a policy that "at IDRC, if you cannot identify and articulate the primary intended users and uses of the evaluation you should not conduct the evaluation. Unused evaluation is a waste of precious human and financial resources." (IDRC, 2004. Writing Terms of Reference (ToRs) for an Evaluation).*

Identifying the primary intended user(s) and use(s) of a campaign's M&E: From beginning to end, the monitoring and formative evaluation process (M&E) should be designed and carried out around the needs of the primary intended users. The users are those particular individuals or groups who intend to use the M&E process or findings to inform their decisions or actions. ***It is important to distinguish between the target audience and the primary intended users.*** *An audience is a group, whether or not they are the client(s), who will or should see and may react to the findings. Thus, the audience may be interested in the monitoring and evaluation but has a more passive relationship with it than the primary intended users.*

Users are actually involved in the M&E process itself – i.e. clarifying intended uses and identifying priority questions, preferred methods, and appropriate dissemination strategy. This typically results in increased use of the findings. If these individuals or groups are not included, M&E runs the risk of producing results that may never be used.

The primary intended uses of both M&E findings and process should also be clear. *The findings will support decision-making or changed thinking and behaviour by the primary intended users.*

The uses of the findings about the campaign can include:
- *Being accountable for what has been done and achieved.*
- *Facilitating improvements.*
- *Generating knowledge.*

Process uses are expected changes to result from the conduct itself of M&E. Some examples:
- *Enhancing communication and shared understanding amongst campaign participants*
- *Supporting or reinforcing the campaign as participants learn from their involvement in the M&E. For example: 'what gets measured gets done'.*
- *Increasing engagement, self-determination and ownership*
- *Nurturing an M&E culture*
- *Learning M&E thinking*
- *Building capacity to monitor and evaluate*

Naturally, not all users will have the same uses for the process or findings.
(Source: Ricardo Wilson-Grau, personal communication).

3. ***Where and how can the necessary information be obtained*** and analyzed most efficiently, if possible using existing campaign resources? Participatory monitoring involving members of the target audiences builds extra momentum for the campaign.

PRACTICAL TIPS FOR DEVELOPING THE M&E FRAMEWORK

1. ***Design it in a participatory manner****, e.g. in a workshop with the campaign team/ alliance and experienced facilitators who can advise on methods. Intended users of the information generated by M&E should be involved in every step from planning to implementation of the M&E framework, so as to make sure it serves the purpose of the campaign and is "owned" by all relevant stakeholders. Participatory data gathering involving target audiences can be a good way to enroll new activists.*

Example: *As part of its Phase I impact assessment, the* We Can *campaign in South Asia trained teams of volunteers – young women and men who were part of their target audiences – to facilitate and take notes in hundreds of interviews and focus groups discussions with the campaign audience. The process deepened the volunteers' understanding of social issues in their communities and strengthened their commitment to the campaign (*Aldred & Williams, 2009*. We Can: The Story So Far*, New Delhi*).*

See the We Can evaluation.

2. ***Build the M&E framework around a theory of change or a logical model****. In a log-frame approach, which can be suitable in campaigns for institutional change, envision the results chain (inputs, activities, outputs, outcomes, impact) and assess what information on each aspect is crucial for campaign management. Causal links, i.e. explanations as to how and why campaign activities lead to the desired results, also need attention. For behaviour-change campaigns, less linear, multi-dimensional theories of change may be more effective to take into account complex realities. See Theories of Change in Campaigning in the Campaign Planning section of this module. (See also Getting Started: A Self-administered Guide to Theory of Change Development and Advocacy Evaluation Planning, by Organizational Research Services on behalf of the Annie E. Casey Foundation, 2009.)*

3. ***Be clear as to what you must know and when, and focus on that.*** *Focus on information essential for the users so as to keep the amount of data manageable and limit the work-load of those gathering the data. In most campaigns, information is needed on:*

- ***Process****, to verify whether key campaign activities take place as planned;*
- ***Outcomes****, to verify key results the campaign achieves – including both unexpected and undesirable outcomes (e.g. negative reactions to images displayed on campaign posters), which you need to know about so as to react effectively;*
- ***External factors*** *that have a strong influence on the campaign and its outcomes, especially factors identified as risks – but also potential new opportunities.*

4. ***Choose benchmarks and indicators wisely and sparingly***. *Do not overload yourself with excessive data gathering. There is always a trade-off between effective use of the resources available and scientific rigor.*

5. ***Determine time-lines and responsibilities***. *What data needs to be collected and analyzed by whom, when and how? Data for monitoring must be collected and recorded* ***regularly*** *so as to yield meaningful information for the intended users.*

6. ***Determine how to share findings*** *within the campaign team and beyond – at which intervals, in which forms (written reports, staff meetings, workshops or other forms of communication).*

7. ***Create an atmosphere of openness and trust*** *in monitoring and evaluation activities. There should not be any "right" or "wrong" answers to questions asked in monitoring or evaluation; both positive and negative critique should be valued equally.* ***Reward honest feed-back*** *even if it may at times appear discouraging.*

8. ***Promote a culture of regular consultation and feed-back***, *e.g. through systematic briefings and debriefings.*

9. ***Follow ethical guidelines*** *applicable to social research and to research on violence against women and girls in particular.*

7.5 INDICATORS

OVERVIEW

An indicator is a "***quantitative or qualitative factor or variable*** *that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor"* (OECD-DAC, 2002). In simpler terms, an indicator is a ***pointer*** that shows, or points to, information needed for monitoring and evaluation.

Practical Tips: *It is generally recommended to design indicators that are* ***SMART*** *– i.e. specific, measurable, appropriate, realistic and time-bound. To attain basic standards of scientific rigor, it is recommended to use the additional criteria outlined below:*

Effective indicators in data collection are…

- ***Valid:*** *They measure the phenomenon that they are intended to measure.*
- ***Reliable:*** *They produce similar results when used more than once to measure the same phenomenon. "Measurable" does not necessarily mean quantitative. In many cases, qualitative descriptions can capture the information needed more effectively.*
- ***Specific:*** *They measure only the phenomenon they are intended to measure.*
- ***Sensitive:*** *They reflect changes in the status of the phenomenon being studied.*
- ***Operational:*** *They are measurable or quantifiable with developed and tested definitions and reference standards (adapted from O'Sullivan et al., Johns Hopkins, 2003. [A Field Guide to Designing a Health Communication Strategy](#)).*

To identify appropriate indicators, a) ***reflect on how the campaign is to bring about change*** *(i.e. its activities as set in the strategy) and then* ***b) decide what changes*** *– via new activities, outputs, outcomes or impact – are expected to be brought about, c) who* *will be responsible, and d) when and where actions and changes are expected to occur. Then, determine valid, reliable, specific, sensitive and operational ways of observing these actions and changes.*

Example: *If one aspect of your campaign is to heighten VAW survivors' awareness of a VAW telephone hotline, then an adequate indicator to assess change could be an increase in phone calls to the hotline after campaign rollout. However, do not forget to verify if you can attribute the increase to campaign exposure, e.g. by asking a sample of callers where they have learned about the existence of the services, and what has prompted them to call.*

COMMON INDICATORS IN CAMPAIGN M&E

Some indicators for campaign communications

Indicator	*Sample questions*
Distribution	How many educational brochures, campaign posters, leaflets and other communications materials have been distributed respectively, to which segments of the target audiences? How many times has a PSA been broadcast, what has been the approximate size and composition of the audience? If using online tools, such as digital video, how many times has the video been viewed or downloaded?
Placement	How much attention has the campaign, or a specific campaign activity, received in the mass media (e.g. newspapers, TV) or on the internet (e.g. through social networking sites, blogs)? How many times has the campaign been mentioned in the mass media /internet over a given period? How many open editorials prepared by the campaigners have been run? How many times has the campaign video been downloaded from the website?
Exposure	To what extent have the different segments of the target audience encountered the campaign? How many times has the campaign website been visited? What percentage of the intended target audience have noticed the campaign and can recall (unaided) or recognize (aided) its message? How many people have signed-up on the campaign website to receive more information, become a supporter or sign a petition?

Indicators in behaviour-change campaigns

In campaigns that seek to influence people's attitudes and behaviour, cognitive variables such as attitude and knowledge change among individuals and in wider society are often used as indicators. Common examples include the following:

Indicator	*Notes and sample questions*
Knowledge/ Awareness	Most campaigns have a knowledge or awareness component, particularly in their early stages. Surveys or opinion polls conducted with the target audience can measure knowledge and awareness at the outset and in later stages of the campaign. *Sample questions: What forms of VAW do you know? Are there any laws that prohibit VAW? What exactly is it these laws forbid?*
Saliency	This measures how important an issue is. Often there may be high awareness of an issue, but it is not seen as important (e.g. domestic

	violence). *Sample question: How many times does the local media mention the campaign issue? What percentage of respondents spontaneously mention the campaign issue when asked about major problems affecting their community?*
Attitudes	Attitudes are considered to be closely related to behaviour and behaviour-change. Measurement of attitudes should focus precisely on the attitudes the campaign intends to change, or that are known to be closely linked to the desired behaviour-change. ***Bear in mind:*** As attitudes and attitude change are often captured through self-reports (i.e. members of the target audience report on change), responses may be distorted by the respondents' wish to give socially acceptable or desirable answers. To triangulate data, try to obtain information from 2 or 3 sources. *Sample question: In a campaign to end female genital mutilation/cutting (FGM/C), a sample of the target audience may be asked: is it necessary for girls to be "circumcised"?*
Social norms	This refers to the perceived standards of acceptable attitudes and behaviours among a person's peer group or other people important to that person. Commonly, measurements of attitudes (see above) are used to assess social norms.
Self-Efficacy	This is a person's belief that he or she has the ability or competency to perform a particular behaviour in different circumstances. It is a key element in social cognitive behaviour-change theory. *Sample questions: What can you do to protect yourself from violence? What can you do to end violence against girls in your school?*
Behavioural intentions	This measures the likelihood that a person will engage in a specific behaviour (e.g. calling the police). Just like attitudes, intentions are not always a reliable predictor of behaviour, since actual action may not be taken despite the intention. *Sample questions: Will you use any of the advice given on the campaign site? Will you seek specialist help if your partner hits you again? Will you ring the bell at your neighbors' home if you hear a violent fight is going on there?*
Behaviour-change	Behaviour-change can only be a meaningful measure of success if the campaign explicitly asks people to perform a specific behaviour (e.g. call a helpline, call the police). It may seem easy to assess: a person either does or does not engage in certain behaviour. But, where behaviour is mostly captured through self-reports, distortions may occur. Direct response tracking is a more reliable method to assess specific behaviour-change, for example: *When callers use a helpline advertised by a campaign, they should be asked near the end of the interview (explaining it is for assessment of campaign effectiveness): "have you called this number before? How did you obtain this number?"*
Skills	Skills may be necessary to perform a particular behaviour; their presence or absence may have an effect on campaign results. This may include highly complex skills, such as conflict or anger management. *Sample measurement: To get a better idea of the nature of change prompted by a campaign, members of the target audience can be asked to discuss changes in their skills in focus group discussions. E.g., men may be asked to describe whether they have learnt to deal with feelings of anger in a different way, and how.*
Environmental	This refers to external factors that can make the performance of a behaviour difficult or impossible. For example, a bystander witnesses an

constraints	abusive situation, such as a man physically threatening a woman on a train and wants to intervene, but cannot physically get to the parties involved. *See the section on Situation analysis under Campaign Planning in this module for advice on data collection.*
Media Framing	This refers to important outcomes for campaigns that aim to affect how the media portrays, i.e. *frames* certain issues. Content analysis, i.e. the analysis of what is written, said or depicted according to guiding questions relevant to the campaign, is the most common way to explore media framing. *For example, guiding questions to assess the way in which media portrays rape may include: Does the text or image unambiguously present rape as a crime? Are there any elements in the text or image that suggest the rape survivor's behaviour justified rape ("victim-blaming")?*

Indicators in institutional change campaigns

Law and policy change, and change in the implementation or enforcement of laws and policies, can be measured by asking whether the desired law or policy outcome has been produced and implemented. ***Sample questions include:***

- Has a new or changed law or policy been elaborated and publicized?
- Is it being implemented by those responsible, e.g. are institutions offering the services provided for in the new policy?
- Is it effectively enforced, e.g. do judges base their judgments on the new law?

Progress indicators may include: *(*Adapted from Chapman, J. & Wameyo, A., 2001. *Monitoring and Evaluating Advocacy: A Scoping Study*, ActionAid).

- Increased dialogue on the campaign issue among the target audience
- Raised profile of the campaign issue in political debate and in the media
- Changed opinion (whose?)
- Changed rhetoric (public/private)
- Change in written publications

Tools for defining indicators

- *Violence Against Women and Girls. A Compendium of Monitoring and Evaluation Indicators (*Bloom, S./USAID, 2008).
- *Measuring Violence-Related Attitudes, Behaviours, and Influences Among Youths: A Compendium of Assessment Tools (*Dahlberg et al./National Center for Injury Prevention and Control, Centers for Disease Control and Prevention, 2005).
- *Measuring Intimate Partner Violence Victimization and Perpetration: A Compendium of Assessment Tools (*Thompson et al./Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, 2006).

7.6 DATA COLLECTION

OVERVIEW

The indicators used determine to a great extent the data that must be collected. Data can be collected in comprehensive surveys or, more commonly, by applying participatory assessment tools adapted from community development programmes or market research. To make campaign monitoring meaningful, data gathered needs to be analyzed in time and fed back into the campaign management process. This can be done most effectively through regular meetings that should be documented.

In most cases, data on three broad aspects is needed:

1. ***Campaign process*** - e.g. have activities been implemented as planned; have there been any delays or other problems; what adjustments have been made? "Internal" aspects, such as the development of a campaign alliance, management issues or progress in fundraising, also need to be monitored.
2. ***Campaign outcomes*** - e.g. does the campaign attain the intended outcomes; what are the changes or reactions evoked by communications tools used; what attention does the campaign receive; have any unintended or negative outcomes occurred as a result of the campaign?
3. ***External factors*** that may have a bearing on the campaign - e.g. new government policies that may support or jeopardize the campaign goal; any events that focus public attention on the campaign issue.

Bear in mind:
When collecting data on individuals, all participants must understand the nature and consequences of their involvement in the research. Be sure to observe ethical guidelines for research – see Research ethics.

Asking the target audience
An effective assessment of campaign effectiveness includes measurement of the changes among target audiences.
Most commonly used tools include:

- ***Formal quantitative surveys,*** which at regular intervals track progress against the baseline. In behaviour-change campaigns, this can be an effective way to monitor changes in knowledge and professed attitudes. However, due to the complex pathways of change in violence-related behaviour and the social taboos linked to it, direct questioning of audience members, on its own, may not yield reliable information on behaviour-change. To obtain a fuller picture, direct questioning needs to be combined with other tools, such as observation, role play or direct response tracking. See Quantitative surveys under Campaign evaluation in this section, and Tools for data collection for types of surveys that can be used.
- ***Participatory assessment of process***, inspired by community development methods, which can provide rich ***qualitative*** information.

TOOLS FOR DATA COLLECTION

Focus group discussions (FGD)
Focus groups should bring together 5 to 12 participants selected to represent the target audience, or specific segments thereof. Common in evaluation, communication and market research, they are a useful tool to assess the target audience's knowledge and attitudes towards the campaign issue, or towards the campaign materials and messages (e.g. development of prototypes to be discussed in focus groups).

It is common to offer incentives, such as food, drinks or campaign publicity products (e.g t-shirts, caps) to FGD participants. An effective FGD should last at least one hour. A facilitator introduces the subject, keeps the discussion going, and ensures all participants contribute to the discussion and no one dominates it.

Ethics: When organizing focus groups with representatives of the "general public", it may be advisable to tell potential participants that their opinions are needed on a health issue, rather than on VAW, so as to avoid alienating potential participants who have negative preconceptions about discussing VAW. Take utmost care especially when organizing focus groups with survivors of violence – ethical considerations must apply. See Guiding principles in this module. Bear in mind that a large proportion of female participants may have been exposed to VAW, even if they do not identify themselves as VAW survivors.

Resource:

- The *Gender-based Violence Tools Manual for Assessment & Programme Design, Monitoring and Evaluation in Conflict Affected Settings* (2003) by the Reproductive Health Response in Conflict Consortium includes detailed guidance on focus group discussions.

Example: *An impact evaluation of the second phase of* Sexto Sentido, 'We're Different We're Equal' *(a weekly "soap opera" by* Puntos de Encuentro *on Nicaraguan commercial television promoting change in the social context in which young people make decisions, and negotiate their identities, relationships and sexuality) was carried out in partnership with PATH, Leon University and the USAID* Horizons *Project. The research team informed participants in interviews and focus groups at every phase of the data collection of (i) the nature and relevance of their participation in the research, (ii) contact persons in case any issues should arise, (iii) the need to have participants' explicit consent to being interviewed, d) the option to withdraw from participating at any stage of the research. At the end of each interview, participants received information materials on VAW and contact details of relevant local services.*

The full evaluation report is available in Spanish: Propiciando cambio personal y social alrededor del género, sexualidad y VIH: Evaluación de impacto de la estrategia de comunicación de Puntos de Encuentro, Puntos de Encuentro*, CIDS/UNAN León, PATH, Horizons Program (2008).*

Read the Case Study and Evaluation (in Spanish).

Rapid assessment surveys and mini-surveys

Rapid assessment surveys can be used to gather information on knowledge, attitudes, skills and behaviours related to VAW in a community. As with most tools used in community development programmes, a single rapid assessment, while useful as a formative exercise, does not fulfill high standards of scientific rigor. Instead, carrying out several such assessments over time or with different groups is likely to yield sufficient insights for effective campaign planning and implementation. For a sample rapid assessment survey, see the *SASA!* Toolkit (Tips Booklet) by *Raising Voices.*

Mini surveys are usually based on a short, structured questionnaire of standardized questions. They tend to be administered to 25 to 50 people at a time. One can select respondents through probability sampling techniques, or “convenience” sampling (interviewing stakeholders at locations where they're likely to be or where they get in contact with the campaign). The major advantage of mini-surveys is that the data can be collected and analyzed within a few days.

Role Play
Role play can be a highly effective and respectful means to learning about knowledge and attitudes, while allowing survivors to talk about violence without having to recount personal experiences. See also Interactive drama which can involve using role play as a way to engage different members of a target community.

Example: *The* Stop Violence Against Women, Break the Silence *campaign carried out by the* Gender Studies and Human Rights Documentation Centre *in Ghana during the 2007* Sixteen Days of Activism against Gender Violence *focused on awareness-raising in rural communities and used role play to assess people’s awareness and knowledge of VAW (Source: Stop the Bus! I Want to Get On campaign: Lessons from campaigns to end violence against women in South Africa, Zimbabwe and Ghana, Womankind, 2008).*

Participatory sketching and photography
Participatory sketching and photography are also creative ways of soliciting qualitative information, especially on “sensitive” issues such as VAW. They can be effective especially when targeting an audience that is not very comfortable with writing or speaking responses, or an audience that may be illiterate. Respondents are asked similar questions as in an interview or survey, but answers are to be provided as photographs or drawings, rather than spoken or written.

Example: This method was used to gauge how listeners of the Sudanese entertainment-education serial radio drama **Ashreat Al Amal** ("Sails of Hope"), produced by Population Media Center (PMC), derived personal meaning from the plot, the characters, and the educational messages. See Singhal A., Greiner, K., Hurlburt, S., A Participatory Assessment of Ashreat Al Amal, an Entertainment-Education Radio Soap Opera in the Sudan, Ohio University and Population Media Center, 2006.

Direct response tracking
Some ads used in campaigns ask readers or viewers to give a *direct response*, or a measurable action, e.g. by calling a toll-free number, sending in a coupon or bounce-back card, visiting a website or clicking on an icon. These responses can be counted and used as an indicator for the reach of the campaign.

Data collection methodologies
In addition to the Tools for data collection described above, a range of methodologies based on participatory assessment can be used.

Outcome mapping
Outcome mapping brings together process and performance monitoring. It can be used to observe (1) the changes in the behaviours, actions, activities, and relationships of the people, groups, and organizations with whom a program works directly; (2) the strategies that a program employs to encourage change in its partners; and (3) the functioning of a program as an organizational unit.

Outcomes are defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom an intervention works directly. These outcomes can be logically linked to the intervention, even if they are not necessarily directly caused by it. A key concept in outcome mapping is "boundary partners" – i.e., individuals, groups, and organizations with whom an intervention interacts in view of influencing them: **the target audiences**.

Most activities will involve multiple outcomes because they have multiple boundary partners, and most outcomes are likely to be caused by multiple factors, not only as a result of the intervention. Outcome mapping recognizes this and helps to identify the contribution an intervention can make within a wider framework. (Earl, S., Carden, F., Smutylo, T., *Outcome Mapping - Building Learning and Reflection into Development Programs*, IDRC, 2001).

This is the rationale for the importance of monitoring and evaluating campaigning outcomes

- *The essence of social change is a process in which diverse social actors do things differently than they had been doing them before. Gender violence will end when individuals and families, groups, organizations and institutions change their behaviour, relationships, actions, policies or practices.*
- *Thus, outcomes are changes in social actors and they emerge from the interplay of diverse actors and factors, rarely from one alone.*
- *A campaign influences outcomes in the broad sense of the term: from inspiring and supporting and facilitating, to persuading and pressuring and even forcing change. Nonetheless, attributing this change is impossible; contributing to it is the aim.*

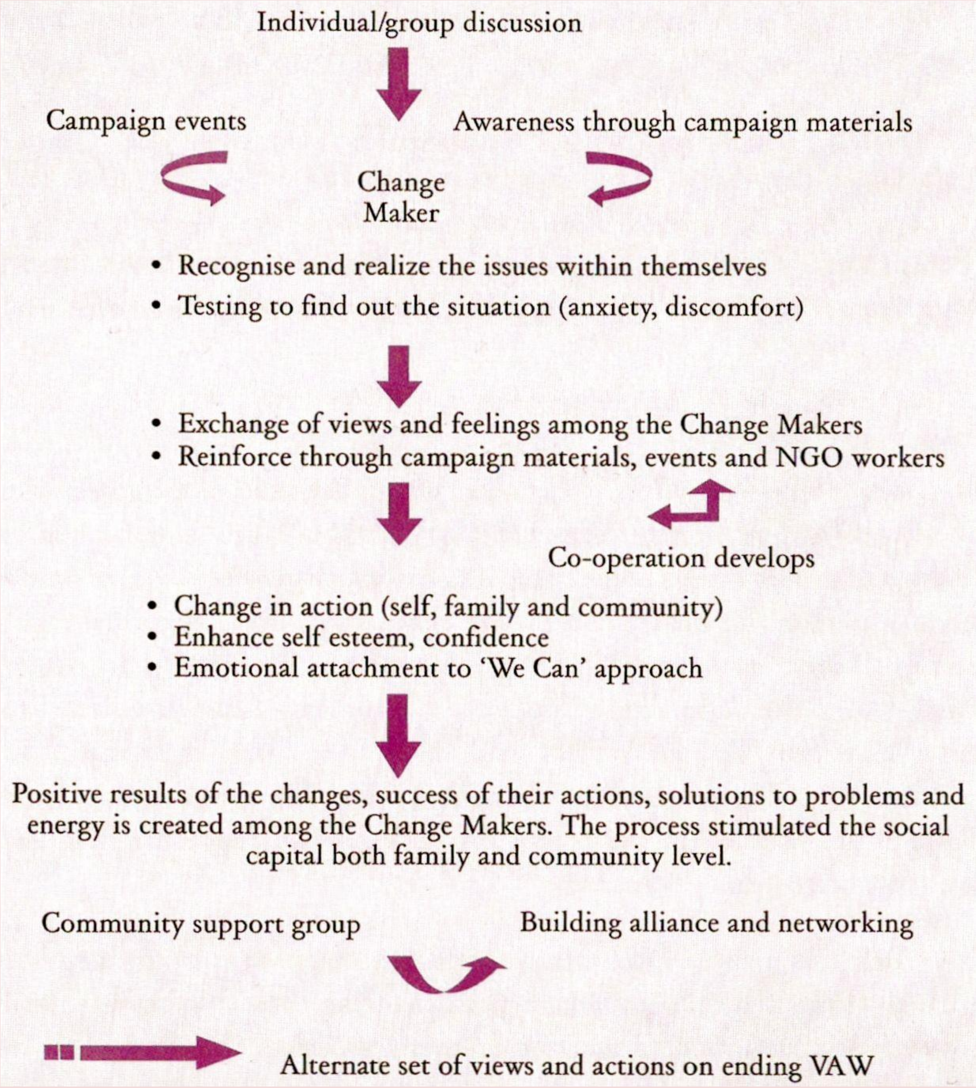
Outcomes bridge the gap between a campaign's activities, services and products, and the impact it desires. A campaign's desired goal will be achieved only when social actors do things differently. That is, when they achieve the results that the campaign can only influence but does not control.

Source: Ricardo Wilson-Grau, personal communication.

- Comprehensive information on outcome mapping can be found on the web-site of the International Development Research Centre (IDRC), e.g. the guide by Earl, S., Carden, F., Smutylo, T, *Outcome Mapping - Building Learning and Reflection into Development Programs* available in English, Arabic, Portuguese, French, Spanish and Thai. The Outcome Mapping Learning Community offers extensive resources on its website.

***Example: Change Maker's* Journey – visualized by the Bangladesh *We Can* Alliance**

*The **We Can** campaign in Bangladesh, which has a strong emphasis on of social mobilization for change, has held focus group discussions and individual interviews with dozens of "change makers", i.e. people who have pledged to end VAW in their own lives. An approach inspired by Outcome Mapping has yielded a qualitative assessment of individual change the campaign has contributed to. Based on these interviews, the campaign produced a diagram visualizing the individual "change maker's" journey (see* *below, from Oxfam GB Bangladesh Office, quoted in* Raab, *M., 2009. The We Can End All Violence..., Oxfam Novib). Such diagrams can be also an excellent way to test and refine a campaign theory of change.*



Source: Aldred, A., & Williams, S., 2009. *We Can: The Story So Far.*

Most significant change technique (MST)

MST is a tool for participatory monitoring and evaluation. Essentially, the process involves the collection of significant change stories emanating from the field level, and the systematic selection and reflection of the most significant of these stories by stakeholder panels (Davies/Dart, 2005).

*For example, the **Bell Bajao** campaign has used MST as a monitoring tool, collecting individual stories of significant change at community level that were triggered by the campaign.*

See the Bell Bajao case study.

Access the Bell Bajao Campaign.

7.7 BASELINE ASSESSMENT

WHAT IS A BASELINE ASSESSMENT?

A baseline assessment provides information on the situation the campaign aims to change. It provides a critical reference point for assessing changes and impact, as it establishes a basis for comparing the situation before and after an intervention, and for making inferences as to the effectiveness of the campaign. Baseline assessments should be conducted **before** the actual campaign intervention starts so as to serve as a benchmark for examining what change is triggered by the intervention. A baseline assessment is a crucial element in formative campaign research and planning, and in any monitoring and evaluation framework.

The type of data to be included in the baseline depends on the goals the campaign aims to achieve, the theory of change underlying the campaign, and the change indicators that are defined in the monitoring and evaluation framework. Baseline information should be carried out in such a way that the same type of data can be collected after the intervention, in order to compare the results and assess the extent of change, or lack thereof. A PESTEL analysis can be useful to map legal and political external factors, especially in advocacy/institutional change campaigns.

***Example**: If the campaign goal is to ensure that police staff throughout the country receive specialized training on work with VAW survivors, then the baseline should include an assessment of existing police rules and procedures regarding VAW cases, existing training curricula and the legal framework, and police knowledge and practice regarding these rules and procedures.*

Good sources of information for baseline assessments include: Official statistics, existing survey results and quality research reports, journal and newspaper articles.. It may also be necessary to conduct one's own baseline research on specific campaign issues or campaign methods and tools, particularly if there is limited existing data and information. In this case, baseline research could include a range of strategic planning exercises including formative situation analysis, stakeholder analysis, and resource mapping. See Campaign planning for more guidance.

BASELINE SURVEYS

Campaigns often target large audiences, yet most campaigns will not command sufficient financial and human resources to undertake a population-wide survey. A baseline thus needs ideally to capture data from a statistically representative sample of the target population. To do this, it is common to apply tools used in development programmes, such as participatory assessments and KAP surveys, which rely on qualitative exploration with relatively small samples.

Baseline surveys such as ***KAP surveys*** can be conducted in behaviour-change campaigns to assess **K**nowledge, **A**ttitudes and **P**ractices of the target audience with respect to the campaign issue. Extensively applied in public health programmes, e.g. in HIV/AIDS-related projects, KAP surveys combine qualitative information and quantitative data obtained from relatively small samples of the target population, e.g. through focus group discussions and questionnaire-based surveys.

One challenge to bear in mind when conducting surveys related to VAW is that the issue is most often an under-reported and sensitive one, and many people may therefore hesitate to talk about it. Surveys must be carefully designed to account for the sensitivity of the issue.

Examples: *As part of the formative part of its monitoring and evaluation framework, a baseline survey was conducted in the [Bell Bajao campaign] in India to gather state-specific information on gender-based violence, domestic violence, women's rights and related legal provisions (Protection of Women from Domestic Violence Act). In addition, the baseline recorded the target audience's media habits, and the information sources they used and preferred. Secondary data sources were also used eg. from the WHO and the National Family Health Survey in India.*

Read the campaign Baseline Survey on Domestic Violence and HIV/AIDS.

The International Center for Research on Women and Instituto Promundo Men and Gender Equality Policy Project, *launched in 2007 aims to enhance the body of knowledge on how policies can encourage men and boys to participate in promoting gender equality and ending violence against women. To determine the baseline attitudes, knowledge and practices of men and women, the International Men and Gender Equality Survey (IMAGES) was developed - a standardized population-based questionnaire administered by using a mobile touch pad, where respondents are asked a question verbally and then are asked to press a color on the screen to indicate their response. This method does not require the participant to be literate and maintains the praticipant's anonymity and confidentiality. The men's questionnaire is available in English and Portuguese. The women's questionnaire is available in English and Portuguese.*

Additional guidance: *The section on Baseline Assessment in the Programming Essentials Module provides detailed information on baseline data collection and further resources.*

Tools and Sample Baseline Surveys:

- ***Baseline Surveys on Social and Institutional Tolerance of Gender-based Violence in Colombia*** (Spanish) – *These baseline survey instruments were developed under the auspices of the multi-sector programme on gender-based violence in Colombia, incorporating elements that are comparable with some of the aspects of both the WHO Multi-country Study and the International Men and Gender Equality Survey (see below).*
- ***Violence Against Women Survey Guides, Madagascar***, USAID/Women's Legal Rights Initiative, 2004 (in French) – *This resource is for practitioners and researchers working on violence against women. The guides comprise six different qualitative surveys for women and men of different ages and relationship status as well as a survey pre-selection form.*
- ***International Men and Gender Equality Survey (IMAGES)***, International Center for Research on Women and Instituto Promundo, 2010 (in English and Portuguese) – *This survey was developed to strengthen understanding of men's behaviours and attitudes, and changes in those attitudes and behaviours. The ultimate goal of the survey is to inform, drive and monitor policy development to promote gender equality by engaging men and women in such policies.*
- **A Guide to Developing Knowledge, Attitude and Practice Surveys**, *World Health Organization/Stop TB Partnership,* 2008 – *This comprehensive manual produced by the World Health Organization in cooperation with the Stop TB Partnership provides*

*detailed step-by-step guidance to the design of a **KAP survey**, the data collection and analysis and the dissemination of findings. The guide presents many illustrative examples including work plans and sample questionnaires.*

- **Using Survey Research to Evaluate Communications Campaigns**, *Belden, Russonello, & Stewart, Communications Consortium Media Centre, 2004 – This paper will outline the questions you need to ask in the design stages of a communications campaign to maximize your chances of using survey research only when you need it, as well as explain the different types of survey methodologies for evaluation and their advantages and disadvantages.*

7.8 CAMPAIGN MONITORING

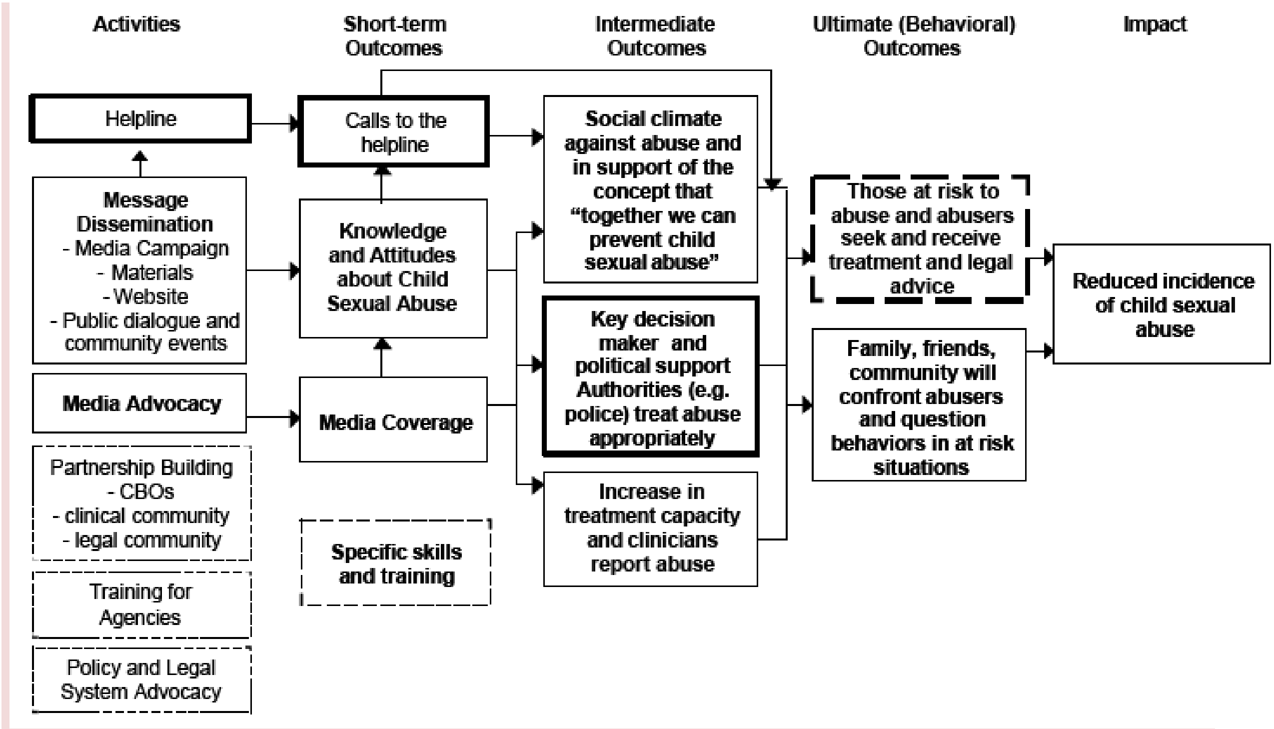
WHAT NEEDS TO BE MONITORED?

During campaign strategy development, the campaign team or alliance determines which elements of the campaign and external factors must be monitored.

This includes: *(Adapted from Community Economic Development – Advocacy: Monitoring Indicators*, The Banffshire Partnership Ltd Access Project)

- **Monitoring activities:** Are campaign activities implemented as planned, to what effect, and what needs to be adjusted?
- **Monitoring target audiences**: What are the changes the target audiences undergo that could be ascribed to the campaign activities? Are they moving closer to the campaign position, or the change intended, and adopting any of the campaign language or philosophy?
- **Monitoring relationships**: How often does the campaign interact with its target audiences and other stakeholders, including the media, and on what subjects? Are the campaigners discussing new ideas? Are the campaigners becoming a confidante or a source of information to influential people?
- **Monitoring connectedness:** To what extent does the campaign connect with its audiences and other stakeholders, thus contributing to the emergence of supportive networks? Record the sources and numbers of inquiries received as a result of the campaign. Does the campaign reach the people it's supposed to? How and where have they heard about the campaign or its message?

Example: **Stop it Now!** *an awareness-raising and behaviour-change campaign that was launched in 1995 in Vermont (USA) was assessed on the basis of the following evaluation design* (Coffman, J., Harvard Family Research Project, 2003. *Lessons in Evaluating Communications Campaigns*). *Only those components of the campaign theory of change that are highlighted with bold frames in the figure below were systematically monitored and evaluated.*



LEVELS OF MONITORING

Monitoring the campaign can happen at different levels: a) the activities implemented ("process"), b) the effectiveness of the activities ("performance"), c) outcomes, and d) impact.

Monitoring Level	Purpose/ key questions
Process	Do activities occur with the planned frequency, with the planned intensity, with the appropriate timing, and as directed to reach the intended audience?
Performance	Focus on quality, quantity, and distribution of communication outputs: e.g., are the expected numbers of posters printed and distributed to appropriate locations? Do all members of the management and communication team carry out their functions as planned? Are the quality and volume of the outputs, whether posters, serial dramas, or community events, at the expected and desired levels? In what ways does the performance of the management team meet expectations and work plan requirements?
Outcome	The focus is on outcomes the campaign activities contribute to. E.g., if the campaign goal is to heighten awareness amongst a specific group of teenagers about sexual abuse and prompt them to use support services, then monitor the evidence of change in those teenagers. What is the evidence that they are more aware? Did an increase in calls to a helpline occur? Did more students seek help from a school counselor? If so, then by whom, when, and from where? Unintended outcomes, different from those identified during campaign planning are important. Are there changes in the awareness of other social actors – parents, teachers, police, social workers, teenage boys? This may include negative outcomes, e.g. a decrease in calls to the hotline.

Impact	Was the campaign strategy useful in making progress towards the goal? What difference did the campaign make to the problem it was trying to address? What are the lasting changes the campaign has contributed to?

Monitoring the use of resources: In addition to effectiveness ("are we doing the right thing?"), efficiency ("are we doing things right?") needs to be monitored so as to ensure optimal use of campaign resources, including staff and volunteer time, and campaign infrastructure (management structures, communications tools etc). Some campaigns run into the problem of having effective goals and a strategy to meet them, but lack efficiency in terms of how they use their resources to actually implement their strategy. This can lead to poor outcomes, and the inability to ultimately achieve campaign goals. Accountability to campaign members and donors to the campaign also needs to be considered. Finances and Fundraising presents key issues related to budgeting and financial accountability.

Monitoring external factors: The term "external factors" refers to factors that are not directly part of the campaign – most commonly, activities by individuals, groups or organizations outside of the campaign that may have an impact on the campaign, or changes in the political, economic, social or technological context. Since the number of such factors is virtually unlimited, monitoring should focus only on those that are crucial for the success of the campaign, e.g. public opinion swings and media coverage of the campaign issue.

GETTING AND RECORDING THE INFORMATION

The people involved in the campaign – the campaign team, alliance members, volunteer activists –, and the target audiences and stakeholders – are key sources of information. In most campaigns, significant amounts of monitoring are informal and unrecorded: observations and discussions before, during and after campaign events. For effective monitoring however, a certain degree of formalization is needed.

It is important to design forms and build routines, such as regular meetings, and keep regular records that can be the basis of future monitoring reports. Ideally, tools that produce only the data needed for effective monitoring should be applied, and only information that is crucial to monitor the key aspects of the campaign should be collected. Reports should be precise and concise, and regularly discussed at team meetings. It can be demotivating and wasteful for campaigners to fill in reporting and data collection sheets that will be left unused.

Given the multi-faceted nature of campaigning, there is virtually no limit to the tools and methods that can be applied in monitoring. Observation, interviews, focus group discussions, web tracking tools – monitoring data can be collected in many ways. Common tools are often adapted to the specific monitoring (and evaluation) needs of a programme. See Data collection for more information on the kinds of tools that can be used.

Examples: *The* ***"barefoot" impact assessment*** *methodology developed for a community radio programme in Mozambique shows how methods can be combined creatively to match the character of a campaign and its information needs. It focused on*

three sets of questions: (1) Is the radio station working effectively internally and do the volunteers have contracts, rights and clearly defined duties?
(2) Do the programmes respond to the interests of the public? Are they well researched, using culturally relevant formats such as story telling, songs, proverbs and music? Are they considered good and effective by listeners? (3) Does the radio station create desired development and social change (determined by the original baseline research) within the community?

Source: (abstract) *Jallov, B., 2005.* Assessing community change: development of a 'bare foot' impact assessment methodology, UNESCO/UNDP Mozambique Media Development Project.

Monitoring by cellphone: WE CAN in Tanzania
In Tanzania, the ***Tunaweza ("We Can") campaign*** *alliance uses mobile telephony to monitor outcomes.* Tunaweza *encourages individuals – women and men, girls and boys – across society to pledge to eliminate VAW in their own lives, and to promote non-violence within their social circles. Mobile telephony is wide-spread in Tanzania, so* Tunaweza *alliance members gather the mobile telephone numbers of these "change makers" at the moment when they take their pledge, and then call up a sample of "change makers" at regular intervals to find out about "change maker" activities and their effects. These are recorded in writing, shared in campaign team meetings and used as case studies when reporting to the media and to donors. The* Tunaweza *alliance's "flat rate" mobile telephony subscriptions with all major providers makes the process easy and resource efficient.*

MEETINGS FOR MONITORING
Meetings are not only an internal communication tool, but also key opportunities to gather and analyze information for monitoring purposes. In turn, monitoring results need to be fed into management meetings so that decisions are based on robust evidence.

- ***Briefings***, e.g. team and activist meetings before campaign events to plan for the activity, and ***debriefings*** shortly after the activity takes place, should be recorded in writing. A one-page form recording only the key information is mostly sufficient.
- ***Regular team meetings*** are meetings at short intervals (e.g. weekly) with lead members of the campaign team, or specific task forces or activists' groups, to review recent campaign actions, outcomes and any key changes in the context. Team meetings should be action-oriented and conclude with agreements on action, recorded as "action points". At each meeting, "action points" from previous meetings can be reviewed to verify progress.
- ***Quarterly Reviews*** usually review progress towards objectives every three months. In addition to key issues raised at team meetings, they may contain an evaluative element – i.e. to assess whether the activities over the past quarter were effective and efficient.

Practical tips for quarterly reviews:

Ask lead members of the campaign team and its task forces to present short overviews of the key activities, successes and challenges over three months. Report sheets of regular team meetings can be a basis for this report.

Review key outcomes, including unintended outcomes – positive and negative ones.

Review activities that wait to be completed and determine if any of the lessons learned require adjusting the planned activities.

Source: *Adapted from Raising Voices, 2009.*

In large alliances that cannot meet on a regular basis, on-line chats and teleconferences are effective alternatives to face-to-face meetings. Campaign blogs can also keep campaign members updated.

See also Campaign implementation for more information on internal campaign management and working in a campaign alliance.

OBSERVING AND RECORDING CAMPAIGN ACTIVITIES

- ***Attendance registers*** are useful in activities that involve limited numbers of participants, to keep track of whether the intended target audience participates in campaign events. Attendance registers should include basic demographic information, e.g. age, sex and place of residence. They can also request contact information from participants, which can be used to inform them about future activities or get them to support certain actions (e.g. sign a petition, take part in a march, etc).
- ***Photographs and video recordings*** of campaign activities in public spaces can serve as supporting materials during debriefing sessions, and for later joint reflection on campaign activities. Such visual records may also serve as a campaigning tool. Please refer to Video, film, radio under Campaign Communication in this module for guidance on appropriate editing and dissemination of videos.
- ***Activity Reports*** capture information on specific campaign activities, e.g. lobby meetings with decision makers in advocacy campaigns. In campaigns with a strong community mobilization element, activity reports formalize activists' commitments. An activity report should include information as to when, where and how the activity was carried out, who participated in what ways (approximate number of women, men, girls and boys and their respective activities), and what successes, challenges and outcomes the campaigners have observed. The *SASA*! Tip Booklet (Toolkit) by Raising Voices provides detailed guidance on activity reports, including sample forms.
- ***Direct Response Tracking:*** Some ads used in campaigns ask readers or viewers to give a *direct response*, or a measurable action, e.g. by calling a toll-free number, sending in a coupon or bounce-back card, visiting a website or clicking on an icon. These responses can be counted and used as an indicator for the reach of the campaign.

MEDIA MONITORING

Media monitoring is the process by which one keeps track of the media coverage of issues related to the campaign. It is essential for any campaign that targets audiences who use the media, including traditional (newspapers, TV, radio) and new media sources (online news-sites, blogs etc). .

One aspect is to **monitor media coverage of the campaign issue**: How does the media traditionally depict the campaign issue? How often does the issue get media coverage? Does the media present the campaign issue in a way that supports the campaign goals, or is it counterproductive?

Another aspect is to **monitor media coverage of the campaign itself**: Does the campaign receive any attention in the media? Are campaign media outreach activities resulting in the coverage desired? Despite limited coverage, have inquiries from the media to the campaign team increased?

A third aspect is to **detect any media activity that may be detrimental to the campaign, or offer new opportunities**: Are there any media reports that require a quick reaction from the campaign team (e.g. a letter to the editor as a response to an article that negatively portrays domestic violence survivors)? Are there any events that may clash with campaign activities resulting in the need to compete for media attention? Are there any media events that the campaign can 'piggyback' on to present its key messages (e.g. a government press conference to announce a new draft bill related to VAW)?

Effective media monitoring is planned in a strategic manner and based on research on the media landscape and the target audiences' preferences in media use. Depending on available resources, a specialized "news clipping" service can be used to receive daily summaries of news including specific keywords defined beforehand (e.g. "campaign to end FGM/C", "FGM/C", and the name of the campaign). These types of services can be costly however. Alternatively, volunteer activists can scan daily media and report any mention of relevant issues to the campaign team. Given the high diversity of contemporary media, including the internet and micro-blogging via mobile phones (using Twitter for example), it is important to set priorities and focus on media channels and outlets that matter most to the campaign. For more guidance on how to engage with the media in a campaign, see Using the media.

Media monitoring as a campaign in itself

Media monitoring in itself may also be an independent subject of campaigning. For example, the Campaign against Sexist Advertisement, by the *Colectivo Fem-TV* in Peru, encourages media professionals to produce creative and exciting advertisements without violating human rights and especially women's rights.

The Global Media Monitoring Project (GMMP) which was started in 1995, is coordinated by the World Association for Christian Communication, and is the largest advocacy initiative in the world on changing the representation of women in the media. Many grassroots groups, activists and academic researchers from around the world participate in the initiative, monitoring media coverage on a specific day every five years, to assess the portrayal of women and men in the news. The findings have been used extensively by NGOs to advocate for more balanced and non-stereotyped representations of women and men in the media, in order to help change attitudes about gender-based violence and other social concerns. Women's Media Watch in Jamaica is part of the GMMP and is one such organisation that works to improve how women and seen, heard and listened to in the media as one way of reducing violence against women.

See Mission Possible": A Gender and Media Advocacy Training Toolkit developed by WACC for case studies, tips and information on monitoring the media, including checklists that can be used to conduct a gender audit of a media institution, and a list of questions to conduct qualitative media monitoring.

7.9 CAMPAIGN EVALUATION

OVERVIEW

Evaluation assesses the merit or worth of the campaign. It brings together monitoring data, and findings from additional research to assess the effectiveness, or likely effectiveness (in formative evaluation), of a campaign and its different elements. Ideally, an appropriate baseline assessment and well-documented, regular monitoring form the basis for rigorous evaluation. Where such a basis has not been built, participatory approaches that explore stakeholders' memories of activities, outcomes and challenges encountered are particularly important.

Bear in mind: While monitoring is an on-going process accompanying all campaign activities, evaluations are more time-bound and specific interventions, usually carried out at the end or at particular moments (e.g. mid-term) during campaigns. When and how monitoring activities and evaluations take place, should be decided in the campaign planning phase.

Evaluation can start with the first campaign planning steps through to the formative research needed to devise an appropriate campaign strategy. **Mid-term, "real-time" or "developmental" evaluations** that are carried out while the campaign is running include a strong formative element – a key purpose is to learn from previous campaign phases so as to improve the following ones or develop innovative approaches. **Summative evaluations**, conducted after the campaign ends, focus on campaign outcomes and impact.

Internal versus external

An evaluation can be conducted by the campaign team/alliance (self-evaluation or internal evaluation), or commissioned to an external actor. Both types of evaluation should involve stakeholders in the campaign, i.e. be conducted in a participatory manner, so as to obtain as comprehensive and accurate a picture of the realities of the campaign.

- **A self-evaluation** can be seen as a way of learning and improving practice. It takes substantial capacity for open self-reflection to do this effectively, so it may often be beneficial to call in an outsider to facilitate the internal evaluation. Formative evaluations are often carried out by the campaign team itself.
- **In an external evaluation,** usually most appropriate for summative evaluations, an outsider or outsider team is chosen to carry out the evaluation. This can be a research institute or an experienced consultant who has the knowledge and capacity to apply advanced techniques and handle more complex evaluation questions. The external evaluator should not have any direct stake in the campaign objectives, but it is advisable that he or she be familiar with the topic and ethical issues related to researching VAW.

TOOLS:

- 'What we know about…Evaluation Planning' from the US Centers for Disease Control and Prevention (CDC) is a quick summary on what is evaluation and how to do it, using examples from a VAW campaign conducted in Western Australia.

- Conducting a Participatory Evaluation from USAID is a tip-sheet on how to conduct an evaluation that provides for active involvement in the process by all those with a stake in the program.

TYPES OF CAMPAIGN EVALUATION

Campaign evaluations can be distinguished by their main ***purpose***. Note that there is an overlap with sample questions used in levels of monitoring to assess different aspects of the campaign.

Evaluation Type	Purpose	Sample Questions
Formative	Assesses the strengths and weaknesses of campaign materials and strategies, and their (likely) translation into practice before or during campaign implementation.	How does the campaign's target audience think about the issue? What messages work with what audiences? Who are the best messengers? What outcomes are being achieved?
Developmental (formative)	Helps campaigners design and develop innovative campaigning approaches and solutions, adapting to complex, uncertain and dynamic circumstances.	What are the vision and values that guide the campaigners? What do initial results reveal about what is working and not working?
Process (summative)	Examines campaign implementation, measuring effort and the direct outputs - what and how much was accomplished.	How many materials have been put out? What has been the campaign's reach? How many people have been reached?
Outcome (summative)	Measures effects and changes that result from the campaign. Assesses outcomes in the target audiences that come about as a result of campaign strategies and activities.	Has there been any affective change (beliefs, attitudes, social norms)? Has there been any behaviour-change? Have any policies changed?
Impact (summative)	Measures community-level change or longer-term results achieved as a result of the campaign's aggregate effects on individuals' behaviour and the sustainability of the behaviour. Attempts to determine whether the campaign caused the effects.	Has the behaviour-change resulted in its intended outcomes (e.g., lower cancer rates, less violence in schools) Has there been any systems-level change?

(Adapted from Coffman, J., Harvard Family Research Project, 2002. *Public Communication Campaign Evaluation.*)

***Example: Impact Evaluation of* Soul City 4**

The evaluation of Soul City 4 *involved several studies involved extensive and rigorous qualitative and quantitative studies, including population-based surveys, extensive* *qualitative data collection through focus groups and key-informant interviews, and a cost-effectiveness study. The multi-method approach to the evaluation makes it possible to assess not only the program's impact on knowledge and awareness, but also changes in attitudes and policy-level impact. A full case study is available here.*

PREPARING AN EVALUATION

Evaluation should be guided by agreed ***terms of reference (TOR)***, which specify the scope and nature of the evaluation, and define the evaluators' roles. The TOR should include:

- Background information about the campaign to be evaluated, the issue it addresses and key stakeholders
- Purpose of the evaluation
- Intended uses and users of the evaluation findings
- Key issues to be studied in the evaluation and questions to be answered
- Principles and approach that will guide the evaluation
- Methodology (e.g. data collection and presentation, inclusion of beneficiaries)
- Roles and responsibilities of those involved in the exercise
- Reporting requirements
- Budget for the evaluation
- Timeline and milestones

    ➢ For more details on TOR writing, see IDRC, 2004. *Writing Terms of Reference (ToRs) for an Evaluation*.

EVALUATION METHODS AND TOOLS

Qualitative approaches

Common evaluation methods are based on social science research standards that are adapted to the needs and constraints (limited time and budgets) of campaign evaluations. Most often, a mix of quantitative and qualitative methods of data collection is applied to get a rich picture of where the campaign stands.

Key informant interviews

These are qualitative, in-depth interviews using interview guides that list topics or open-ended questions. Key informants are actors who know the issue and the target audience well, for example community leaders, social workers or community activists. Work with key informants to get an overall impression of public opinion, trends in practices and attitudes. Key informants can often be 'gate keepers' and facilitate access to a target group that is not easy to reach (e.g. social workers working with convicted perpetrators).

Case studies

Case studies are a useful research method when evaluating how change has happened in different countries, regions or individual cases, and what role a campaign could have played in the process. Data for case studies is often collected using both qualitative methods (including interviews with key stakeholders and, to a lesser extent, direct observation) and quantitative methods (including available statistical surveys).

Example*:* Amnesty International's *global campaign to* Stop Violence against Women, *which ran for six years (2004-2010) was reviewed based on case study design. This approach was chosen due to the scale of the campaign and the huge amount of activities carried out within the campaign. Case studies were carried out in the UK,* *Kenya, Uganda and Venezuela. In addition, a general survey compiled information from Amnesty International sections and structures.*

Read the review report "A Synthesis of the Learning from the Stop Violence against Women Campaign 2004-10" written by Tina Wallace and Helen Baños Smith (2010). In English, French, Spanish and Arabic.

Focus group discussions

Common in evaluation, communication and market research, they are a useful tool to assess the target audience's knowledge and attitudes towards the campaign issue, or towards the campaign materials and messages**.** See Focus group discussions for tips on organizing focus groups.

Example: *The* Red Flag Campaign *created by the* Virginia Sexual & Domestic Violence Action*, used focus groups and the internet as part of their evaluation strategy. First they used focus groups to determine what college students thought about dating relationships and their willingness to intervene if they witnessed anything that was troubling. After the initial posters were created, the designers reconvened the focus groups to ask students if the wording in the campaign was appropriate, whether the target audience could identify with the models, and whether the poster design enhanced the message. The designers then made changes based on that feedback.*

Source: *Potter, S.,* Incorporating Evaluation into Media Campaign Design, Harrisburg, *PA, 2008, on VAWnet, a project of the National Resource Center on Domestic Violence/Pennsylvania Coalition Against Domestic Violence.*

Participatory assessment methods

Participatory assessment of process, inspired by community development methods, can provide rich qualitative information. Commonly used methods include ***Outcome Mapping*** and the ***Most Significant Change technique.*** *See Data collection methodologies for information on how to use these methods.*

Quantitative surveys

Formal quantitative surveys, taken at regular intervals, help track progress against the baseline. Surveys are most useful when there is a well-defined target audience, and the campaign strategy includes a theory of change and precise indicators that can be measured. Knowledge and behaviour can be assessed in fairly straightforward ways, while attitudes and feelings can only be observed by proxy (stakeholders' own statements, observed behaviour etc).

Designing and administering surveys can be challenging, especially if they are not only meant to collect data on **what** has happened but also **why**. Open questions can be used to gather evidence on the causes of change and the likely contribution the campaign has made. Interviewers should be trained to administer the questionnaire in well-defined ways so as to obtain comparable data. To obtain a fuller picture of change and campaign contributions to change, direct questioning should be combined with other tools, including observation, role play or direct response tracking for example.

Practical tips for survey design

- *Keep it **short**. Responding the questionnaire should not take more than 30 minutes.*

- *Keep it **simple**. Formulate questions in a way that is easily understandable, leaving as little room as possible for interpretation. Avoid terms that require specific knowledge.*
- *Keep it **open**. Avoid language that suggests what your opinion is or what would be the correct answer (e.g. "Don't you think that…."").*
- ***One concept per question**. Never try to measure two different things through a single question, and make sure that possible responses match the question (e.g. Please rate the design and content of poster XY on a scale from 1 to 6, where 1 means "like it very much" and 6 means "don't like it at all".) Otherwise results will be unreliable.*
- ***Start with something interesting**. The first questions should raise the respondent's interest in participating. Avoid starting with sensitive questions or questions that are difficult to answer (e.g. normative questions of the type "do you think violence against women can be justified?").*
- ***Pre-test** the questionnaire with members of the target audience and adapt it as necessary.*

***Examples:** Surveys have been used to assess impact on attitudes and knowledge in various campaign evaluations, e.g. in the impact evaluation of the Sonke Gender Justice Network's "One Man Can" Campaign in the Limpopo, Eastern Cape and Kwa-Zulu Natal Provinces, South Africa, or the impact evaluation of the NSW (Australia) Statewide campaign to Reduce Violence against Women.*

The evaluation reports are available online:

- *Colvin, Christopher J.,* Report on the Impact of Sonke Gender Justice Network's "One Man Can" Campaign in the Limpopo, Eastern Cape and Kwa-Zulu Natal Provinces, South Africa, Sonke Gender Justice Network*, 2009.*
- *Hubert, Carol,* Violence against Women: It's against all the rules, Evaluation of the NSW Statewide Campaign to Reduce Violence against Women, Violence against Women Specialist Unit, NSW Attorney General's Department*, 2002.*

SPECIAL TOOLS TO EVALUATE MASS COMMUNICATION ACTIVITIES

A range of tools are available to evaluate mass communication efforts. This list provides a few relatively simple tools.

Website monitoring

Software can track "hits" on the campaign website and their approximate origin, and detect website usage patterns. Websites can display simple surveys, e.g. asking users to express their opinion on a specific subject, and track variation in the answers over time. Other interactive tools and web 2.0 activities (e.g. the social web) can be used to solicit comments from target group members which can be analyzed as part of an evaluation.

***Example:** The Choose Respect campaign, by the US Centers for Disease Control and Prevention (CDC), is a national prevention effort to help parents, caregivers, older teens, educators, and other caring adults motivate teens to challenge harmful beliefs about dating violence and take steps to form healthy and respectful relationships. Its website offers information and resources for use at home, at school, and in the community, such as the Choose Respect playbook, an activity guide for parents, educators and community members to engage teens on teen dating violence topics, and Dating*

[Matters](), a free, hour-long online training designed to help educators, youth-serving organizations, and others working with teens understand the risk factors and warning signs associated with teen dating violence. The campaign team measured the number of hits to the website and usage patterns to monitor awareness about the campaign.

Watch the [video]() and download the discussion guide. See the [TV ads]().

Internet surveys

Internet surveys via specialized websites are a common tool, e.g. *[Survey Monkey]()*, which offers a free package for basic internet surveys. Preconditions for success are: (i) prospective survey participants must be computer-literate, (ii) their e-mail addresses must be known by the evaluators, and (iii) a reasonable response rate can be expected.

***Examples**:*

*The **APC Women's Networking Support Programme**, a global network of women for social change and women's empowerment, has developed a [Gender Evaluation Methodology (GEM)]() designed for ICT-based (information and communication technology) initiatives. The [toolkit]() provides step-by-step guidance to evaluate whether ICTs are improving women's lives and gender relations.*

The '[Bringing in the Bystander']() campaign *targeted students, emphasizing the role of the bystander in sexual violence prevention. To motivate students to participate in the evaluation survey, they were given the opportunity to win an mp3 player. The online survey asked students questions about their willingness to intervene in a situation where there was the potential for sexual violence to occur. After answering questions regarding their demographics and bystander behaviour, they were shown the campaign posters and asked whether or not they had seen the posters on campus. This enabled the researchers to compare the differences in the responses between students who reported seeing the campaign posters and those who did not. All survey participants were asked demographic questions in order to analyze the campaign's impact across the different groups on campus.*

(Source: *Potter, S., 2008. [Incorporating Evaluation into Media Campaign Design](). Harrisburg, PA, on VAWnet, a project of the National Resource Center on Domestic Violence/Pennsylvania Coalition Against Domestic Violence.)*

Newspaper, television and radio tracking

There are professional services that can be hired to gather and analyze regular media reports and coverage of campaign issues, as well as advertisement (ad) placement in newspapers and other media. This allows for tracking the volume of coverage a campaign generates, message outreach and placement in the media, , and how often the coverage reflects the campaign's messages or intended framing of issues.. Note however, that it is usually costly to engage such professional services so they should be appropriately factored into campaign budgeting (See also Media monitoring).

Example: In 2010 UN Women, with the support of the Swedish International Development Agency (Sida) launched project ShiELd to enhance prevention and the response to domestic violence. As part of the prevention efforts under this initiative, the Georgian Rugby Union (GRU) and the International Rugby Board (IRB) joined the UN Secretary General's "UNiTE to End Violence against Women" Campaign and devoted to promoting zero tolerance for gender-based violence through messaging and T-shirts, and by raising awareness on the domestic violence hotline. The campaign received wide national publicity.

See the public service announcement.

See the Communications Monitoring Report.

Advertisement (ad) assessments can provide measures of advertisement recognition and recall. The process begins with face-to-face interviews whereby a researcher goes through a publication page-by-page and asks a reader whether he or she recalls seeing a specific ad, remembers the name of the advertiser or campaign, and how much of the ad was read.

Framing analysis examines how issues are presented or discussed (framed) in the media. It looks for key themes, expressed as arguments, metaphors, and descriptions to reveal which parts of the issue are emphasized, which are pushed to the margins and which are missing (McManus & Dorfman, 2002: *Silent Revolution: How U.S. Newspapers Portray Child Care*). Content analysis is combined with focus groups and interviews so as to garner different perspectives. Framing analysis is typically done in a campaign's creative design phase, but analyses can also be done, for example, before and after a campaign to examine changes over time.

Direct response tracking

Some ads or public service announcements used in campaigns ask readers or viewers to give a *direct response* (e.g. hitting a voting button on a website), or perform a measurable action like calling a toll-free number or sending in a coupon. These responses can be counted and used as an indicator for campaign reach.

Rolling sample surveys

Adapted from political polling methods, this method has been applied in public communication campaign outcome and impact evaluations (Henry, Gary T. & Gordon, Craig S., 2003. *Driving Less for Better Air*). Daily surveys obtain measures of target outcomes (e.g., attitudes, behaviours) from an independent sample of individuals drawn each day. This method allows the evaluator to track the day-to-day shifts in public interest and behaviour, and enables evaluators to create natural experiments based on when known events or media coverage will take place. (***Treatment measures*** focus on the days when campaign events, e.g. public service announcements, are planned; ***comparison measures*** focus on days when no campaign events take place).

TOOLS:

- Public Communication Campaign Evaluation, Harvard Family Research Project, 2002 – an environmental scan of what has been happening in the field of public communication campaign evaluation in recent years and what choices evaluators have been making in terms of their evaluation designs and methods. Offers a discussion of how campaign evaluations have taken place in practice and the challenges that exist. It provides examples of campaign evaluations, including a number related to violence-prevention.

- Lessons in Evaluating Communications Campaigns: Five Case Studies, Communications Consortium Media Center/ Harvard Family Research Project, 2003.

EVALUATING ADVOCACY CAMPAIGNS: ASSESSING POLICY CHANGE

Success or failure of campaigns aiming for clearly circumscribed ***institutional change***, e.g. the adoption of a specific law on ending VAW, can be determined quite easily, by verifying whether change has taken place, and to what extent. E.g. if the campaign goal is the creation of a new law against VAW, has such a law been passed, and does it include all the provisions the campaign has advocated for? Did the campaign's outcomes contribute directly (or indirectly) to the passing of the new law?

However, it's important to note that answering the question of goal attainment alone does not yield sufficient lessons on the effectiveness of individual campaign activities. To gain learning for future campaigns, it is therefore important to also ***examine the campaign progress and outcomes more closely***, using indicators, and specifying rigorously who changed what, when and where, in verifiable detail.

The effect of the campaign on its primary targets (e.g. political decision-makers) can be gauged by ***reviewing campaign documentation and interviewing relevant stakeholders***. Tools for evaluating mass communication can be applied to those aspects of institutional change campaigns that aim to build public support for an issue, usually among secondary target audiences.

TOOLS:

The following resources provide guidance on how to evaluate advocacy projects, and can also be applied to advocacy campaigns:

- Tracking Progress in Advocacy: Why and How to Monitor and Evaluate Advocacy Projects and Programmes (O'Flynn, M., INTRAC, 2009). This paper introduces the scope of, and rationale for, engaging in advocacy work as part of development interventions. It then focuses on the issue of monitoring and evaluating these efforts - offering reasons why and when these processes should be planned and implemented, describing what is involved (including challenges and opportunities), and detailing who should be engaged in the process.

- A User's Guide to Advocacy Evaluation Planning (Harvard Family Research Project, 2009). This tool takes the reader through four basic steps that generate the core elements of an advocacy evaluation plan, including what will be measured and how.

- Pathfinder: A Practical Guide to Advocacy Evaluation (Innovation Network, 2009). This guide is intended as an introduction to advocacy evaluation from an evaluator's perspective. It is written to give a sense of what is involved in the process and how this kind of evaluation differs from programme evaluations. The approach is learning-focused advocacy evaluation, which is structured to result in an evaluation design that yields the type of information funders and advocates need to understand their progress.

- Less is More – Thoughts on Evaluating Social Justice Advocacy (Klugman, B., 2009).

SOCIAL NETWORK ANALYSIS

Social network analysis examines the relationships between actors in a network. The method can be applied to assess ***how the quality of the coalition has influenced campaign outcomes***, or to gauge to what ***extent a mobilization campaign enhances networking and movement-building for social change***. Social network analysis can also be used as part of situation analysis, in the campaign planning stage, and as part of the monitoring process.

Typical questions addressed by a network analysis are:

- Who is the most central actor, i.e. who is most connected to other actors and is therefore best placed for connecting with others?
- How dense is the network? How many and what types of actors are involved in the network and what is the overall shape of their connections (e.g. hierarchic network, extent)?
- What is the quality of the connections in the network (i.e. unidirectional "giving support", or reciprocal "exchange of ideas")?

In order to define a network, evaluators need network data which can be collected through standardized interviews or by direct observation. Specialized software helps visualize networks. A simple and user-friendly open source program is *Social Network Visualizer*. More information is available on the INSA (International Network for Social Network Analysis) internet platform.

7.10 ASSESSING IMPACT IN CAMPAIGNS

Impact denotes the *"positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended"* (OECD DAC, 2002). Impact is about ***long-term and lasting effects.*** Often, the term is confusingly used to designate shorter-term outcomes, e.g. the immediate response (e.g. through website hits and call-in rates) of a target audience to specific communication tools. Such data are useful ***milestones*** – but the term "impact" should be reserved for longer-term effects.

Due to the multiplicity and complexity of factors contributing to VAW and its elimination, measuring the impact of campaigns can be difficult. In fact, some development practitioners argue it is impossible. It is a particular challenge in campaigns that aim to provoke change in values and behaviour that are deeply rooted in a society and its culture. Such change may be incremental and to some extent invisible to outside observers; it may take many years before a tangible transformation in society can be observed. In such campaigns, a single, brief evaluation exercise can only assess what outcomes the campaign has contributed to – which is a fair indicator for success.

Advanced research designs for impact assessment

To establish robust links between campaign exposure, and impact in terms of attitudes and behaviour-change, the following methods can generate a reliable comparison between members of the target audience that have been exposed to the campaign and those who have not been exposed:

Experimental trial is widely considered to be the most accurate way to assess impact, e.g. of a communication intervention. Popularly known in evaluation circles as ***RCTs (random controlled trials)*** and much used in scientific research, this method identifies the difference between what a campaign achieved and what would have been achieved without the campaign.

Example*: The evaluation of a media campaign on reducing sexual violence in high schools could for example use an approach to assess impact by conducting a formal experimental trial involving a control and an experimental group. The evaluation could be conducted in two different towns with similar socio-economic conditions. In each high school, the 11th grade males and females could be administered an initial KAP survey on the topic (pre-test). After campaign exposure over a predetermined spell of time at the "experimental" school (the students in the control high school would not be exposed to the campaign), 11th graders at both schools would be administered the same survey again (post-test). Comparing the pre- and post-test results at the two schools will allow for the drawing of certain conclusions on the effectiveness of the campaign – bearing in mind that other factors not considered in research design may have exerted an influence as well.*

Source: Source: *Potter, S. (2008): Incorporating Evaluation into Media Campaign Design. Harrisburg, PA, on VAWnet, a project of the National Resource Center on Domestic Violence/Pennsylvania Coalition Against Domestic Violence.*

Experimental trials can produce reliable results if they are administered at a significant scale and with scientific rigor, which requires substantial resources in terms of time, skills and money. Ethical issues need to be taken into account as well – by definition, the control group will be excluded from campaign activities and any potential benefits involved.

There are a series of alternative methods to RCT that are accepted as producing equally valid results while demanding less time and offering more flexibility:

- ***Repeated Measures:*** The same measurement, e.g. the same questionnaire, is administered to the same individuals or groups at intervals, e.g. every six months, to verify how their response has evolved since the beginning and at different phases of the campaign.
- ***Staged Implementation:*** If a campaign is rolled out in different phases with a substantial time lag, the evaluation can compare areas exposed to the campaign in its early stages to areas that have not yet been exposed.
- ***Natural Variations in Treatment:*** In a large-scale campaign, implementation in some areas is bound to "fail" or not roll out exactly as intended. If these variations can be adequately tracked and measured, they can provide useful comparisons for impact assessment.

- ***Self-Determination of Exposure:*** Some individuals in a targeted area will not be exposed to a campaign. For example, they might not have a television or listen to the radio or read the newspaper. These individuals can be invited to serve as a comparison group, e.g. by responding to the same questionnaire that is administered to individuals who have been exposed. (Adapted from Coffman, J., Harvard Family Research Project, 2002. *Public Communication Campaign Evaluation*)

Attribution versus Contribution

It is difficult to measure precisely how and to what extent a campaign has impacted the target audience. The ***"how"*** can be inferred through more qualitative surveys, while ***extent*** could be measured through random controlled trials (RCT) (see above). Nonetheless, it will generally be extremely difficult or impossible for evaluations to precisely ***attribute*** change to the campaign, or to specific campaign activities. In most cases, it is more appropriate to focus on the ***contribution*** a campaign has made towards achieving its goal by producing its outcomes, acknowledging the multiplicity of factors that contribute to – or impede – change.

Cognitive variables such as knowledge and attitudes of the target audience can be measured, to a certain extent, as part of the baseline study, and then again during a later evaluation for comparison. If changes in these variables are observed, it is legitimate to assume that the campaign has contributed to these outcomes, even though it may be impossible to quantify impact. If no change or even negative change is observed, scanning the environment for factors external to the campaign that could have impeded goal attainment helps to determine whether failure is mainly attributable to the elements of the campaign or to external factors, e.g. a strong counter-campaign by a social movement that opposes gender equality.

In some cases, campaign evaluations have no access to baseline data and consequently rely on respondents' retrospective self-assessment of change (e.g. through the Most significant change technique or MST) to evaluate if exposure to the campaign has had any impact on the target audience. This can be an effective approach to assessing campaign effectiveness if no other methods are available.

"Ultimately there are the campaign goal(s) – the impact it seeks in changing the relations and structures of power that lead to gender violence. The changes it seeks occur in heterogeneous contexts, are indefinite in time, and depend on the actions and decisions of many more actors than the members of the campaign team. So, when there is a change that represents impact, who can assume credit for the change? Who is accountable for what changes (and does not change), and to whom and how? These problems of attribution and aggregation mean that a campaign at best will contribute indirectly and partially to impact."

- Ricardo Wilson-Grau, personal communication

7.11 SHARING FINDINGS

Monitoring and evaluation can only be useful if findings are shared in a timely, effective manner with those who will use the information.

Different stakeholders may require different reporting formats: for example, findings from monitoring can be conveyed to the campaign management team ***in regular meetings***, with only short written records of key findings and decisions.

More extensive ***written reports*** are important for sharing findings with a wider audience. To build a robust body of knowledge, findings from campaign evaluations should be disseminated widely. Reports should include an executive summary and information on the methodology used, and present main findings in an accessible way (including tables, graphs and examples). More creative formats such as short videos can be a powerful means to share findings from the campaign with a wider audience, e.g. via the campaign website.

Dissemination strategies

Findings from campaign evaluations need to be disseminated widely so as to yield learning benefits for fellow campaigners and future campaigns to end violence against women and girls. A dissemination strategy establishes which types of findings from monitoring and, more commonly, evaluation should be shared with external stakeholders, at what moments of the campaign.

Practical tips

The following questions should be considered when planning for dissemination of evaluation findings:

What will the campaign produce that will be useful to others?

- ***Materials*** (for example training modules, posters, brochures, multi-media products)
- ***Data*** (e.g. in research reports, databases of several different forms, presentations at meetings)
- ***Experiences*** and ***lessons*** (both of the issues involved and of the campaign, for example on identifying an appropriate theory of change)
- ***Good practices*** (not the same as experiences – good practices should have been tested and proved to be valuable through appropriate measurement and evaluation)
- ***Tools*** (e.g. checklists, protocols, guidelines, activists' kits)
- ***Resources*** (bibliographies, contact information especially of those involved in the project, website address)
- ***Ideas for transfer,*** i.e. suggestions for potential adoption and adaptation of the campaign in different contexts, with hints on key aspects to be tested and replicated

Who needs the results you have or can benefit from them?

For example, if your campaign has resulted in a research study on support services for victims of violence in five countries of Southern Europe, then obviously policy makers, NGOs, social services and others not only in those five countries but in other EU countries and indeed in the European institutions, will find them of interest.

There are many possible users of the results of your campaign, for example:

- Alliance members and other campaign partners
- Other organizations working on the campaign issue, in your country or other countries
- Government and multilateral institutions, other policy makers
- Other members of the target audiences

- Researchers, university libraries, other relevant institutions such as hospitals or schools
- Media and others with a general interest in this topic
- Donors to the campaign

Which of these stakeholders must ***learn*** about the campaign results so as to enhance the chances of reaching the campaign goal and the wider vision it is part of (e.g. public decision-makers, women's groups)? Which stakeholders must the campaign team be ***accountable*** to (e.g. campaign management, activists, donors)? ***Prioritize*** among potential users of the report, so as to determine the core target audience for your report or reports.

How are the users likely to use the results, and in what form should the results be presented for optimal ease of use?
Design your dissemination strategy in a way that meets the needs of the core audience for your reports. It is not sufficient to post reports on a website – even though it is recommended you post evaluation reports to appropriate knowledge exchange websites such as: the Virtual Knowledge Center to End Violence Against Women and Girls; Siyanda; the Communication Initiative Network and Pambazuka. At the least, reports should be sent to key stakeholders in a targeted manner, via email or post. Organizing an event to disseminate important findings – a meeting with key decision makers, a seminar or a press conference – can enhance the chances findings will be noticed and used.

As a rule, written reports and other presentations should be as ***crisp and clear*** as possible (See Research reports). ***Language*** may also be an issue – budget for translation if needed.

Bear in mind: You have to get over the understandable reluctance to share with others things that may have been a challenge to you or even gone wrong. Just remember that ***every lesson is a useful lesson***, even if at the time it seemed very negative.

Dissemination is NOT:
- Giving people copies of materials and reports and thinking that is enough – because it is written does not mean it will be read; if it is read does not guarantee that it will be understood; if it is understood does not ensure that it will be useful. What you do not control is whether or not your information will ultimately be used by those you wish to see use it
- Sending copies of materials to associated groups and asking them to distribute them, keeping fingers crossed that they do.
- Posting something to a website and trusting users to somehow know that it is there.
- Sending a press release to the media and hoping they do something with it.
- Printing hundreds of copies of reports and presuming people will come and ask for them.

Finally, do not waste time or resources disseminating materials that are not ready to be used by others, e.g. results of pilot projects that are only very provisional, or materials that have not yet been sufficiently tested. In these cases, you may wish to circulate materials with an explanation of their limits and advising that they are for information only and should not be quoted or used without further testing. In fact, you might wish to

include a request for feedback on such 'provisional' materials, so that you can develop them further. It might be helpful to disseminate to a very restricted list of 'testers'.
(Adapted from Planning Dissemination, European Commission Daphne Toolkit)

Additional resources

- ***Guidance: Quality Criteria for Evaluation Reports*** (UNIFEM, 2009). Available in English.
- ***Guidance Note on Developing an Evaluation Dissemination Strategy*** (UNIFEM, 2009). Available in English.

7.12 SAMPLE CAMPAIGN EVALUATIONS

"Media campaigns have proven successful in increasing knowledge of intimate partner violence and influencing attitudes towards gender norms, but less is known about their ability to reduce violent behaviour, as it is difficult to measure potential changes in levels of violence associated with media interventions."

– WHO, 2009. *Promoting Gender Equality to Prevent Violence against Women*

Unfortunately, only few evaluations of VAW campaigns are available to the general public. Hence, little is known about the impact of campaigns in terms of an actual reduction of the prevalence of violence against women and girls. This is only partly due to the complexity of change in violent behaviour. A second factor is the dearth of quality evaluation reports that are disseminated so as to share learning.

Issues related to evaluations of campaigns to end VAW

- Most high quality evaluations that have been published are from the *"Global North"*, i.e. USA, Europe, Australia. Few "Southern" campaigns have published their findings. Among them are *"Sexto Sentido" (Puntos de Encuentro,* Nicaragua), *Soul City* (South Africa), "*Is this justice?"* (Breakthrough, India, February-April 2007) linking HIV/AIDS and gender-based violence, "*We Can"* (Oxfam, South Asia, since 2004) on VAW, the ADFM *campaign on the Moroccan family code* and the *16 Days campaign in the Andean region* (UNIFEM, 2004-2007). See all below.
- Campaigns focusing on ***institutional change*** related to VAW rarely publish evaluations. All evaluations quoted below assess behaviour-change campaigns.
- Most common are ***outcome evaluations*** by independent research or consulting agencies that focus on the link between exposure to campaign communications on the one hand, and knowledge/awareness, attitude and behaviour-change on the other hand.
- ***Most evaluations use a mix of quantitative and qualitative methods***, predominantly relying on quantitative surveys based on convenience samples and focus group discussions with members of the target audiences. The full range of methods, especially those suitable to media campaigns is seldom exploited. Academic evaluations tend to be more sophisticated and creative but may fail to deliver practical results that can serve other campaigners.
- Only few evaluations examine precisely the ***factors that caused the observed outcome***.

Available evaluation reports on campaigns to end VAW:

- ***16 days of activism in the Andean Region****: Pesántez-Calle, Nidya (2008): Campaign Of 16 Days Of Activism Against Gender Violence, 2004-2007, Evaluation Document, UNIFEM.*

- ***Is this Justice? Multi-Media Campaign to Reduce Stigma Against Women Living with HIV/AIDS****: Summary of Campaign Evaluation, Breakthrough, India.*

- ***Bursting the Bubble website campaign for teenagers:*** *Young People's Views: Learnings from Burstingthebubble.com, Domestic Violence Resource Centre Victoria, Australia, 2005.*

- ***Domestic Violence Campaign – Malta Case Study***, *Baldacchino, C., Local Councils Association, Malta.*

- ***Freedom From Fear Campaign:*** Gibbons, Leonie/Paterson, Donna: *Freedom from Fear. Campaign against Domestic Violence: An innovative Approach to Reducing Crime, Australia, 2000.* Paper presented at the Conference Reducing Criminality: Partnerships and Best Practice convened by the Australian Institute of Criminology, in association with the WA Ministry of Justice, Department of Local Government, Western Australian Police Service and Safer WA.

- ***It's against all the rules:*** Hubert, Carol (2002): *Violence against Women: It's against all the rules, Evaluation of the NSW Statewide Campaign to Reduce Violence against Women*, Violence against Women Specialist Unit, NSW Attorney General's Department, 2002.

- ***WE CAN Campaign, South Asia, Oxfam****: Michaela Raab (2009): The* ***We Can End All Violence against Women Campaign*** *in Oxfam Novib Policy and Practice, available on demand request from Oxfam Novib. Download the external evaluation.*

- ***MyStrength Campaign by Men Can Stop Rape Washington, D.C. and the California Coalition Against Sexual Assault****: Kim, Allegra & White, Mina (2008): Evaluation of California's MyStrength Campaign and MOST Clubs: Summary of Preliminary Findings on Attitudes and School Climate, California Department of Public Health Epidemiology and Prevention for Injury Control Branch.*

- ***New Family Code Campaign (Morocco)*** *- ADFM (2007): Post-test qualitatif de la campagne de communication ADFM.*

- ***One Man Can campaign****:* Colvin, Christopher J., (2009): *Report on the Impact of Sonke Gender Justice Network's "One Man Can" Campaign in the Limpopo, Eastern Cape and Kwa-Zulu Natal Provinces*, South Africa, Sonke Gender Justice Network*.*

- ***Raising Voices Program Tools:*** Ruff, Simonne (2005): *Evaluation Report. Raising Voices Program Tools*, prepared for Raising Voices.

- *Rheingold, Alyssa A. et al. (2007):* ***Prevention of Child Sexual Abuse: Evaluation of a Community Media Campaign****, in Child Maltreatment, 12 (4), pp.: 352-363.*

- ***Somos diferentes, somos iguales, Sexto Sentido, Puntos de Encuentro (Nicaragua)****:* Puntos de Encuentro*, CIDS/UNAN León, PATH, Horizons Program (2008): Propiciando cambio personal y social alrededor del género, sexualidad y VIH: Evaluación de impacto de la estrategia de comunicación de Puntos de Encuentro en Nicaragua.*

- ***Stop it Now! Vermont*** *available as a case study on Tools of Change.*

- ***University Campus Campaign on Sexual Violence (USA) -*** *Potter, Sharyn J./ Moynihan, Mary M./ Stapleton, Jane G./Banyard, Victoria L. (2009): Empowering Bystanders to Prevent Campus Violence Against Women. A Preliminary Evaluation of a Poster Campaign, in Violence against Women, 15(1).*

- ***Zero Tolerance Poster Campaign (Edinburgh, England)*** *- Kitzinger, Jenny (1994): Challenging Sexual Violence Against Girls: A Social Awareness Approach, in Child Abuse Review, 3, pp.: 246-258.*

- ***Stop Violence Against Women Campaign (global) -*** *A Synthesis of the Learning from the Stop Violence Against Women Campaign 2004-10, Amnesty International, 2010.*

7.13 *GENERAL RESOURCES ON M&E*

The following resources, geared chiefly towards development interventions, have not been specifically designed for campaign monitoring and evaluation. But the methodologies presented can easily be adapted to campaign monitoring and evaluation.

- General information on M&E in VAW-related projects is available in the Programming Essentials and the monitoring and evaluation chapters of other Knowledge Modules.

- The One World Trust offers a host of time-tested searchable practical tools – checklists, step-by-step guidance through common methods for participatory planning and evaluation on its page Accountability for Policy Research which opens on an easy-to-use search page.

- Monitoring and Evaluation (Shapiro, J., CIVICUS). This toolkit explains the basics of setting up and operating a monitoring and evaluation system for a project or an organization. It includes guidance on data collection, and then how "drowning in data" can be prevented by analyzing the information in a relatively straightforward way.

- Monitoring and Evaluating Your Campaign (KnowHowNonProfit, 2010). A quick overview of the importance of monitoring and evaluating campaigns, with links to two guides: Is Your Campaign Making a Difference and Campaigning for Success.

- Getting Started: A Self-administered Guide to Theory of Change Development and Advocacy Evaluation Planning (Organizational Research Services on behalf of the Annie E. Casey Foundation, 2009). This guide discusses how to develop a theory of change outcome map to enhance communication and serve as a framework for evaluation planning.

- Public Communication Campaign Evaluation (Harvard Family Research Project, 2002). An environmental scan of what has been happening in the field of public communication campaign evaluation in recent years and what choices evaluators have been making in terms of their evaluation designs and methods. Offers a discussion of how campaign evaluations have taken place in practice and the challenges that exist. It provides examples of campaign evaluations, including a number related to violence-prevention.

- Lessons in Evaluating Communications Campaigns: Five Case Studies (Communications Consortium Media Center/ Harvard Family Research Project, 2003).

- 'What we know about…Evaluation Planning' (US Centers for Disease Control and Prevention (CDC). A quick summary on what is evaluation and how to do it, using examples from a VAW campaign conducted in Western Australia.

- Conducting a Participatory Evaluation (USAID, 1996) is a tip-sheet on how to conduct an evaluation that provides for active involvement in the process by all those with a stake in the programme.

- Tracking Progress in Advocacy: Why and How to Monitor and Evaluate Advocacy Projects and Programmes (O'Flynn, M., 2009, INTRAC). This paper introduces the scope of, and rationale for, engaging in advocacy work as part of development interventions. It then focuses on the issue of monitoring and evaluating these efforts - offering reasons why and when these processes should be planned and implemented, describing what is involved (including challenges and opportunities), and detailing who should be engaged in the process.

- A User's Guide to Advocacy Evaluation Planning (Harvard Family Research Project, 2009). This tool takes the reader through four basic steps that generate the core elements of an advocacy evaluation plan, including what will be measured and how.

- Pathfinder: A Practical Guide to Advocacy Evaluation (Innovation Network, 2009). This guide is intended as an introduction to advocacy evaluation from an evaluator's perspective. It is written to give a sense of what is involved in the process and how this kind of evaluation differs from programme evaluations. The approach is learning-focused advocacy evaluation, which is structured to result in an evaluation design that yields the type of information funders and advocates need to understand their progress.

- Case Study Evaluations (USA General Accounting Office, 1990). This paper describes six applications of case study methods, including the purposes and pitfalls of each, and explains similarities and differences among the six. It also presents an evaluation perspective on case studies, defines them, and determines their appropriateness in terms of the type of evaluation question posed.

- *Less is More – Thoughts on Evaluating Social Justice Advocacy* (Klugman, B., 2009).
- Gender Evaluation Methodology for Internet and ICTs: A Learning Tool for Change and Empowerment Preliminary Results, Analysis and Tester Case Studies. (Women's Net and Association for Progressive Communications Women's Networking Support Programme, 2002-2003).

8. CAMPAIGN FINANCES AND FUNDRAISING

8.1 BUDGETING AND FINANCIAL CONTROL

OVERVIEW

Campaign budgeting is the process of planning for anticipated campaign-related expenses, and the income that can be mobilized to meet those expenses. A well-structured, detailed budget shows which amounts of money are needed at what moments of the campaign – and whether there will be enough of it to implement the strategy as planned.

Budgeting is also a key element of transparent financial management and accountability. Budgeting, combined with rigorous financial control, enhances the efficiency of a campaign, and protects it from potentially damaging allegations of financial mismanagement.

Budgets should be shared among all members of the campaign team or campaign alliance, so that they can plan expenses related to each activity, and hold each other accountable for spending. This is especially critical if campaign monies have been raised from donors, who typically expect proper financial reporting of how their contributions have been used.

Financial contingency planning

If substantial external contributions are needed to run the campaign, at least two versions of the budget should be prepared: one based on the ideal scenario wherein all funding needs would be met, and a second one which shows how to run the campaign "on a shoestring", i.e. with very limited resources. Another option is to design a ***modular budget***, which distinguishes between "minimal" expenses, i.e. expenses that are absolutely necessary to run the campaign, and "optimal" expenses for additional campaign activities which would enhance chances of reaching the campaign goal.

ESTABLISHING A BUDGET

A common way to prepare a budget is to present the different types of expenses (cost categories) and income (funds available, or needing to be raised) on a simple spreadsheet (e.g. Microsoft Excel). Large-scale campaigns, or specific donor requirements, may call for more complicated presentations using several interlinked spreadsheets.

What to Include in a Budget

1. Anticipated Expenses

- ***Staff***, i.e. everyone who is paid to work on the campaign. A distinction can be made between direct costs (salaries) and indirect costs (e.g. taxes and insurance you pay for staff).
- ***Investments***, i.e. equipment purchased for long-term use in the campaign, e.g. electronic devices such as cameras and cell-phones. For effective accountability, an ***inventory*** should be prepared and regularly updated, i.e. a list detailing all equipment, where it is kept and what purposes it may be for. Written agreements should be made as to which organization keeps the equipment after the end of the campaign.

- ***Operational costs***, i.e. the costs directly related to running the campaign that are not staff costs or investments. Examples would be printing costs for campaign materials, billboard rental, fees for radio air-time, and transport costs for a travelling street theatre group.
- ***Administration***, i.e. day-to-day expenses related to campaign management (e.g. office rent, electricity, stationery, telephone bills)
- In addition, a separate heading may detail ***sub-contracts***, e.g. if a design firm has been hired to design campaign posters, or a consultant to write a research report.

Bear in mind: Each cost category should be as detailed as needed to keep accurate track of expenses. For example, under "staff", each staff position should be listed separately; under "investments", each item, or type of equipment (e.g. "2 printers") should have its own budget line.

2. *Projected Income*

- Institutional donor grants (per donor)
- Donations from businesses, local charity, churches, professional networks and other organization that are not institutional donors
- Donations from individuals
- Subscriptions or membership fees
- Profit from sale of campaign items and other income-generating activities
- Other income

If parts of the income are raised for a specific purpose (e.g. a donor covers costs related to participate in an international conference), a distinction should be made between such ***restricted*** or ***"earmarked"*** grants, to be used exclusively towards the specified purpose, and ***unrestricted income****, which are funds that can be used for other aspects of the campaign (i.e. overall administration, staffing, etc).*

3. Actual income and expenditure

Often, the anticipated expense may be more or less than expected, or the projected income may fall short of what may be needed to implement the campaign strategy. It is helpful for a budget to also track the actual amounts that end up being raised and spent, and use this as a comparison against projected amounts. It is also a means to determine if adjustments may need to be made as the campaign progresses in terms of resource mobilization and allocation.

Bear in mind: It is generally unwise to keep changing a budget too many times over the course of the campaign. This raises the question of whether campaign planning adequately accounted for expectations of the actual resources needed to implement the campaign. However, certain factors (both internal and external) may necessitate adjusting a budget, particularly if the campaign takes place over a longer period of time – for example, a donor who has pledged a contribution pulls out, or the actual expense for communications activities was underestimated, or administrative changes take place, such as staff leaving, unanticipated increase in office rent etc. A budget should be reviewed every six months, and then adjusted accordingly if necessary, so that it continues to be a realistic projection of future income and expenses.

Important points to note when creating a budget:

- In large and complex campaigns, it is advisable to prepare a ***separate budget sheet for each set of activities***, e.g. for (i) formative research, (ii) production costs of TV public service announcements (PSA), (iii) broadcasting costs for PSAs, (iv) production of print materials, (v) campaign web-site design and maintenance, (vi) fundraising activities, and so forth, each sheet with its separate cost categories and any activity-specific income. ***A summary sheet*** should bring together these different sub-budgets on one page, to show overall campaign income and expenses.
- For effective financial monitoring, the budget should be broken up into ***phases***. For example, in a campaign lasting 2 years, additional columns in the spreadsheet could show expenses every six months for the 1st, 2nd, 3rd and 4th years respectively. For effective financial management, ***budgets need to be reviewed regularly*** and adjusted swiftly if any major changes occur, e.g. changed campaign activities or an unexpected drop in projected income.
- All budget revisions should be formally approved by the campaign team, and distributed among all relevant stakeholders. To prevent confusion and financial mismanagement, it is essential to include the **approval date** on the budget sheet and to mark draft budget drafts as DRAFTS that have not yet been approved.

SAMPLE BUDGET TEMPLATE

Budget for the XYZ Campaign *Budget Version X, approved on [date]*					
EXPENSES					
Item	***Unit cost***	***N° of units***	***Total cost***	***Year 1***	***Year 2***
A. Staff					
A.1 Campaign Manager	…/month				
A.2 Communications Coordinator					
A.3 Evaluation consultant	lump sum				
…					
B. Investments					
B.1 Digital video camera					
…					
C. Running costs					
C.1 Poster printing costs					
C.2 Travel costs					
C.3 Location rental for events					
C.4 Radio air-time					
…					
D. Administration costs					
D.1 Office rental	…/month				
D.2 Telephone and internet	…/month				
D.3 …					
INCOME					
Source of income	***Total***			***Year 1***	***Year 2***
Own contribution (membership fees…)					
Grant from donor A					

Grant from donor B			
Community contributions			
Individual donations			
…			

IN-KIND CONTRIBUTIONS

Many campaigns mobilize volunteers and in-kind donations (e.g. free office or meeting space, free transport, free airtime, and *pro bono* communications design or legal advice), which are not always easily expressed in monetary terms. These anticipated contributions should be accounted for on a table appended to the budget.

Practical tips for in-kind contributions

- ***Acknowledging pro-bono work and volunteer time*** *in for example, campaign publications, websites or public events, is important to motivate contributors, and demonstrate to a wider audience that the campaign receives broad support. Even though some contributors, e.g. PR agencies, may expect their support to be highly visible, it is important to obtain formal, informed consent before publicizing the names of volunteer contributors.*
- ***Keeping track of donated goods*** *(e.g. hardware, stationery, food) is important to prevent misuse of such goods or conflicts over their use. Written rules and agreements should state where such goods will be kept, who is authorized to use them under which circumstances, and what will happen to the goods when the campaign ends. An* ***inventory*** *should list all equipment used in the campaign, the date of purchase/receipt of each item and the place where it is kept. If there are large numbers of similar equipment (e.g. 10 digital cameras), they should be tagged with numbers for easy traceability. Use of any motor vehicles (cars, motorbikes) should be recorded in a logbook according to procedures known to all users.*

FINANCIAL CONTROL

Rigorous financial control enhances the efficiency of a campaign, and protects it from potentially damaging allegations of financial mismanagement. All campaign income and expenses must be accounted for. Use of campaign funds must be authorized and monitored by several persons, following written ***procedures***, so as to ensure full transparency. All campaigners must keep a precise record of expenses and present ***original proof of campaign expenditures***, e.g. invoices, and signed and stamped receipts that contain all the necessary information (item purchased, date of purchase, price, purchaser's name, seller's name). ***Logbooks*** and ***inventories*** must be used to control the use of vehicles and equipment. Organizations that are not experienced in financial control and accounting should refer to appropriate guides, e.g. the *MANGO Guide to Financial Management for NGOs*, which can be downloaded for free. Mango also offers a Health Check, a self-assessment for organisations to examine the health of their financial management system that also identifies good practices that can be followed – the tool can also be applied to campaign financial management.

Spending against the agreed budget must be verified at regular intervals, at least monthly. If spending is lower than planned, does that mean certain activities have not been carried out? If it is higher than planned, does that mean the budget was not realistic, or that campaign funds were wasted? The budget should be reviewed regularly, at least every six months, and adjusted accordingly if necessary, so that it continues to be a realistic projection of future income and expenses.

8.2 FUNDRAISING

OVERVIEW

Fundraising strategy

A fundraising strategy sets clear fundraising goals (e.g. the amounts of money intended to be raised, or pooled from existing income of alliance partners, for what aspects of the campaign, from what types of organizations) and defines how these goals will be pursued. Any campaign that needs external funding should include a fundraising strategy in its overall strategic plan. Substantial time and skills are needed for successful fundraising and management of donor funds. Without any strategy or plan, campaigners may end up spending most of their time chasing money – at the expense of campaign implementation. Communication and fundraising strategies are interlinked, as quality communication enhances the visibility and credibility of a campaign, making it therefore more appealing to potential donors

External donor support

Large campaigns, or those that may have insufficient existing resources pooled from alliance partners, may have to look to external funders for support. These commonly fit into four categories: ***institutional, individual, community or corporate donors.***

The term ***"institutional donors"*** generally refers to funding organizations that give grants to other organizations and sometimes individuals, within a policy framework that reflects the mandate of the organization. ***Corporate donors*** (also often referred to as sponsors), who are typically businesses who wish to make a financial or in-kind donation towards the campaign or sponsor specific activities, can be approached in similar ways as institutional donors. However, they are not considered institutional donors, since their philanthropic activities usually do not reflect the core mandate of the broader organization.

Different types of people can be approached for ***individual donor*** support to a campaign: the campaigners themselves and members of their social networks; participants in campaign events; community members (in campaigns with a community mobilization component); visitors to the campaign website and other members of the target audience; and segments of the "general public" that may have an interest in the campaign theme.

In campaigns that include community mobilization, raising financial and in-kind contributions from the communities involved can give a boost to the campaign – both in terms of available resources and credibility. ***Community donor*** support can come from organizations such as small businesses, associations, clubs, and faith-based groups.

MAIN STEPS IN PLANNING FOR CAMPAIGN FUNDRAISING

1. ***Preparing the campaign budget***: How much money does the fundraising strategy need to generate so that the campaign can be run with a reasonable chance for success? Two reasonably detailed budgets should be prepared: the ***core budget***, the absolute minimum needed for the campaign to yield meaningful outcomes, as well as a "***best case scenario" budget***, with budget lines for additional activities.

2. ***Mapping internal and community resources*:** What can the campaign team, alliance members and local and professional communities contribute to the campaign, over the different milestones or segments of the campaigning period? Even if campaigners already invest their time, it is advisable the ***originators of the campaign contribute money*** before asking others – it helps show appreciation for the choices donors make when they support a campaign, and lends added credibility. ***In-kind contributions*** include volunteer time, *pro bono* support by communication specialists, celebrities, lawyers and other professionals, free air-time on the radio, free venues or food for events, and free office supplies. In addition to generating extra resources, mobilizing such contributions broadens "moral" support for the campaign.
3. ***Mapping potential sources of income:*** The most common types of campaign income are (i) voluntary contributions from campaigners and individual supporters; (ii) institutional donor grants; (iii) community support;(iv) private sector (corporate) donations; and (v) income from campaign products or activities.

   National laws may restrict specific forms of fundraising for certain types of organizations. For example, receiving donations from international organizations may be subject to government approval. Such ***restrictions*** need to be taken into account. Conversely, some national laws provide special ***incentives*** for potential donors, such as tax relief for individual and corporate donations to non-profit organizations. ***Ethical criteria*** also need to be established to decide whether the campaign can morally afford to accept money from any potential donor, or certain sources should be excluded (e.g. donations from corporations with a demonstrably poor human rights record).
4. ***Analyzing the options:*** Which potential sources of income are likely to work out for the campaign? What donors are interested in the campaign issue? Which types of sources have been tapped before? Donors' application deadlines and procedures must be taken into account, as well as the time likely to elapse before the first funding installment arrives. What are the costs and the benefits of accepting a contribution from a certain source? Are the likely maintenance costs, e.g. the staff time needed to fulfill complex reporting requirements or accommodate donor visits, manageable?
5. ***Developing a fundraising plan,*** which should contain:
   - The ***purpose*** of the fundraising plan (what the money is needed for) and the ***income goal***, i.e. the total amount to be raised;
   - ***Potential sources*** of funds and income goals for each source;
   - Specific ***fundraising activities*** (e.g. collecting donations at public events, applying for institutional grants, building a fundraising component into the website);
   - "***Maintenance***", such as contacting and reporting to individual donors, thank-you letters, and any activities related to fiscal requirements;
   - Clear distribution of ***responsibilities*** (who will raise funds from which sources?); and
   - ***Time-line*** for each fundraising component.
6. ***Reviewing the campaign strategy:*** Ideally, fundraising aspects should be well integrated into the overall campaign strategy. This allows the campaign team to identify different activities at different times which could be opportunities for attracting contributions. Campaign communications efforts and networking activities offer many potential opportunities to fundraise for example: the campaign website

can invite supporters to donate, a seminar can appeal to participants to become donors, campaign products like t-shirts and caps can generate revenue, etc.

7. ***Monitoring***: Regular monitoring of the campaign and its fundraising plan will allow for adjusting the plan if necessary to respond to any important changes (internal or external). Monitoring arrangements should include ***deadlines*** (e.g. for submission of grant proposals), ***milestones*** (e.g. amount to be raised within the first six months) and ***risk mitigation strategies*** ("What if funding is insufficient?"). If at some point it appears that fundraising targets will not be met, quick action may be necessary, e.g. a shift in the campaign launch date or a change or reduction in activities.

Bear in mind: In a context of collaboration, it is especially important that all parties are fully informed of *responsibilities* and *accountabilities* related to raising money, and to responding to donor requirements, such as financial reports and reporting on results.

INSTITUTIONAL DONORS

Identifying institutional donors

The term "institutional donors" generally refers to organizations that give grants to organizations and sometimes individuals within a policy framework that reflects the mandate of the organization. The most common institutional donors are government and inter-governmental organizations, and private foundations or other grant-giving non-governmental organizations (NGO). Institutional donors may provide multi-year multi-million dollar budgets, or – especially in the case of smaller NGOs – fund specific, one-off activities only.

Which donors are most likely to support a specific campaign? A first step to answer this question is to examine the ***campaign strategy*** – especially the campaign issue, the campaigning organization or alliance, the target audiences and the planned activities – and gauge its relevance to the policies of potential institutional donors. A donor is most likely to fund initiatives that are compatible with its thematic priorities and geographic remit, and that can help the donor attain its own strategic goals.

Most institutional donors have criteria for ***eligibility***, which normally require applicants to be registered organizations with a clear governance structure and a proven track record in the relevant domain. The nature of the campaign team or alliance may open access to specific types of donors. For example, campaigns led by women's groups are in a good position to apply for grants reserved to women's organizations, e.g. the Global Fund for Women, or the Urgent Action Fund for Women's Human Rights.

Bear in mind: *Large institutional donors may operate with relatively long approval and funding cycles. In some cases (e.g.* European Commission *grants), up to two years can elapse between the (successful) grant application and the first transfer of funding. Campaigns that rely substantially on institutional funding need to reckon with such delays when crafting their strategy and time-line. The first year of the campaign may have to be devoted mainly to fundraising.*

Key steps in mobilizing institutional donor support

1. ***Preparing a campaign "pitch" and ensuring visibility:*** A short (1/2 page), enthusiastic summary of the campaign should state the name of the campaign, the issue it addresses, its message and target audiences, and what is special about the campaign (its "unique selling point" or USP). It should also include precise

information on the expected results (exciting and attainable), and the indicators that will be used to monitor progress.

Donors may undertake their own research on the campaign. Effective networking, and an attractive campaign website, or presentations of the campaign on the websites of alliance members, can provide visibility even before the official campaign launch. If there are not sufficient resources to start with a full website, a page on the social web (e.g. on *Facebook, Ning or Orkut)* is a viable alternative.

2. ***Reviewing potential donors:*** Potential donors can be identified by looking for:
   - Organizations that members of the campaign know well, e.g. from previous cooperation
   - Organizations with local or representative offices
   - Relevant national organizations (e.g. government institutions, foundations)
   - Relevant regional and international organizations (multi- and bilateral donors, NGOs, funding networks such as GROOTS, KIVA and Global Giving).

The latter two categories can be identified by mobilizing the campaigners' networks, and through rigorous internet search. *AWID's WITM ("Where is the Money for Women's Rights")* initiative provides regular updates on sources of funding for women's rights work. Institutional change campaigners may also consult the *Human Rights Nexus*, which provides information on grants for human rights activities in Arabic, Chinese, English, French, Portuguese, Russian and Spanish. Typing appropriate keywords (e.g. the campaign issue, and the words "application" and "grant") into a standard internet search engine may yield additional information.

3. ***Assessing donor interest:*** Donor websites and other publications should be scanned for any relevant work on the campaign issue or related issues, any regional focus, and ways of working. Seek direct contact with likely donors who run a representative office nearby, or with people who run initiatives supported by the donors, so as to gain a fuller understanding of their priorities and ways of working. Knowledge on donor activities should be used when approaching the donor, e.g. by pointing to potential synergy between the planned campaign and specific on-going donor activities.

4. ***Assessing eligibility:*** Most donors include eligibility criteria for grantees on their websites. Usually, criteria include formal registration of the applicant organization, a clear governance structure, a proven track record, and the ability to contribute own funding to the activity. Some donors work with **calls for proposals** and **deadlines** for application.

5. ***Before submitting a formal proposal***, the potential donor should be approached ***informally*** with the campaign pitch to assess interest. A face-to-face meeting with a donor representative is the ideal setting for a conversation on options for funding. If that is not feasible, a combination of telephone contact and written correspondence (sending the campaign pitch) is a viable alternative.

6. ***Preparing the proposal:*** Many donors have guidelines as to what information must be contained in the funding proposal, and how it is to be presented. Ideally, the proposal should be precise, focus only on the essential information required. It is

advisable to use a sober design, and crisp, clear language without jargon and that explains all acronyms used. The proposal should summarise all aspects of the campaign strategy:

- A brief statement of the ***problem*** addressed, and its importance and urgency
- the ***solution*** envisaged
- the ***theory of change*** the campaign is based on
- the **target audiences** and the actions the campaign will encourage them to undertake
- the campaign ***message***
- key campaign ***tactics***, tools and activities
- key elements of the ***communication*** strategy and how its effectiveness will be ensured
- the anticipated ***results***
- information on campaign ***monitoring*** and evaluation.

7. ***Following up on the proposal:*** Where a good rapport with the potential donor has been established, it should not be problematic to call the donor representative shortly after sending the proposal to confirm whether it has been received, and offer any additional information if needed.

Bear in mind:

- *A* ***diversified donor portfolio*** *reduces dependence on a single donor and spreads risks. However, accommodating different donor requirements may swallow much staff time. Wherever possible, joint reporting formats (e.g. an annual meeting bringing together all donors, detailed annual or semi-annual campaign reports that include all activities funded by all donors) should be negotiated with the donors.*
- ***Donor requirements*** *may occasionally conflict with the campaign strategy. For example, some donors have visibility guidelines that require grantees to display the donor logo at public events and on printed materials. In countries where politico-social movements demonize "Western" influences, it may be counter-productive and dangerous for VAW campaigners to display logos of "Western" donors. In such well-justified cases, most donors usually accept a* ***waiver****, i.e. an exception from the standard rules.*

INDIVIDUAL AND COMMUNITY DONORS

Individual donors

Different types of people can be approached for support to a campaign: the campaigners themselves and members of their social networks; participants in campaign events; community members (in campaigns with a community mobilization component); visitors to the campaign web-site and other members of the target audience; segments of the "general public" that may have an interest in the campaign theme.

There are numerous techniques of mobilizing individual grants and maintaining productive relationships with individual donors. Many campaign communication tools can for instance be used in fundraising to catch potential donors' attention in many different ways. Letters, websites and public events can include a fundraising component: letters and websites may invite readers to make a donation by filling in a form; activists may collect cash donations or addresses for future contact at campaign events.

Example: **Urgent Action Fund Africa**, *based in Kenya, hosted a successful fundraising event in Nairobi. The group invited businessmen to attend the event and make a donation to the group in honor of their daughters. This campaign was successful both in reaching locally based donors and in securing financial support for the group*. (Global Fund for Women, 2007)

Bear in mind: In many countries, laws delineate the scope and nature of public fundraising activities. Before collecting public donations, specialist advice on locally appropriate fundraising techniques should be sought and official guidelines and legal requirements be well researched.

Community donors
In campaigns that include community mobilization, raising financial and in-kind contributions from the communities involved can give a boost to the campaign – both in terms of available resources, and in credibility. Effective networking at community levels, seeking to involve a wide range of businesses, associations, clubs, faith-based and other groups, is a key condition for success.

Example: **Tewa***, a Nepali women's fund that focuses on building democracy and peace, has been successful in mobilizing hundreds of local Nepali volunteers to raise funds from their local communities. The volunteers received training and mentoring from Tewa, and subsequently raised over $15,000 for the organization. (*Global Fund for Women, 2007)

MOBILIZING IN-KIND SUPPORT
In-kind support can take different forms: a restaurant owner may be persuaded to offer free snacks at a local campaign event; TV and radio stations may provide free air-time for public service announcements; public relations (advertisement) specialists, lawyers or other professionals may agree to work pro bono (i.e. at no or extremely reduced cost) for the campaign; an NGO may offer free training to the campaigners or donate second-hand electronic equipment. Free air time and *pro bono* work by highly skilled professionals are particularly valuable assets. Well-publicized in-kind support, not only is a means of showing gratitude, but also demonstrates to others – including potential donors – that the campaign receives backing from a large, powerful cross-section of society.

Example: *An impressive example is the* ***Bell Bajao*** *campaign by Breakthrough, a US and India-based human rights organization, which succeeded in obtaining pro-bono services from a leading global ad agency – Ogilvy and Mather – which was responsible for producing all the creative communications products in different media formats for the entire campaign. The partnership with the agency was a win-win situation in several ways: it helped to significantly defray campaign communications costs, while also meeting the agency's corporate social responsibility mandate, and allowing Breakthrough to educate its personnel on VAW issues.*

See the Bell Bajao case study. Access the Bell Bajao campaign.

The key steps in mobilizing institutional donor support can also be used to seek in-kind support. For smaller donations, no formal written proposal will be needed, but it is important to have a clear, possibly written agreement on any donor requirements and donor benefits, e.g. on visibility, access to campaign events, etc.

Bear in mind:

- Donated goods, *pro bono* time and other free gifts are valuable contributions that must be properly acknowledged and accounted for as part of effective management of campaign resources. Assign a monetary value to non-cash donations, and record them in your accounts.
- When accepting *pro bono* support, verify whether the quality and timeliness of the free services offered corresponds with the campaign needs. Some PR agencies may be tempted to produce advertisements that shock the audience or generate publicity of the PR agency itself, rather than engaging the audience on the campaign issue

See in-kind contributions under Budgeting and financial control for tips on tracking in-kind support.

MANAGING DONOR RELATIONS

Donor support should be acknowledged, e.g. on printed materials, the campaign website and at campaign events. If there are good reasons not to publicly acknowledge specific donors, e.g. when operating in politically sensitive environments, the relevant organizations should be informed of these constraints early on.

A productive relationship with a donor requires ***regular communication*** that updates donors on the campaign without overburdening them with excessive information. E-mail newsletters are an inexpensive way of maintaining contact with large numbers of donors and other stakeholders. As much as possible, ***donors should also be invited to campaign activities***.

Campaigns that have several institutional donors can reduce the burden of multiple reporting requirements by organizing ***annual donor meetings*** for all their donor representatives. Such meetings can replace multiple separate donor visits, and enhance coordination between the donors. Consolidated reports can be presented that show all campaign expenses and income, rather than one separate report for each donor. Such a “consortium” approach is likely to reassure donors, because it is transparent.

8.3 FINANCES IN CAMPAIGN ALLIANCES

Campaign alliances are advised to establish a dedicated ***campaign secretariat*** based on agreed, written procedures, for financial and other administrative tasks. Control of the secretariat should be exercised by a ***board or steering structure***, bringing together several alliance members who have decision-making authority.

Ideally, the secretariat should be established as a fully separate entity, with its own bank account and written procedures. Where this is not feasible, the secretariat is usually ***hosted within a member organization of the alliance***. As a result, the host organization practically controls day-to-day management of income and expenses; and the campaign secretariat needs to comply with broader ***financial procedures*** within the host organization. Existing procedures must be reviewed, adjusted as needed and explicitly agreed on so as to prevent unnecessary delays and conflicts.

Where campaign funds are held in the accounts of one alliance member, who disburses funds to other alliance members for their part in the campaign activities, several ***levels of accountability*** must exist. Each alliance member must be accountable to the campaign secretariat for the funds and other resources it receives from the secretariat; the secretariat must present accounts to its host organization and the campaign board, management team or steering committee; the host organization of the secretariat must report to the donors. In addition, all these different levels are morally accountable to those whose lives they intend to improve with the campaign.

To prevent confusion, leakage or misappropriation of funds, written agreements and procedures taking into account these different levels of accountability must be established and shared with everyone who handles campaign resources. Financial control must happen on all these levels, at appropriate intervals: for example, alliance members present monthly consolidations of their accounts and original receipts to the secretariat; the secretariat prepares consolidated quarterly reports to campaign management and the host organization; the host organization presents consolidated semi-annual reports to donors.

Campaign alliances who are not experienced with multi-layer accountability structures should seek advice from an accounting or auditing company, or consult with other groups working with such complex structures, e.g. micro-finance organizations.

See also The art of collaboration in alliances for ways of working together on a campaign.

8.4 RESOURCES ON FUNDRAISING

- As of mid-2010, the most recent and comprehensive guide for fundraising on VAW campaigns is part of the 2010 activists' kit for the global ***Sixteen Days of Activism Campaign***. It includes practical tips and short briefs on major donors for women's human rights campaigns.

- The short ***Global Fund for Women's*** Women's Fundraising Handbook (updated 2007), available in Arabic, Chinese, English, French, Portuguese and Russian, provides comprehensive advice and useful links. It is mainly directed at small and medium-sized organizations focusing on women's rights advocacy, but it many of its tips are fairly generic.

- The ***CIVICUS*** guide on Writing a Fundraising Proposal includes an overview of the advantages and challenges linked to different donors.

- ***Women Thrive Worldwide*** offers a comprehensive Fundraising Guide for Women's Community-based Organizations. It includes extensive guidance on cultivating donor relations, and short profiles of some 25 donors, some of which are known to provide significant grants to campaigns and medium-size organizations (i.e. not only to community-based groups).

- ***AWID's*** WITM Compilation of Resource Mobilization Tools gives an overview of online good quality manuals, toolkits and guides produced by various organizations on how to mobilize and access funding.

- ***ELDIS*** (a service of the Institute of Development Studies, Sussex) provides information on fundraising for NGOs, and funding sources for gender equality and women-focused projects.

Donor directories include the following (from AWID/WITM, 2009):

- ***International Network of Women's Funds.*** The INWF is a democratically organized network of "Northern" and "Southern" donors. It is organically linked to the feminist movement. Currently the INWF has seventeen members committed to expanding the resources available to women's rights organizations around the world.

- ***Women's Funding Network.*** The Women's Funding Network is made up of more than 130 organizations that fund women's solutions across the globe, to transform ideas into lasting change, in every critical area from combating poverty to achieving advances in healthcare, education and human rights.

- ***AWID: Second FundHer Report: Financial Sustainability for Women's Movements Worldwide.*** Annex 2 of the report lists contact details of women's rights funders.

- ***MENA Donors Directory.*** This directory of funders was compiled by AWID and the Global Fund for Women (GFW) as a resource guide for women's rights organizations in the Middle East and North Africa.

- ***The Funders' Network for Afghan Women (FNAW).*** FNAW is a coalition of foundations and grant-giving organizations, as well as advocates, policy-makers and other agencies funding Afghan women's groups. The Network addresses common problems faced by grantees, with an emphasis on sustainability, advocacy and capacity-building.

- ***International Human Rights Funders Group.*** The International Human Rights Funders Group (IHRFG) is an association of grant makers devoted to supporting efforts to achieve the rights enshrined in the Universal Declaration of Human Rights and the treaties and laws it has generated.

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