Making a Difference

Strategic Communications to End Violence against Women

A toolkit from the UNIFEM Strategic Communications Workshop Series

United Nations Development Fund for Women

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I n 1996 in Kaolack, Senegal, a nine-year-old girl sent on an errand by her mother was lured into a bedroom and savagely raped. After a police investigation, a 66-year-old man with four wives and 22 children, well known in the community as a religious leader and local politician, admitted his guilt and was placed in police custody.

Despite the seriousness of the offence, and even as the girl lay dying in a hospital bed, there were doubts as to whether the perpetrator would be brought to justice. A prominent community member belonging to the same political party as the town's mayor, he had powerful allies to protect him. When the mayor made threats and promises to the girl's family to persuade them to drop the case, the Association for the Advancement of Senegalese Women (APROFES) stepped in to seek justice. As they had successfully done in 1992 after the prominent case of Doki Niass – a young woman from Kaolack beaten to death by her husband – APROFES advocated to take the case to court. The Niass case had resulted in the conviction of the husband and focused the national and international spotlight on the issue of violence against women. APROFES was determined that this girl's case would have similar implications, putting pressure on the Senegalese Government to treat cases of gender-based violence as of the utmost importance.

Storyline

APROFES sought justice with a multi-media strategy. They mobilized public outcry with leaflets; brought together key allies from women's organizations, legal aid groups and human rights associations; and circulated a petition drawing attention to the fact that, despite the fact that Senegal had ratified the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Violence against Women (CEDAW), women and girls continued to be victims of brutal gender-based crimes. They hosted a forum on violence against women attended by hundreds of people, including sympathetic government officials. The forum was opened by the Bamtaare Theatre Troup, who re-enacted the rape scene. This was followed by discussion by doctors and lawyers on the issue of violence against women. And last but not least, APROFES visited the State Prosecutor's office and presented evidence of the strong resolve of civil society to punish the perpetrator.

All these efforts had a powerful effect on public opinion and on the judiciary. The case was brought to court with more than 10,000 people attending the trial. For the first time in Senegal, a rapist was condemned to a ten-year prison term, the maximum sentence for a case of this kind.

Adapted from a story told by Sophie Ly,
Dakar Strategic Communications Workshop, January 2002

Strategic Communications for Ending Violence against Women
Are We Making a Difference?

Introduction

Communications forms a critical part of advocacy to address violence against women (VAW). Every aspect of APROFES' multi-pronged strategy – from the use of the arts, to the creation of advocacy materials, to networking and lobbying efforts – involved strategic communications. The members of APROFES selected the information they wanted to impart and the information channels to use, crafted the information in a particular way to suit their audience and chose their moment of delivery. Their aim was both to inform their audience and to influence them to be proactive: in this case, to pressure the judiciary to convict the accused.

Glossary of Terms Used in this Introduction

Advocacy: The process of influencing people to generate a policy change.

Communications for advocacy: A means of sharing information 'packaged' in different ways and conveyed using media and messages customized for different audiences.

This process of strategic communications has the power to bring about change in society, on both an individual and collective level. Using communications and advocacy strategically to end violence against women empowers individuals and groups with the message that every single person has the power to make change. While social change is a long-term process, communications to educate and raise awareness is often the first step in modifying attitudes, behaviours and policies.

On an individual level, *raised awareness* (e.g. that domestic violence is a national problem affecting women of every class, race and ethnic group), can become *knowledge* (40% of women in my province have experienced abuse of some kind in their own home), which transforms *attitudes* (women feeling they are not to blame for the violence they have experienced) and, ultimately, brings about *behavioural change* (a women calling a confidential telephone 'hotline' to report violent behaviour on the part of her partner). Attitudes and practices of the general public can pressure key stakeholders and decision-makers to change or implement important policies.

As activists and advocates, we know that communications is a powerful tool with tremen-

dous untapped potential to help us in our work. What we don't always know is how to use it *effectively*. What are the secrets to effective communications? How can we make our message heard amongst so many competing agendas and social causes? What can we do to touch people's hearts and change their minds and to bring about change? How can we know we are really making a positive difference in people's lives?

The need to explore these issues is what led UNIFEM to initiate a Strategic Communications Workshop series for grantees of its Trust Fund in Support of Actions to Eliminate Violence against Women and for UNIFEM staff. With the generous support of the UN Foundation, workshops were held in Barbados, Mexico, Nepal, Senegal, Slovakia and Zimbabwe, providing an opportunity for UNIFEM staff and Trust Fund grantees to meet, exchange and share in-depth strategies with one another and strengthen networks already formed. The stories shared and information gleaned were so rich that we wanted to create a forum through which they could be disseminated to wider networks. That was the genesis of this toolkit, made possible through a grant from the UK Department for International Development (DfID).

BACKGROUND TO THE TOOLKIT

The purpose of this toolkit is to share the learnings of the workshop series with women's organizations working to end violence against women around the world. Recognizing that advocacy cannot be effective without a solid communications strategy, and acknowledging the power of communications in showcasing and magnifying the effects of innovative work, this kit is intended to support advocates for ending violence against women. It can be used to train others in their organizations and networks, to plan more strategic and intentional advocacy campaigns, and to harness the power of communications to raise awareness, lobby stakeholders or push for the adoption of new laws.

The toolkit offers practical advice, stories and lessons

learned by women and men all over the world working to end violence against women, as well as overviews of communications processes. The first chapter explores ways of matching media and messages, including creating and pre-testing materials; the second chapter covers monitoring and working with the mass media; the third chapter provides project planning tools, including a template to help guide communications planning; and the fourth chapter provides sample communications strategies created during the workshops. Each of the chapters in this toolkit begins with a story and a glossary of terms used in that section. The chapters contain, as appropriate, the following elements: tip sheets, overviews, additional stories, and lessons shared during the workshop series in a section entitled 'from the workshop participants'.

Recognizing that organizations may have limited time and energy to devote to communications strategies, and that many of the tasks related to communications (i.e., conducting a focus group, creating a website, etc.) can be out-sourced to media and communications professionals, this resource is an overview of the types of tools available as opposed to a skill-building guide. We hope that the hints and tips provided will help organizations manage the communications process more effectively and enhance the quality of the products they create. Because the level of expertise of the audience for this toolkit is varied, basic tips are supplemented with additional references and a list of media and communications professionals helpful for those who want to further integrate communications into their work.

SOME COMMON DEFINITIONS

What do we mean when we speak of advocacy? What is communications? How are they similar, how are they different and in what ways do they complement one another? Definitions of advocacy and communications were hotly debated during the course of the strategic communications series, with subtle but important differences brought out during each of the workshops.

When we speak of advocacy in the context of this publication, we refer to the process of influencing people to generate a policy change. Advocacy aims to bring about fundamental and sustained changes in society by influencing outcomes – including public policy and resource-allocation decisions within political, economic and social systems and institutions – that directly affect people's lives. This might include, for example, implementation of new legislation, the creation of women's police stations, or the decision to disaggregate data by sex to more accurately assess the prevalence of gender-based violence.

Communications is one of the most important tools for advocacy efforts. It is a means of sharing information 'packaged' in different ways and conveyed using media and messages customized for different audiences. Communications is a tool to help us influence and involve our stakeholders, the general public and ultimately policy makers. As we will explore in this toolkit, communications can take many creative forms and be moulded to reach a variety of audiences and stakeholders. ■

Overview

Communications Strategies for Ending Violence against Women

This resource guide advocates for strengthening strategic approaches to the communications and advocacy activities that groups undertake to end violence against women. It recommends articulating a well thought-out strategy before media and communications campaigns begin. The process it proposes is as follows:

Identify the development problem or issue being addressed
⇩

Articulate the goals and objectives to be achieved
⇩

Identify the concrete changes in awareness, knowledge, attitudes and behaviour that the initiative is seeking to achieve
⇩

Identify the indicators to be used to measure progress
⇩

Identify the various stakeholders, including the beneficiaries, your partners, those whom you are trying to influence and those who oppose your objectives
⇩

Identify the types of communications research needed to help in identifying the appropriate media and messages
⇩

Articulate the key messages
⇩

Identify the range of communications materials to be developed
⇩

Develop a workplan and/or timeline for activities
⇩

Map out the ways in which you will document the process and progress made
⇩

Develop a realistic budget
⇩

Map out a plan for monitoring and evaluation
⇩

Develop a plan for sustaining the achievements gained through your efforts

Information on undertaking each aspect of this plan is provided in the pages that follow and sample plans, developed by participants in the Strategic Communications Workshops, are provided in chapter four.

Messages and Information Channels

Storyline

Equal Opportunities for Women, a Romanian non-governmental organization (NGO), had a new and creative idea: In order to reach out to a mass audience and a cross section of Romanian society, they decided to advertise their telephone help line for domestic violence survivors on the back of bus and tram tickets. The argument for this was that women who kept stickers or other promotional materials specifically about gender-based violence in the house might encounter new problems from angry and abusive partners. Bus and tram tickets, however, are small, unobtrusive, serve an obvious practical purpose and are used by a critical mass. By publicizing their services on the tickets, they could reach a wide range of those in need without jeopardizing women's safety and security at home.

The tickets, advertising counselling services for victims of violence against women, along with radio spots and posters displayed on the public transportation system, appeared to be a useful way of generating new calls to their help line. That is, until a public transportation strike affected the Romanian city of Iasi. On this day, the group's phone rang off the hook, but not with women concerned about domestic violence. Rather, Equal Opportunities was deluged with calls from people trying to find out about the strike! Some angrily inquired when the buses and trams would resume their service, while others thought that the group ran 'counsels' to improve the public transportation system. What started off as a creative way of reaching the mass public became, in effect, a mass headache!

Adapted from a story told by Dina Logan at the Bratislava Strategic Communications Workshop, October 2001

Messages and Information Channels

As activist organizations like Equal Opportunities for Women, we all want to get our message 'out there': to plaster public spaces with our logo and posters, make our messages heard on the radio or television, distribute the findings of our research to all important stakeholders or have our own website. Whether or not our primary activities are media and communications-based (information and awareness-raising campaigns, working with professional journalists, etc.), we have a general sense that we need to use communications to create and distribute our own materials as part of our advocacy work.

Most of us are aware of the tremendous possibilities of communications, but less conscious of how the intended audience will comprehend our publicity and awareness-raising efforts.

As the experience of Equal Opportunities for Women illustrates, even the most well-intentioned communications plan can have unintended consequences. Sometimes the messages we intended are not understood, while other times distribution strategies can backfire. While their strategy was creative and successful in many ways, it caused extra work for the organization. And in this particular instance, the real source of the problem was not immediately evident. Did the misunderstanding have to do with the wording of the message on the tickets, or the fact that people did not read the message and simply called the first number they came across? Was targeting the general population the best strategy, or should they have attempted to reach out to women in need in a more direct manner?

While none of these questions is easy to answer, the easiest way for Equal Opportunities to investigate would be by talking to people. While they may or may not have been able to prevent this situation, talking to stakeholders about the idea and showing them the design of the ads would have given them a better idea of the range of possible reactions. Knowing the audience is one of the most important rules in communications.

This chapter provides tips on matching messages and information channels to an intended audience in order to better achieve communications objectives. It explores questions of how we can obtain more information about our audience(s) in order to effectively tailor our messages; how we can craft these messages and decide what information channels and distribution strategies are most effective for reaching our target audience; how we can know that the intended message of a poster or public service announcement is understood; and how we can do this without spending too much of our organizational budget.

Glossary of Terms Used in this Chapter

Focus group discussion: A carefully planned discussion designed to obtain perceptions on a defined area of interest in a permissive, non-threatening environment.

Pre-testing: Presenting drafts or rough-cuts of materials to your potential target audience to gauge their reaction and determine the effectiveness of the material.

Intended message: The main point(s) that the media or material is attempting to convey.

Slogans: Short phrases embodying the key ideas or messages of the campaign in an easily memorable way.

Takeaway message: What people understand to be the message of particular material; may not necessarily coincide with what the author/producer/creator intended.

This chapter contains:

- ✔ *Tips for creating messages*

- ✔ *A selection and inventory of possible media and information channels, and some pros and cons of each*

- ✔ *Spotlight on electronic communications, a powerful tool for women's organizations*

- ✔ *Ways to most effectively match media and messages, including an overview of pre-testing and focus groups*

- ✔ *Distribution strategies*

- ✔ *Ethical approaches and considerations of communications to end gender-based violence*

CREATING MESSAGES AND SLOGANS

Message development in a campaign represents a direct, simple way of communicating the core objective of the campaign to the respective stakeholders. The most important consideration in developing a message is determining who the message is for and what you want the audience to do as a result of hearing or seeing it. Each message should be targeted as specifically as possible. Understanding your target group – their experiences, concerns and issues – is crucial to determine the content and language of the message.

Creating Slogans and Messages:

The following tips are pointers to keep in mind when creating the slogans and underlying messages for a campaign. Stakeholders as well as professional writers, artists and technical specialists should be consulted to help in their creation. In general, slogans and messages should be:

✔ Targeted for a specific group

✔ Focused on a specific problem

✔ Action-oriented

✔ Simple and to the point – less is more for ads and posters

✔ Appropriate to the target group and the actions you hope they will take/understanding they will gain

✔ Easy to understand – use local languages and common terms

✔ Attractive and interesting

✔ Prominently visible – people tend to remember more the first and last thing that they read, so don't bury the message in the middle of your materials

✔ Repetitive (research has shown that people are more likely to believe a message and understand it if they hear it from more than one source)

✔ Reinforced through the use of a combination of media (i.e., a multiple channel, multimedia approach)

Checklist

Slogans are short phrases embodying the key ideas or messages of the campaign in an easily memorable way. They are the 'attention grabbers' that lead the audience into the larger message. In the case of advocacy to end violence against women, many of the most powerful and effective slogans are rights-based, focusing on messages of empowerment and positive change. Others relate to the effects of gender-based violence in the larger community and the responsibility of everyone to stop it. The intention might be: for men to curb violent behaviour and to positively influence other men; for women to know their rights; for law enforcement to contribute to proper implementation of a law; and for neighbours and friends of victims to report instances of abuse.

CHOOSING INFORMATION CHANNELS

The ceation of slogans and messages is directly related to the choice of media and channels through which those messages will be disseminated. The medium and the message are intimately connected. In determining what types of mediums and channels are most appropriate, there are many points to consider.

What is the purpose of what you are trying to do?
Broadly speaking, the more precisely you define your objectives – the more intentional you are from the very beginning in determining what you want to happen as a result of your intervention (how it is really 'making a difference') – the easier it will be to determine the most appropriate messages and channels.

Who are you trying to reach with your messages and how many people in each target group do you need to reach in order to meet your objectives?

Are you more concerned with reaching the masses using a high reach medium such as radio, television or the Internet? Or will you try to reach a particular segment of society in a more targeted way, such as through the use of a video training packet for health care workers to train them to recognize patients' injuries caused by domestic violence?

What is the source of information your target groups use most often and trust the most?
Where does your audience get their news and seek out reliable information? Are they literate? What languages do they speak? Do they most commonly listen to the radio, watch television or read newspapers? Do they have access to the Internet? Or would they be more likely to respond to community theatre? When and how do they use these information channels? What would be the most strategic time to broadcast your radio spot, run your newspaper ad campaign or stage an awareness-raising concert?

What are the different messages you need to convey to cover all the important knowledge gaps and obstacles that were revealed during target group research?
How can you tailor messages and information channels to each of your important stakeholders, addressing the particular needs and responding to the particular prejudices of each one?

Sample Messages and Slogans for Combating Violence Against Women

WOMEN'S HUMAN RIGHTS

Issues / Messages
- Gender inequality causes violence against women.
- Women's rights are human rights.
- Violence against women should be recognized within a rights-based framework.
- Violence against women affects everyone and impedes development.

Target	General	Men	Women
Slogans	No women's rights, no development. No excuse for abuse.	Men of quality are not afraid of equality. Violence against women: A disaster we men CAN prevent.	Women, stand up for your rights. A life free of violence: It's our Right!

DOMESTIC VIOLENCE

Issues / Messages
- Wife battery is a crime.
- Psychological violence is as hurtful as physical violence.
- Family negligence and desertion are forms of domestic violence.

Target	General	Men	Women
Slogans	Domestic violence is everyone's concern. Report it. He threatened her. He beat her. He raped her. But first he married her.	Real men don't hit women. Running away from home = running away from responsibility. Raise a family not a fist. Fathers love their daughters. Some do it almost every night.	He said he'd never hit you again. . .but that's what he said last time. You can hide the bruises on your body, but what about the damage to your soul?

SEXUAL VIOLENCE AND HARASSMENT

Issues / Messages
- Rape   • Sexual Assault   • Sexual Harassment

Target	General	Men	Women
Slogans	There's no excuse for rape. Rape is a crime against humanity. Work "yes"; Sex "no"	You're only half a man if you rape a woman.	Break the silence: Talk about rape. You have the right to say no to sex.

Survivors	Police	Health workers	Judiciary
Speak out: We are together. Fight violence against women.	Rape is a serious crime. Enforce the law, don't judge the victim.	Health workers! Survivors of rape need your sympathy not your scorn!	Stiffer penalties for rape!

VIOLENCE RELATED TO CUSTOM AND TRADITION

Issues / Messages
- Widow inheritance   • Property grabbing   • Incest   • Femicide

Target	General	Men	Women
Slogans	Break the silence! Confront the hidden crimes! No to sexual cleansing!	Stop property grabbing! We earned it. We own it.	You treasure your life. I treasure mine. No to femicide!

HIV/AIDS AND GENDER

Issues / Messages
- Woman's control over her own body.   • Right to negotiate safe sex.

Target	General	Men	Women
Slogans	If it's not on, it's off. Insist on safe sex. Without a condom, without me.	My strength is not for hurting. So when she said STOP, I stopped.	Don't wait until morning to see if he respects you. Use a latex condom consistently and correctly for protection against HIV/AIDS.

Adapted from a paper prepared by Colleen Lowe-Morna, Harare Strategic Communications Workshop, March 2001

In the case of advocacy to end violence against women, the strongest and most effective strategies might just be the most creative, and seemingly the most unlikely. One example is the training of judges begun by SAKSHI, a violence intervention centre in New Delhi, India. Concerned with the way women were treated in the courtroom and the demoralizing way they were often made to retell – and in a sense relive – their stories in front of a hostile courtroom, SAKSHI determined the need to sensitize judges to gender-based violence.

One of the most successful tactics SAKSHI devised was the use of puppets to re-enact the women's stories. Rather than having an individual relive her experience in front of a room full of strangers,

FROM THE WORKSHOP PARTICIPANTS

Sometimes the most powerful way to emphasize the scope of violence against women is to put it into a context to which people can easily relate. For example, the main message of a campaign by Puntos de Encuentro in Nicaragua is that men must take action to end violence against women. The central slogan of the campaign, 'Violence against Women: A disaster that men CAN prevent' makes reference to Hurricane Mitch which struck Nicaragua in 1998. The campaign compares the strikingly high numbers of people killed and wounded by the hurricane with the equally striking numbers of women affected by gender-based violence. Through the use of this slogan, Puntos places violence against women in the category of a natural disaster, although in this case one that is completely avoidable.

women were given space to tell their stories to a puppeteer who then dramatized the traumatic circumstances. Through the use of puppetry, the judges were able to deal with highly sensitive issues without feeling embarrassed or alienated. Rather than trivializing the issues, the puppeteer – elevating them to the level of drama – was able to convey their seriousness. Through interactive theatre, the judges were able to ask questions to the puppet figures without feeling uncomfortable or making the woman self-conscious.

Of all the types of media available, how did SAKSHI decide on puppetry, seemingly an unlikely medium to use in the courtroom? By talking with the judges and trying to understand the context from which they were coming, SAKSHI realized that what the judges needed the most was to understand the emotional side of the women's trauma. Whereas neither video nor conventional theatre were participatory enough, puppetry conveyed the women's stories in both dramatic and culturally appropriate ways.

Adapted from a story told by Nandita Baruah at the Kathmandu Strategic Communications Workshop, May 2001

Overview
Communications Approaches Useful for Ending Violence against Women

A number of different communications frameworks can provide guidance on bringing about desired changes. The list below represents a sample of the approaches found useful by workshop participants in working towards the elimination of violence against women.

'Edu-tainment': Education through Entertainment
One of the most powerful ways to initiate change is through the use of 'Edu-tainment', mass media which explores and educates on particular social issues. Edu-tainment programmes such as tele-novelas (soap operas) and radio dramas are a cost-effective way to reach large audiences. The structure of such series allows for complex plots ideally suited to explore difficult subjects such as violence against women. Because these issues are presented in the guise of entertainment, and because viewers often identify with the main characters, such programmes can be an effective way to influence people's attitudes and practices.

In South Africa, for example, a multi-media communications campaign called Soul City reached an estimated 20 million viewers on a regular basis with hard-hitting but entertaining social messages. Each of the four series made use of a 13 part prime-time TV drama, 60 episode radio drama and educational booklets around a chosen theme which were serialized by 12 newspapers in each of the major languages of the country. Series four tackled violence against women. Coverage not only reached millions of people across the desired socio-economic and age range, but influenced the ways that they thought about the issues. For more information, see their website at www.soulcity.org.za

Social Marketing
Social marketing is an approach to communications borrowing techniques from the field of commercial marketing and advertising. It refers to the selling of a product or a practice and develops messages to increase knowledge and modify behaviour. Social marketing has been used most often in the health and population development sector, for example to encourage couples to use birth control for family planning or to stop the spread of HIV/AIDS.

In the South Pacific, the Fiji Women's Crisis Centre used social marketing techniques in a series of public service announcements aimed at stopping domestic violence. The ads depict the social, economic and developmental costs of such violence, emphasizing that it is not just a 'women's problem' but a crime the whole society must pay for. By illustrating the detrimental consequences of domestic violence in both the public and private spheres, the ads, in effect, sell the practice of 'non-violence'.

Overview

Advantages and Disadvantages of Different Media

PRINT MEDIA
DISPLAY

Posters, calendars and wall charts

Advantages	Disadvantages
• popular • visual • longevity • public relations potential	• contains limited space for information • language and literacy (audience must be able to read and understand the language)

PRINT MEDIA
FOR READING

Newsletters, pamphlets, brochures, booklets and comic books

Advantages	Disadvantages
• 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

Advantages	Disadvantages
• 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

Advantages	Disadvantages
• 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

Advantages	Disadvantages
• 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., station may promote different message • price

MASS MEDIA
TELEVISION

Spots, announcements, shows or soap operas

Advantages	Disadvantages
• 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 number • may reach only a limited number of people who have access (urban audience) • can send mixed messages; i.e., station may promote different message

Advantages and Disadvantages
of Different Media

FOLK MEDIA
DRAMA AND POETRY

Theatre, puppet shows, role plays and story telling

Advantages	Disadvantages
• emotive (feels good) • engaging/powerful • potentially interactive	• need skills • time bound • limited audience • effort intensive

FOLK MEDIA
SONG AND DANCE

Stories, testimonials, eyewitness accounts

Advantages	Disadvantages
• 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

Advantages	Disadvantages
• 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.

Advantages	Disadvantages
• allows an individual to show support of the cause • long lasting	• limited reach • limited space

VISUAL ELECTRONIC MEDIA
INTERNET

Advantages	Disadvantages
• global • efficient • interactive • outreach • cost effective	• expensive • language • no rules or bottom lines

VISUAL ELECTRONIC MEDIA
VIDEO, FILM AND SLIDE SHOWS

Advantages	Disadvantages
• participatory • entertaining • convey reality	• need skills • need equipment • expensive

FROM THE WORKSHOP PARTICIPANTS

Using Technology and Electronic Networking to Stop a Harmful Ritual

Rumours began to circulate in the Ugandan women's movement several years ago 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 rumours 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, Ugandan 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. Upon learning more about the situation, 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. Instead of languishing within the kingdom, she would have a chance to live her own life and determine her own fate.

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

Spotlight on Electronic Communications

As Isis-WICCE's story illustrates, international pressure through electronically disseminated information and e-mail campaigns can serve as a powerful force to protect women's rights. Despite its problems of accessibility and availability, the Internet offers many advantages that other media do not:

- it is relatively cheap to publish on the web (compared to traditional ways of publishing)
- there are no 'gate keepers'; i.e., you provide and control the content
- your information can be easily made interactive
- you can reach a widespread audience in your country and throughout the world

Despite these advantages, many organizations do not have their own website. Following are some obstacles to building a site and some ways of overcoming them:

Resources

In many regions, the Internet is still more a supportive tool for our work than a primary focus. However, easy publishing tools can make the building and maintenance time of creating a website cost effective. Internet publishing tools exist which have been developed especially for NGOs and their specific needs; many organizations already make use of them. One example is Action Applications (AA) (http://www.apc.org/actionapps/) developed by the Association for Progressive Communications (APC) network. This service allows non-profits to develop and maintain websites cheaply and easily. In other words, organizations don't need to spend large sums of money on Web design experts to begin publishing on the Web.

Increasing the Number of Visitors to Your Site

✔ Add a URL (website address) to all presentation materials

✔ Combine channels to attract attention – print, posters, postcards, actions, brochures, clips, mailing list and website

✔ *Make Sure That Evidence of All That You Do Is Online!* Is there a street action? Put photos on the Web. Do you have posters in your campaign? Put them online as pictures and also for download in high resolution for those who would like to print them for their own display. Put all other supporting information online, everything that couldn't go in the poster, including statistics, research papers, description of the campaign, links to similar campaigns abroad, etc. Are you quoted in the newspaper? Put the article online with a link to the newspaper.

CheckList

Skills

Internet and electronic communications are dynamic, growing and developing very quickly. While it is important that women's NGOs work with information and communications technologies (ICTs), we need not all become programmers. Other NGOs and networks with more experience can provide help, advice or service (see the links in the reference section, p. 19).

Time

Getting information online does take time. Maintaining a website requires updating the information provided, and receiving extra e-mails and requests for information; running a mailing list or a news group means taking care of the subscriptions, uploading news, etc. However, websites do not have to be news sources. Rather, they can serve as background/explanatory/archive spaces for activities. Furthermore, having a website can also save time. It can provide answers to the questions most frequently asked of staff or provide information specifically for journalists or policy makers. By referring people to the site directly, we can save ourselves and our staff considerable time and effort.

Adapted from a paper provided by Lenka Simerska, Bratislava Strategic Communications Workshop, October 2001

FROM THE WORKSHOP PARTICIPANTS

The Juba Women's Development Centre in Somalia was putting the finishing touches to their communications strategy. As part of a UNIFEM capacity-building and sensitization training project, they had created awareness-raising materials to sensitize girls and women on the harmful effects of Female Genital Mutilation (FGM). They expected these materials would help Somali girls and women learn about the harmful effects of the practice and begin to fight against it.

Like many partners, they acknowledged UNIFEM's support by adding the UNIFEM logo – a dove with a female symbol inside – to their materials. Upon distributing the posters, however, Juba staff could tell something was amiss. On viewing the posters and pamphlets, many Somali villagers saw the UNIFEM logo not as a symbol of a woman, but rather as an image of a cross. Fearing that the NGO was trying to convert them to Christianity, the villagers paid little attention to the actual message the materials were attempting to promote.

THE NECESSITY OF PRE-TESTING

Despite our best intentions, the message people understand from a particular material is not necessarily, or sometimes not at all, what we originally intended. Indeed, without consulting with the intended audience, we run the risk not only that our materials will prove ineffective, but that they might even offend or alienate particular groups.

This story of the Jub Women's Development Centre provides a clear example of the unintended consequences of creating messages and materials, and how such consequences can undermine our work. In addition to the symbol misconstrued in this example, colours, shapes, text and other design elements of media and communica-

⬇ Tips

Designing and Pre-testing Print Materials

Pre-testing print materials can be done in a simple, inexpensive manner by showing a version of them (either a rough draft with text along with some examples of illustrations, or a typeset document with rough graphics in place) to a sample of your intended audience before the final version is produced. When pre-testing, the most important issues to determine are audience comprehension of the message, attraction to the product, its acceptability to them and their personal involvement with the material.

Comprehension
• Does the audience understand the key message of the material and what action they can take to follow up?
• How suitable are the words used?
• What is the meaning or relationship of the visuals to the text?

Attraction
• What kind of feelings does the material generate? Is it engaging, does it shock in a powerful but positive way, or is it a turnoff?
• What does your audience feel about the colour and the layout?

Acceptability
• Is the material compatible with local culture or would it offend or put off the intended audience in any way? Would the hairstyles, clothing, etc, of the people portrayed offend the audience?
• Is the depiction realistic?
• What is its personal relevance? Can the audience see themselves carrying out the actions called for in the materials?

tions materials have the potential to evoke unintended feelings and associations. However, there are simple, participatory ways of developing and pre-testing materials so that our intended messages come across loud and clear. As Titus Moetsabi of Africa Community Communications tells us, remember the '5 Ps': *Proper Preparation Prevents Poor Presentation!!!*

Pre-testing can be done inexpensively by showing a draft version of the materials (for example, a rough-cut of a television or video script) to the intended audience, and asking them questions to see if they understand the concept and the message it was intended to convey.

Materials with a substantial amount of content, such as a long brochure or a book can be sent to colleagues interested in this kind of work for their own purposes. They have an incentive to take the time to read the materials and are more likely to give feedback.

Sometimes, providing small incentives – copies of publications, written acknowl-

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edgement or even a small monetary payment – to reviewers can demonstrate appreciation as well as acknowledge the importance of their feedback. Designing a simple form that structures and guides the feedback process for reviewers can make the job easier. Additionally, breaking up the document into smaller sections/chapters (of about 20 pages each) and requesting feedback on only smaller parts makes people feel that the task of reviewing the document is more manageable. The purpose of pre-testing is to give you a sense of the different kinds of reactions people may have towards your materials. Even if you don't pre-test with many people, it is important to show your materials to people from different backgrounds who may see very different things. Once you show them to a variety of people and get a consensus from your audience, you should be able to stop. There's no need for 'analysis paralysis' when testing materials.

Adapted from advice given by Moncef Bouhafa, Center for Development Communication, and Lori Michau, Co-Director, Raising Voices

FROM THE WORKSHOP PARTICIPANTS

Focus groups don't have to be conducted as pure 'discussion groups'. Media and communications materials themselves can be used as a tool to allow participants to open up to each other. In Jamaica, for example, Women's Media Watch used music to gauge young people's opinions about gender-based violence. Boys and girls were invited to a focus group session. When they arrived a particular song was being played and they were encouraged to dance. Afterwards, there was a discussion about the lyrics and the messages portrayed – whether or not they were degrading to women and girls, etc. The use of music and dance in an informal atmosphere allowed the girls and boys to feel comfortable and therefore to express their thoughts about gender relations in general and more specifically about gender-based violence.

Adapted from a story told at the Caribbean Strategic Communications Workshop, January 2002.

Using Focus Group Discussions

What are they and what are they used for?

Focus groups are carefully planned discussions designed to obtain perceptions on a defined area of interest in a permissive, non-threatening environment. They are used for:

• Probing into people's feelings, opinions, and perceptions of a topic or issue

• Indicating the range of a community's beliefs, ideas and opinions

• Gaining baseline information

• Verifying and obtaining more in-depth details about information collected for an advocacy programme

• Designing question guides for individual interviews and questions for structured interview schedules

• Solving specific problems

• Evaluating programmes

Ten Traits of a Good Moderator

✔ A fast learner who can absorb and understand quickly

✔ A 'friendly leader' who develops a rapport but remains an 'authority figure' at the same time

✔ Knowledgeable but not all-knowing – if members think of her as an expert, the point of the group discussion is lost, and they may merely turn to her for advice

✔ A good listener able to engage even the quietest participant

✔ A facilitator, not a performer: The moderator can be light and funny, but should avoid the use of too much humour as it can divert attention away from the main purpose

✔ Flexibility – s/he must be able to go with the ebb and flow of the discussion and deviate from the plan if necessary if the discussion is going in a constructive direction

✔ Empathy – be aware of others' nervousness, inhibitions, etc.

✔ A 'big picture thinker' who can separate the important from the less significant

✔ A good writer – able to make clear and concise notes and summaries

Adapted from information prepared by Thoko Rodzile, Harare Strategic Communications Workshop, March 2001

Checklist

Participants
- Groups of 6-10 people selected from the intended audience and sharing a common characteristic, such as age, sex, educational background, religion or something directly related to the topic (a total of about 200 well-selected people will be effective)
- Moderators
- Note-takers

Advantages
- Group dynamics generated during discussions produce rich responses and allow new and valuable thoughts to emerge
- They produce a lot of information more quickly and at less cost than individual interviews
- They provide an opportunity to observe a group's non-verbal reactions and discover their feelings and attitudes towards the issue under discussion
- They are excellent for obtaining information from illiterate communities
- Because the questioning is so flexible, they allow the moderator to discover attitudes and opinions that might not be revealed in a survey questionnaire
- The researcher can be present at the session which allows for follow up of responses if required
- They are usually well accepted at the community level as they make use of the group discussion, a form of communications found naturally in most communities

Disadvantages
- Results are not always generalizable to the wider community; rather they indicate a range of views and opinions
- Participants might have a tendency to agree with responses from fellow group members, so caution may be necessary in interpreting results
- A moderator who is not well trained might bias the participants into answering in a certain way
- They have limited value in exploring individual's complex perceptions; as a result in-depth interviews may be a more appropriate method for this purpose
- They might paint a picture of what is socially acceptable in a community, rather than what is really occurring or believed, although this problem can be limited by careful participant selection and good moderating skills

DISTRIBUTION STRATEGIES

When planning a communications strategy, organizations tend to think a lot about what they will produce, but rarely about how they will distribute their materials or products. However, thinking about distribution is as important as thinking about the final product. If you don't consider how you will get your materials 'out there' to your intended audience, there is a danger that they will either sit in large stacks in your office accumulating dust, or you will end up giving them out to almost anyone, just to get rid of them. The most effective distribution strategies occur when stakeholders are involved in the planning process: People will be much more willing to help you distribute your materials if they feel involved in the process of creating them. For example, if you want your posters or pamphlets hung and distributed at a clinic, talk to the clinic staff about the needs of their clientele and what kinds of information they think should be included in the materials.

Organizations involved in the movement to end violence against women have found many creative ways to disseminate their messages and materials from putting slogans on postage stamps, to including a flyer in local electricity bills, to flying a hot air balloon with a message of non-violence. However, different types of media pose different types of issues affecting your distribution strategy. The following questions should guide your thinking about distribution before you finalize your communications approach:

Print
What kind of mail or postal system does your country have? Is it affordable, fast and reliable? Will people receive what you are sending them on time? What kinds of networks, volunteer or hand to hand distribution systems can be used to hang, display or deliver your products? How can you make sure your products reach audiences in remote and rural areas?

Video
Why are you making this video, who do you hope will see it and how will they see it? Do they have access to the proper equipment? What is the number of groups in your target audience and how many times do you expect them to watch the video? How many copies will you make and do you plan to sell them or give them away? If, for example, your audience is small and you expect they may only watch once or twice, video is expensive and not necessarily the most practical way of getting your message across.

Television and Radio

An important issue to think about when planning for television or radio distribution is the public service policy of your particular country regarding free airtime. In some countries, television and radio stations are required to devote a certain amount of airtime free of charge for public service issues. Determining your country's policy is critical since in many places paying for airtime is more expensive than paying for the actual production of your show or public service announcement. However, it is also important to understand the needs of the local media station. For example, you may ask the station for free airtime, but the station may be struggling financially as well and may have difficulty complying. If the station does comply, consider the usefulness of the timeslot that they offer you. Will your programme or ad be broadcast at a time in which your stakeholders will be actively watching or listening?

ETHICAL APPROACHES TO COMMUNICATION TO END GENDER-BASED VIOLENCE

No matter what kind of message or medium you choose, or how you distribute your materials, there are issues inherent in the very process of communications. Raising awareness of women's rights when corresponding services do not exist or are not adequate can lead to frustration at best, increased danger at worst. Publicizing a woman's experience without properly concealing her identity may further increase her vulnerability, and must be done without further violating or exploiting her in the process. The box below provides a series of ethical considerations to take into account when creating your materials:

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

Checklist

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

For Further Reference

ARTPAD Manual and Video. Julie McCarthy, Centre for Applied Theatre Research. Manchester, UK. Contact: juliemccarthy@onetel.net.uk

A training/information resource in theatre-based participatory development techniques with and for development workers. Available in English, Spanish, and Portuguese.

Communicating through Story Characters. Pam Brooke, University Press of America, 1995.
Contact: www.univpress.com

Illustrates how storytelling can be used to affect change and educate individuals through various radio formats such as short spots, plays, soap operas and novellas.

Community Waves: Some Experiences in Supporting the Establishment of Community Radios by UNESCO in Mozambique. Faruco Sadique, UNESCO/UNDP Mozambique. Contact: unesco@mediamoz.com

This booklet describes the methodology behind radio programmes, discusses mobilization and organization efforts, and focuses on training and strategic planning. Also included are chapters on fundraising, radio profiles, equipment needs and future challenges.

Drawing Insight: Communicating Development through Animation. Joyce Greene and Deborah Reber, Southbound Publications. Contact:
chin@southbound.pc.my or
www.southbound.com.my/index.htm

Presents the stories of broadcast and non-broadcast development communication and non-formal education programmes which drew on the power of animation to promote social change.

Edutainment: How to Make Edutainment Work for You. Garth Japhet, Soul City and JBP Pictures. Contact: desktop@icon.co.za

This step-by-step guide to designing and managing an 'edutainment' project draws on the Soul City experience and on a range of edutainment programming from around the world.

Electronic Communication for Networking and Advocacy Work. Paper prepared by Chat Garcia Ramilo, Association for Progressive Communications Women's Networking Support Programme (APC/WNSP). Posted on the UNIFEM Strategic Communications Extranet site at www.undp.org/unifem/extra/ communication/ (login: UNIFEM, password: MEFINU)

This resource material from the Kathmandu UNIFEM Strategic Communications Workshop explores ways in which women's organizations have used electronic communications to promote their work on ending violence against women.

ENTERTAINMENT-EDUCATION: A Communication Strategy for Social Change. Arvind Singhal and Everett M. Rogers, Lawrence Erlbaum Associates, 1999. Contact: orders@erlbaum.com

Explores the history and development of entertainment-education and the process of designing and implementing a media message to both entertain and educate. Examples include formats such as soap operas, rock music, feature films, talk shows, cartoons, comics and theatre.

The Focus Group Interview: Guidelines for the Moderator. Prepared by Porter, Novelli & Associates, Washington, DC, March 1993. Posted on the UNIFEM Strategic Communications Extranet site at www.undp.org/unifem/extra/communication/ (login: UNIFEM, password: MEFINU)

This paper provides tips and details on how to conduct a focus group.

Handbook on Radio and Television Audience Research. UNICEF, UNESCO, and BBC World Service Training. Contact: gmytton@gn.apc.org

Illustrates the methodology of audience research, what methods can be used and how to use and interpret results. It focuses on advertising effectiveness and how the impact of messages via the media can be tested and improved.

Hands-On Social Marketing: A Step by Step Guide. Nedra Weinreich, Sage Publications. Contact: info@sagepub.com

Provides a comprehensive guide to the social marketing process for professionals who wish to influence health or social behaviours using effective techniques of this emerging field.

How to Select and Work with an Advertising Agency. Johns Hopkins University's Center for Communication Programs, 1996. Contact: orders@jhuccp.org

Explores how to find and select ad agencies as well as how to manage a partnership with the agency.

How to Write a Radio Serial Drama for Social Development: A Script Writer's Manual. Esta de Fossard, Johns Hopkins University's Center for Communication Programs. Contact: orders@jhuccp.org

A practical manual for script writers preparing radio serial dramas for development projects. It is useful for both experienced and novice script writers.

Listening for Change: Oral Testimony and Development. Hugo Slim and Paul Thompson, Contributing Editors Olivia Bennett and Nigel Cross, Panos, UK. Contact: oliviab@panos.london.uk.org

Explores the ways in which oral testimonies can be used by organizations and by communities themselves to contribute to development and relief projects. Provides practical guidelines on methods of collection, as well as recording, transcription and translation.

Participatory Development Toolkit. Narayan and Srinivasan, The World Bank and PACT Publishing Contact books@pactpub.org

This toolkit of visual materials enables expression through drawing, role playing, songs, stories and puppetry. It can help

decision makers, project staff, trainers and artists work together to develop culturally appropriate materials.

Picturing a Life Free of Violence: Media and Communications Strategies to End Violence against Women. UNIFEM, 2002. Available for download at www.unifem.undp.org/public/freeofviolence/ index.htm or contact wink@womenink.org

This publication showcases a variety of media and communications strategies and materials used around the world the world to end violence against women. The publication is a visual resource showcasing innovative communications methods for awareness raising.

Puppets with a Purpose: Using Puppetry for Social Change. Peter MacIntyre with a forward by Cheryl Henson, Southbound Publications and UNICEF, 1998. Contact: chin@southbound.pc.my or www.southbound.com.my/index.htm

Explores all aspects of how puppetry can be used for development purposes including making, using and performing with puppets and how they can be used to address sensitive social issues.

Raising Women's Voice for Peacebuilding: Vision, Impact, and Limitations of Media Technologies. Susan McKay and Dylan Mazuranaa, Women, Ink. a project of the International Women's Tribune Centre. Contact: wink@womenink.org

Documents women's experiences and explores how they have used communication technologies in their quest for peace.

Social Marketing: Improving the Quality of Life. Philip Kotler, Ned Roberto and Nancy Lee, Sage Publications, UK. Contact: Tel.: +44 (0)20 7374 0645, www.sagepub.co.uk/

This book features a step-by-step process designed to help readers plan and execute a social marketing campaign. Each of the eight steps is illustrated with actual cases, research highlights and examples of social marketing campaigns that draw on different research methodologies.

Social Mobilization and Social Marketing in Developing Communities: Lessons for Communicators. Neill McKee, Southbound. Contact: www.southbound.com.my/ or chin@south.pc.my

A comprehensive review, backed up by bibliographies and project data from major development sectors including health, population, nutrition, AIDS prevention, etc.

Southern Africa Media Directory. Media Institute of Southern Africa, 1999. Contact: bright@ingrid.misa.org.na

The second edition of this directory features more than 1,000 entries, covering newspapers, radio stations, television stations, press agencies, printers, publishers, consultants specializing in the media, professional associations, training centres and Internet service providers across Southern Africa. Data is organized

by country, and for each country there is a description of the current state of the media.

Traditional Media for Gender Communication. Pamela Brooke, Global Vision, Inc. and Pact Publishing, 1996. Contact: www.pactpub.com

This manual is primarily designed to train facilitators and groups to work with families to use traditional media to develop communication skills, stimulate reflective dialogue on gender issues and prevent family conflict. Facilitators can adapt the activities in the manual to best suit community or situational needs, making sure that each of the steps is met by the end of each session.

Using the Internet for Campaigning: A Practical Guide. Paper prepared by Lenka Simerska, Prague Gender Research Centre, Prague, Czech Republic, 2001. Posted on the UNIFEM Strategic Communications Extranet site at www.undp.org/unifem/extra/ communication/ (login: UNIFEM, password: MEFINU)

This paper, created as a resource material for the Bratislava UNIFEM Strategic Communications Workshop, illustrates ways in which women's groups can create their own websites and use the Internet to further their advocacy goals.

Voices of the Mountain: A Series of Oral Testimonies. Panos, 2002. Contact: www.mountainvoices.org or kelly@panoslondon.org.uk for a free copy for organizations in the South.

This series includes oral testimonies from China, Ethiopia, Kenya, the Lesotho Highlands, Peru and Poland. Panos worked with community-based environmental, cultural and development organizations in select highland areas, training local people to record interviews on a range of issues in order to communicate their personal experiences.

Why Bad Ads Happen to Good Causes and How to Ensure They Won't Happen to Yours. Andy Goodman, Cause Communications, Robert Wood Johnson Foundation. Can be downloaded from www.rwjf.org/publications/publications-pdf/badadslo. pdf

Concluding that that most public interest print ads fail to hit the mark, the author summarizes the research and offers resources and seven guiding principles helpful in revamping print ad campaigns.

Select Web Based Resources

APC Women's Network Support Programme
www.apcwomen.org/
Offers training on how to use different kinds of Internet tools and training materials, as well as assistance with the Internet component of a campaign or programme.

AMARC - Women Online
www.amarc.org/wol/English/modules-en.htm
This site includes many tutorials and helpful materials for women's NGOs, e.g. Introduction to the Internet and Women's Networking Experiences on the Internet; Electronic Mail (E-mail) & Mailing Lists; World Wide Web (WWW) and How to Find Information on the Internet; Creation of Web Pages; Digital Editing; etc.

The Communication Initiative
http://www.comminit.com/
This web portal, which aims to advance the extent and quality of communication and change information, contains events, materials, and many other invaluable resources.

ENAWA (European and North American Women Action) www.enawa.org
This site, focused on Central and Eastern Europe and North America, offers trainings for women on the Web design and strategic use of ICTs

Itrainonline www.itrainonline.org
This site is a portal for sharing Internet knowledge.

Women's Net www.womensnet.org.za
A women's information and communications network for South Africa that aims to empower South African women to use ICTS to advance women's equality.

Working With the Media

When Mallika Dutt, founder of the internation-
al NGO Breakthrough, initially approached
mainstream music distribution companies
with her idea of making a music album of 'Women's
Dreams' she received a cold reception. Not only was the
theme considered unmarketable, but the issues raised
– involving women's hopes for freedom from violence
and fear – were controversial.

"Corporate India is not interested in women's dreams,
they are only interested in women's bodies," says
Mallika of her attempts to find sponsorship for the
album. " I received a lot of advice [from the music
industry], but also a lot of scepticism."

Undeterred by the lack of support, Mallika used her
contacts in India as well as in the international human
rights community to secure funding for the album and
video, as well as to enlist one of India's most famous
classical musicians, Shubha Mudgal, to sing on the
album.

Working with a well-known lyricist and music director,
Mallika developed the theme of the album by asking,
"What do women want? What are our desires? What are
our aspirations? And what are the things that happen to
prevent our dreams from being realized?" The resulting
album, 'Mann Ke Manjeere' (Rhythm of the Mind) pow-
erfully and poetically tells women's stories, illustrating
the obstacles they face as well as how they can break
through to realize their dreams. Once the album was
recorded, Virgin agreed to come on board for marketing
and distribution and Star Television gave Breakthrough
free promotional spots.

The video found its inspiration in the true story of
Shameem Pathan, a single mother from Ahmedabad,
India, who escaped from domestic abuse, braved discrim-
ination and embarked on a career driving a mini-van taxi
to support herself and her child. In the video, a woman
steers down a dusty road in a heavy-duty truck, stopping
to pick up women passengers on the way to a roadside
celebration.

The woman truck driver story captured the national
imagination. It played daily on India's six music video
channels, reaching an audience Dutt places at close to
100 million people. " It almost became like a cult thing,"
she says. " Everybody saw this woman driving a truck."

She knew the video had made an impact when she start-
ed to hear young girls say they wanted to grow up to be
truck drivers. Says Mallika of her success, " I knew that
the Indian public could be receptive to different ideas
about women. I believe that if you figure out an idiom
that reaches out to people's hearts, that you can get
your ideas across."

*Adapted from interviews and press clippings on
'Mann Ke Mannergee'. For more information log onto
www.breakthrough.tv*

Storyline

Working With the Media

As the story of Breakthrough illustrates, mass media can serve as a critical tool in our work to end violence against women. Partnership with a mainstream media outlet can mean that our messages are reaching thousands, potentially millions of people, many of them new and diverse constituencies. Such coverage can jumpstart a national or international debate, focusing the spotlight on issues previously considered too sensitive to be publicly acknowledged.

But with opportunities comes risk. We forfeit control over the content of our messages when we 'hand them over' to the mass media, and this raises new challenges for our campaign, our organization and, most importantly, for the women who have been and continue to be the victims and survivors of violence.

As with the case of Breakthough, finding creative entry points for mainstreaming women's empowerment issues can increase the number of journalists who become allies. Encouraging acknowledgement, debate and discussion about the prevalence of violence against women is critical to raising awareness as the first step in the larger process of social change. Similarly, better presentation and lobbying skills convince others to join our cause. This chapter explores the following topics:

- ✔ *Ways of building media partnerships, engaging the media and working with journalists*

- ✔ *Writing a press release*

- ✔ *Holding a press conference*

- ✔ *How to make information 'newsworthy'*

- ✔ *Improving media coverage on violence against women*

Glossary of Terms Used in this Chapter

Press release: Information about a newsworthy event or activity your organization wants to share with the mass media. Gets the press interested in your issues and allows your organization some degree of control in the way the material is presented.

Press kit: Packaged written material (including speeches, press clippings, press releases, etc.) with facts about your issue and information about your organization.

Press conference: Arranged meeting with press members in which the organizer gives a speech and answers questions. Used most often for a major announcement or breaking news.

Glossary

MAKING MEDIA ALLIES

The mass media industry is uniquely positioned to wield its influence and inspire actions that help eliminate violence against women. Journalists, reporters and other media professionals are in key positions to cover events, publicize available services for survivors and programmes for abusers, as well as to raise awareness about gender violence in all of its manifestations. Too often, however, the media sensationalizes extreme incidents, rather than reporting in a fair and balanced manner or conveying the urgency and prevalence of the pandemic. Similarly, demeaning images of women so omnipresent within mainstream media and advertising industries serve to legitimize violence as a normal or inevitable fact of life.

Many organizations working to end violence against women monitor media coverage and promote alternative messages and images. While we cannot turn all media professionals into allies, we can advocate for and build the capacity of media to change the way in which gender-based violence is portrayed.

FROM THE WORKSHOP PARTICIPANTS

A billboard campaign in the Czech Republic for Nokia 'hands free' telephone accessories showed a man molesting a woman now that his hands were 'free' from holding the phone receiver. To protest the ad, the Prague Centre for Gender Studies collected electronic signatures via their website and presented them to the Czech Advertising Standards Council, the Czech State Administration Office and the Finnish headquarters of Nokia. The letter to Finland stated that this kind of sexist advertising contradicts Nokia's brand identity. Within 14 days of receiving the letter, the Finns withdrew the billboard.

Adapted from a story told by Lenka Simerska, Bratislava Strategic Communications Workshop, October 2001.

►Tips

Working with Journalists and Reporters

Sancharika Samuha (Women Communicator's Forum) in Nepal has been working with journalists on the issue of violence against women for many years. In addition to providing gender sensitization workshops for journalists, Sancharika runs a media monitoring feature service documenting the portrayal of women in the Nepalese media. In this way, it has its finger on the pulse on the Nepalese media from a gender perspective, as well as encouraging journalists not only to cover violence against women stories, but to do so in a responsible manner. Sancharika offers the following tips to establishing and maintaining a productive relationship with journalists and reporters:

Continuous information-sharing and reciprocal feedback
If journalists feel a personal involvement and connection, they will be much more likely to cover the cause. Sancharika continually provides feedback to journalists on the articles that they produce to maintain engagement with them. Following up on every media interaction with a note or phone call can help to maintain a personal relationship.

Provide special incentives
Incentives can take the form of exclusive interviews, invitations to trainings, field visits or international conferences relevant to gender issues. Providing journalists with 'scoops' (stories no one else knows about), recommending additional contacts or experts to help them write a better story, and providing credible factual information or the local/cultural context for an issue or event can help to build trust and maintain personal relationships.

Make their work easier
Journalists and reporters are, of course, very busy people. They will be more likely to cover a story if provided with packaged information (executive summaries, press kits, press releases, etc.) which they can easily use in their work (See page 26, what to include in a press kit). If appropriate, such packaged information can also be made available on a website for easy access.

Train them on the relevant issues
In close consultation with senior media trainers, Sancharika has developed a manual and a workshop curriculum to sensitize journalists to gender issues. This process provided the dual benefits of getting the senior trainers heavily involved in gender issues and of making sure that the manual was practical and useful from a journalist's point of view. Workshops were organized as a training of trainers, and at every workshop at least one senior journalist trainer was recruited as a resource person/ spokesperson. In this way, journalists would encourage and monitor their colleagues to ensure that their work incorporated a gender component.

Develop a gender-sensitive media coverage award
An excellent way of enticing and rewarding journalists to write about your issues is to acknowledge their good work through the use of an award. Sancharika sponsored a high profile award with an external jury as the selection committee. The competition itself was well covered in the media, and the award has become prestigious enough that journalists themselves contact Sancharika to ask what kinds of articles they would like to see written.

Adapted from a presentation made by Bandana Rana, Kathmandu Strategic Communications Workshop, May 2001

CHOOSING MEDIA OUTLETS

Because there are so many media sources – local and international newspapers, daily papers, weeklies, radio stations in different languages broadcasting to different regions or areas, televisions stations aimed at different audiences and so on – it can sometimes feel quite daunting to choose between them. There are several considerations when thinking about what kinds of media to work with:

Circulation and audience ratings

Are you spending a lot of time with a newspaper or programme that is not read, seen or heard by your key audience? Are you spending enough time on the large circulation publications/radio stations or television stations? Find out about the circulation/readership rates of different media sources in your country by phoning up their advertising or marketing department. Media research firms and multinational radio stations are also a good source of audience research data.

Readership/audience

Does the media chosen have a small but influential audience (e.g. politicians, decision-makers)? Are you reaching a new audience of potential active supporters (e.g. reaching mothers through a women's magazine)? What are the kinds of people reached by this media source – their age, language, income group, interests and political persuasion? This information will help you to know what kinds of information will interest them. The best way to get to know this information is to get familiar with the media sources by listening, reading and watching them.

Track record

Some media outlets are much better than others at covering gender violence issues, or in covering them in a gender-sensitive manner. They may be the ones that run your press releases and come to your news conferences or events. You may wish to give specific stories to old contacts or prioritize giving them interviews, for example.

Adapted from ICBL Campaign on the Web at www.icbl.org/resources

Tips

Who to Speak to at a Radio or TV Station/Publication?

The best way to figure out which reporters are most likely to be interested in your story is to know the relevant media: Read the newspapers and magazines, watch the television programmes and listen to the radio shows. You can also request a meeting with (or have a lunch or breakfast for) the Editorial Board of a newspaper and meet with the people who make news decisions and thus influence coverage of gender violence issues. It is useful to target the following:

Reporters who have given you a positive response

These are the ones who have written reports on your media release, come to your news conferences, etc.

The relevant beat reporter

Reporters on the politics, international affairs or general news beats cover press releases dealing with issues of gender-based violence. However, depending on the angle of your story, you could target another beat reporter or different section of the paper/TV/radio programmes, e.g. business, travel, health or religious beats. Also approach columnists and commentators.

News editor (radio, TV, wire services) or bureau chief (wire service or foreign media source)

If you don't have a contact at a particular media source, it is useful to introduce yourself to the news editor and ask for their suggestion about whom you should speak to from the news desk or other beats. They are also the people to speak to if there is a mistake or inaccuracy in an article.

PREPARING INFORMATION FOR A PRESS RELEASE

Press releases are used to pass to the media information your organization wants publicized. They can be sent to newspaper reporters, news managers at a radio station, magazine editors, the assignment desk of a television station as well as to other women's or human rights organizations, donors, opinion leaders, etc. Press releases allow you to influence the way in which the information is presented.

In order to ensure that it will be useful to the media, a press release must be well written, accurate, sent to the correct people and delivered on time by the most reliable means available (whether e-mail, fax or by hand). It is useful to follow-up with a phone call after the press release has been sent in order both to confirm receipt, as well as to emphasize to the journalist/ reporter/editor the importance of your issue.

Adapted from Making the Most of the Media: Tools for Human Rights Groups Worldwide

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Elements of a Press Release

First and foremost, a press release should always have news value. It should be written to answer the questions of who, what, when, where, why and how. The most effective ones are succinct, easy to read and include the following:

• The date

• A headline reflecting the main message

• A sub-headline adding a second, forward looking theme

• Contacts for further information for the organization and those quoted

• A lead paragraph that explains the problem and gives the most important information. This should answer the questions who, what, when, where, why and how. An alternative is to have a dramatic opening story that hooks the reader.

• Background paragraphs that give context to the problem and present relevant data and statistics

• A least two quotes, one from a well known person, if possible

• A suggested solution and a call for action

• A brief organizational description (a mini mission statement) of no more than 30 words

Adapted from Making the Most of the Media: Tools for Human Rights Groups Worldwide

Checklist

ENSURING THE USE OF YOUR PRESS RELEASE

Journalists, reporters and other media professionals are often deluged with press releases and other requests for time and media space. In order to ensure that your press release has the greatest chance of being used, the following tips may be useful:

Pay attention to timing
Press releases should coincide with the media outlet's schedule. Releases should be sent so that they arrive before a paper or station's daily editorial meeting.

Seize opportunities
Timing events with established days commemorating women's or human rights issues (March 8, 16 Days of Activism, etc.) and issuing a press release to raise awareness immediately prior to the day/event makes it more newsworthy.

Drop hints
Some activists drop hints about new information before sending a press release in order to generate interest.

Quote a well-known personality
Identifying a famous and well respected person to speak on ending violence against women and associating them with a campaign or media outreach is a proven way to get attention.

Send them to your allies
Journalists who have worked with you before and are more familiar with your work are more likely to follow up on your press release.

Be selective
The secret to press releases is to use them selectively. If they are sent too often, organizations may pay less attention.

PRESS CONFERENCES

A press conference is an arranged meeting held with members of the press at which the organizer usually offers a statement and then answers questions from journalists. They provide an opportunity for direct communication between an individual or group and the media. Press conferences held at a special location with testimonies by individuals affected by gender-based violence may heighten media interest by giving a human face to a message. A human rights group may also call a press conference if it has a major announcement or fast-breaking news that must reach many members of the media quickly.

One week before
• Send out invitations to select media people

One day before
• Plan the order of the speakers and who will say what. Use a few different speakers, when appropriate, but bring all together to review the main messages each will give.
• Contact members of the media and encourage them to attend.

• Make extra copies of the press kit to send to journalists who do not attend.
• Visit the venue for the press conference and make sure that all details are in order
• Prepare a final list of speakers with biographies of each to give to the media

The day of the conference
• Issue a press release containing the main message of the press conference
• Make last-minute calls to assignment desks and editors
• Check on the venue several hours before the conference starts
• Make sure doors are unlocked for reporters and that the room is easy to find
• Practice the order of the press conference with the principal speakers

During the press conference
• Have a sign-up sheet to get the names and addresses of reporters
• Distribute press kits
• Give reporters a written list of participants
• Keep presentations short and to the point
• Arrange the necessary one-on-one interviews and follow-up interviews
• Record the conference so it can be reviewed later
• Take pictures for in–house use

Following up
• Send press kits to the reporters who did not attend. Alternatively, have the material available on the Web so that reporters can refer to it on their own time

• Call reporters who did not attend but seemed interested and ask if they need more information

• Monitor media coverage to see how the press conference was reported

• Clip newspaper and magazine coverage of the event

• Conduct a staff evaluation of the press conference

Getting News Coverage

Hook

A hook is a story angle that makes it relevant to a larger issue or current events. An example might be the attention in the international media in 2001 to the severe abuse of women's rights under the Taliban regime in Afghanistan. The increased attention focused on the country, and particularly on the issue of women's rights, provided an opportune moment to bring the issue of violence against women to the forefront, emphasizing that the situation of Afghan women and the abuses committed against them are relevant to the situation of many women throughout the world.

Peg

A peg links a story or recent event to a similar event in history. For example, the 16 Days of Activism Against Gender Violence Campaign begins on 25 November. This date commemorates the anniversary of the death of the Mirabel sisters, brutally murdered in the Dominican Republic in 1960, and has recently been designated by the United Nations General Assembly as an official day against violence against women. The 16 Days end on 10 December, International Human Rights Day. Activists around the world use this time frame to undertake highly visible actions to raise awareness about gender-based violence.

Embargo

An embargo is a clear statement with a news release saying that a story is not to be used until a certain date. Frequently organizations use press embargoes to ensure that their stories run on certain days of the week when there is not much other news, to ensure their issues will receive the proper coverage. Although not always respected by the media, embargoes are a useful method for timing publicity and news releases.

Adapted from Making the Most of the Media: Tools for Human Rights Groups Worldwide

IMPROVING MEDIA COVERAGE OF VIOLENCE AGAINST WOMEN

Whereas getting media coverage for your activities is half the battle, your organization may have little control over the kind of coverage you receive or how violence against women more generally is dealt with. Training the media in gender issues and rewarding them for a job well done, as suggested by Sancharika, can make real inroads in turning the tide of media coverage. Below are some ideas to promote better and more sensitive coverage of gender-based violence.

Challenge the way they do things and insist they do better

Organizations can learn to monitor the media systematically and to develop clear guidelines for journalists on covering violence against women.

Editor's Checklist For Newsworthiness

✔ Does the story offer new information?

✔ Does it say something original?

✔ Does it add to ongoing coverage?

✔ Should it be told now?

✔ What impact will the story have on the audience reading it?

✔ Will the story make a difference? Will it change the way the issue is seen?

✔ Does it indicate a movement or change?

Adapted from Making the Most of the Media, Tools for Human Rights Groups Worldwide

Package information and experiences to get them into the media

Take advantage of international events such as the 16 Days of Activism Against Gender Violence Campaign or March 8, International Women's Day, when the media has a greater incentive to focus on women's human rights and issues of gender violence. For example, the South African 'Take Back the Night' campaign held a night-time march of 300 women with candles during the '16 days' timeframe.

Organize action to express displeasure at the content of the media

Opinion columns and letters to the editor can be used as a space to highlight and discuss gender violence issues. Protest and petitions can target media outlets whose coverage is particularly misogynistic.

Provide them with culturally sensitive media messages

When alternative media channels become popular, media outlets will be more likely to run or broadcast the messages. For example, B.A.B.E. (Be Active, Be Emancipated) in Croatia has offered mainstream media outlets in the country a pro-woman anti-violence message through the use of a mini-music video. The video clip, featuring an original song about gender violence sung by a female rap artist, tells stories of women violence survivors and expresses rage that this type of violence is allowed to go on. Conceived as a kind of edu-tainment, the video clip was broadcast for free on Croatian television and was a very effective way of delivering an anti-violence message. ■

Adapted from Colleen Lowe-Morna's presentation at the Harare Strategic Communications Workshop, March 2001

FROM THE WORKSHOP PARTICIPANTS

Practical steps to monitor a campaign through media attention

After attending the Harare Strategic Communications Workshop, the South African National Network on Violence against Women (NNVAW) convened their own communications training for their networks, and produced their own guide on communications for advocacy. The following tips taken from the guide should help determine the amount and kind of coverage a campaign is receiving.

1. Collect all newspapers in a specific geographical area (this can also be done with radio and television coverage when appropriate)

2. Cut out all articles dealing with gender-based violence.

3. Label all these cuttings.

4. Decide on what categories are being monitored e.g. mention of organization, page numbers (i.e. how prominent is the article? Is it on the front page or hidden somewhere within the publication?), name of journalist, section in paper, etc.

5. Develop key themes e.g. femicide, rape, legal system's response to violence against women.

Do this exercise at the beginning of your campaign, and repeat it two or three times during and again at the end. Analyse your findings e.g. percentage of coverage of the issue, number of positive versus negative articles, types of bias evident, quality of coverage by the media, etc. Based on these findings, make recommendations on how to improve your media advocacy work, e.g. lobbying specific journalists, and take steps to share this analysis with the media houses, with letters to the editor and meetings with key journalists.

Adapted from NNVAW Communication Advocacy Guide 2001

FROM THE WORKSHOP PARTICIPANTS

The following guidelines, adopted at a conference of Southern African media professionals, are useful for covering the issue of violence against women:

• Violence against women should be recognized as equally significant to other crimes.

• Perpetrators of violence should be named wherever legally possible.

• Violence against women stories should be based on a variety of sources and wherever possible include the views of survivors themselves in a way that does not lead to further victimization and suffering.

• The media, and especially the public broadcaster, has a public education function. This includes reporting on positive role models for women and debunking myths around gender violence.

• All news stories should include analysis and contextualisation of events.

• Stories about violence against women should be diverse and reflect a variety of women's experiences, for example, rural, disabled, lesbians, etc.

• Information about services should be made available.

• Comprehensive guidelines to avoid the use of sexist language should be developed and monitored by media organizations and ombudspersons.

• Ads should conform to gender-sensitive criteria to be developed and monitored by media organizations and regulatory authorities.

Source: "Monitoring Media Coverage of Violence Against Women" Media Monitoring Project in Conjunction with Transforming Women in the Media". Adapted from a paper by Colleen Lowe-Morna for the Harare Strategic Communications Workshop, March 2001

For Further Reference

Gender Setting: New Agendas for Media Monitoring and Advocacy. Margaret Gallagher, Women's Media Programme, WACC (World Association for Christian Communications), 2001. Contact: wacc@wacc.org.uk

This is a revealing and practical study of media democracy and diversity in the new information age, using findings from a wide range of countries. It explores such topics as the scope of independent citizen action in media and cultural policy formation, how audiences can effectively voice critiques for media content, and the potential for monitoring, lobbying and advocacy.

Insider's Guide to Strategic Media Relations. Valerie Denney Communications. Contact: info@vdcom.com. Can be downloaded from www.vdcom.com/articles/uploads/vdc_brochure.pdf

This publication provides tips on how to make news by following a six-step process. Included in this 12-page resource is a press release template and tips for pitching stories.

Making the Most of the Media: Tools for Human Rights Groups Worldwide. Center for Sustainable Human Rights Action (CESHRA), 2001. Contact: wmhacques@ceshra.org

This handbook contains strategies for building and maintaining long-term productive relations with the mass media. Available in English and forthcoming in French, Spanish and Arabic.

Media Activist Kit. Women's Media Watch. Available online at www.womensmediawatch.org.za/archives/products/kit.html

Put together in a simple and usable way, this kit provides a guide to analyse the media and interact with media professionals.

News for Change: An Advocates Guide to Working with the Media. Lawrence Wallack, Lori Dorfman, Katie Woodruff and Iris Diaz. Sage Publications. Contact: info@sagepub.com

A practical guide for working with the media written in workbook format with worksheets and exercises designed to put theory and desire for change into action.

Orientation to Gender Concepts and Issues: A Training Manual for Media Professionals. Sancharika Samuha, Kathmandu, Nepal. Contact: www.sancharika.org

Used with media professionals in South Asia, this guide offers practical tips to help reporters, journalists and other media types take gender into account in their reporting.

Who Makes the News? Global Media Monitoring Project. George Spears and Kasia Seydegart, WACC (World Association for Christian Communications), 2000. Available for PDF download at www.wacc.org.uk/publications/other_pubs/new/who_makes_news_gmmp.html

An extensive analysis of women's participation in the world's news media, this report forces media producers, educators and journalists to confront and rethink their ideas about what is news.

Whose News, Whose Views?: A Gender and Media Handbook for Southern Africa Media. Edited by Colleen Lowe Morna, Gender Links, South Africa. Can be downloaded from www.genderlinks.org/za/Gender_Media/Introduction.pdf.

A guideline for media managers and practitioners to make newsrooms more gender sensitive. Includes checklists for media and media-related bodies to ensure that the content and language of their materials, the packaging and advertising, as well as their structures and systems reflect a message of gender equity.

Working with Media in Conflicts and Other Emergencies. Department for International Development (DfID), UK. Contact: e-bull@dfid.gov.uk

Covers such issues as why and when to support media in conflicts and other emergencies and how to appraise and monitor such media initiatives. Includes case studies from Central Africa, Columbia, Liberia, Macedonia, South Africa and the USA.

Women Meeting the Challenge: A Handbook for Media Leadership. African Women's Media Centre, a project of the International Women's Media Foundation. Contact: gnadi@iwmf.org

This handbook compliments training workshops provided by the African Women's Media Centre and prepares women journalists to take management and decision-making roles in the media.

Strategic Communications

When Ornanong Intarajit, director of Thailand's Hotline Centre Foundation and host of a live television chat show addressing violence against women, asked for help in designing a slogan for the Foundation's advocacy work, viewers were quick to respond. Within an hour, 200 callers had telephoned the programme with suggestions. Hotline used this as an indicator that the programme was not only reaching people, but also inspiring them to spend time thinking about the issues. Other indicators included the number of phone calls to nine phone lines staffed by senior psychologists and social workers from hospitals and universities, and letters received in follow-up to the individual programmes.

The success of this talk show inspired Hotline to expand their repertoire to produce television docu-dramas. Using a half performance, half talk show format, the series dramatized real life stories of violence survivors, using these as case studies for studio discussions on violence. Much like the talk show, Hotline used indicators such as the size of the viewing audience (1.5 million) and the amount and kind of media attention garnered by the show as an indication of its success. However, because Hotline invested so much time and resources into the production of this drama series, they wanted to have a better sense of the show's results. While indicators serve as useful 'road signs' of project results, the real question had to do with the larger project impact: What effect were these dramas having on the viewing audience? How was the show

being received? Were the dramatizations believable? Were the discussions useful? And, if so, who was watching it, in what way was it being used and how did this translate into raising awareness, and transforming attitudes and behaviours?

Such questions – not easy to answer – were critical to assessing the project's success. Hotline began to explore some of these issues by talking with violence survivors whose stories were portrayed in the dramas, as well as using the studio audience as a kind of focus group. Using participatory monitoring and evaluation techniques, they found that many of the survivors thought the dramatizations were not accurately 'telling their stories', but instead were portraying them in an exaggerated and overly dramatic manner. Furthermore, the scripting and choice of actors sometimes sent out unintentional messages, hindering the impact of the episode.

In reaction to this feedback, Hotline decided to make adjustments to the series. Still in the production process, they strengthened and clarified the messages and re-worked the dramas so that they more accurately reflected real life experiences. Rather than dramatizing the stories in their entirety, they concentrated on the proactive and positive solutions violence survivors were using to deal with their situation. By monitoring the progress of their work, Hotline understood how to improve upon their ongoing efforts.

Adapted from a story told by Ornanong Intarajit at the Kathmandu Strategic Communications Workshop and Hotline mid-term report to UNIFEM, July 2002

Storyline

Chapter 3

Strategic Communications

As Hotline's project illustrates, it is much easier to describe what we did (produced 20 episodes of a series, generated a certain amount of media coverage, etc.) then to answer the question of what happened as a result of what we did. While all of us are very busy doing, we often don't have the requisite time to reflect, analyse and determine what difference our interventions are making in women's lives. In order to achieve the changes we want from our initiatives, we need to have a clear idea at the very beginning of exactly what it is we want to achieve. Conceptualizing concrete objectives, ways to achieve these and mechanisms for monitoring progress towards these objectives are as important for communications initiatives as they are for any other type of project. Monitoring and evaluation tools can then be used over the duration of the project and at its end to help us to understand our achievements, figure out the gaps, as well as understand ways to improve our work.

This chapter explores the following tools and processes to think about when designing a holistic and sustainable communications strategy:

- ✔ Setting goals and objectives
- ✔ Creating a baseline from which to measure progress
- ✔ Using indicators to track progress
- ✔ Figuring out which stakeholders we will work with to help us achieve our goals
- ✔ Process documentation
- ✔ Sustainability

Glossary of Terms Used in this Chapter

Results: Changes that can be described and measured. Results are often categorized in terms of their immediacy: short-term (outputs), medium-term (outcomes) and long-term impact-level results.

Inputs: Resources required for achieving the stated results. Inputs are necessary to conduct an activity and, in the longer term, produce a result.

Indicator: An explicit measure used to determine performance; a signal that reveals progress towards results; a means of measuring what actually happens against what has been planned in terms of quality, quantity and timeliness. Indicators can be quantitative or qualitative. Well-defined indicators are reliable, simple, useful and affordable to use.

Key stakeholders: In advocacy work, defined as those who must make the change.

Primary stakeholders: Those who will benefit from the changes being made.

Secondary stakeholders: Those you will work with to bring about change.

Significant others: Those who may oppose your advocacy work or actively hinder your progress.

Monitoring: An ongoing process to verify systematically that planned activities or processes take place as expected or that progress is being made in achieving planned outputs. Monitoring generally involves collecting and analysing data on implementation processes, strategies and results, and recommending corrective measures.

Evaluation: A time-bound exercise that aims to assess systematically and objectively the relevance, performance and success of ongoing and completed programmes and projects. Evaluations can also address outcomes or other development issues.

Process documentation: The capturing of information about the progress and process of achieving objectives in print, on film or through other means so that it can become a historical record and a resource for others to use.

DESIGNING A COMMUNICATIONS STRATEGY

A well worn saying is "If you don't know where you're going, you'll never get there". Having an intentional and well thought out strategy is particularly important when it comes to communications efforts. As the public face of advocacy work, communications is our interface with the outside world. How messages are packaged and directed will ultimately determine how well the work is received. Working with a team that is guided by a common purpose, with all focused on consistent messages, is crucial to the effectiveness of the effort. Below is a template to guide you though some fundamental questions regarding your communications strategy.

USEFUL ISSUES TO THINK ABOUT

What is the *problem* and what are its causes and solution(s)?	Use the regular tools that you would use for designing programme activities, such as situational analysis and the problem tree, see p.35.
What are your *goals* and *objectives*?	A goal is a long-term ambition which will be realized through a combination of communications and practical activities. An objective is a more immediate ambition, and should be Specific, Measurable, Attainable, Realistic and Time-bound (SMART).
What are the *changes* you are trying to bring about through your communications strategy (e.g. awareness, knowledge, attitude or behaviour changes).	Another way of thinking about this is to ask yourself, "What will be different as a result of my communications strategy?"
What *indicators* will you use to track progress toward results?	Think about the different sorts of progress you want to keep track of throughout the life of the strategy, e.g. of the process, of the impact and outcomes of your strategy, and of the change in context (which might influence whether you achieve your objective). Identify what systems you will use to collect and analyse your indicators.
Who are your *key stakeholders?*	What do they know? How are they influenced? How do they make decisions? What information do they need?
Who are your *primary stakeholders*? How have they been involved in designing the goals, objectives, results and indicators of your strategy? Who are your *secondary stakeholders* and *significant others*?	A useful tool when thinking about stakeholders is 'The power map'. (See p.40 for more information).
What *communications research* do you need to carry out to test your assumptions about knowledge and attitudes, etc.?	How will you reach a representative sample of your target audience, and what techniques will you use to find out what they know and think about the issues? How do they access information on this topic now?
What are the *key messages* that you need to communicate to each group of stakeholders to bring about the desired change (e.g. increase their knowledge on an issue, change behaviour, etc.)?	Use focus groups and other kinds of communications research to find out what your stakeholders already know or believe and target your messages accordingly. *continued on page 34*

DESIGNING A COMMUNICATIONS STRATEGY

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What c*ommunication products* (e.g. posters), channels (e.g. radio) and *activities* (e.g. demonstrations) are most appropriate for your key stakeholders?	You will probably need to influence many people to do different things at the same time. Be explicit about whom you're targeting to do what; find out about each group and target them with appropriate messages, and products conveyed through appropriate channels. Think also about who is communicating. Involve those who have credibility/influence with key stakeholders.
What will be the *timing/work plan* for your communications strategy/campaign? What are the key dates/occasions for release of messages and materials?	It's useful to do a timeline when planning your strategy so that deadlines are met and tasks distributed in a fair and effective manner. National, regional or international commemorations may serve as useful occasions to release and distribute materials.
What *process documentation systems* will you use or create to capture process and results? How will you package and disseminate this information and knowledge to anticipated audiences?	Think about what systems already exist for capturing and sharing this information e.g. annual reports, quarterly meetings, stakeholder meetings, etc. Can they be used to convey information about process and results? It is helpful to work both backwards and forwards in answering this question: i.e., who needs to know the information that you have (about impact and learning) and what information do you have that is useful? This should be linked to your indicators.
How much will you need to *budget* for your strategy, and what expertise and skills are necessary?	It is important to be realistic and to choose methods consistent with the resources that you have.
How will you *assess* and *disseminate* the impact of your strategy, and the lessons learned from your experiences?	Think about how other organizations can benefit from your experiences.
How will you ensure *sustainability* of your communications strategy?	If you have successfully brought about changes (e.g. in people's attitudes and behaviour), you need to think about how to ensure that these continue once the original enthusiasm/conviction has died down. Who needs to sustain the intervention, and what communications approaches will be most effective?

ANALYSING THE PROBLEM

A useful tool to use with stakeholders to identify the causes and effects of the perceived problem is the 'Problem Tree'. Using this tool, the trunk is the problem; the roots represent the root causes of the problem and the branches are the consequences or effects of the problem. The tool is useful because it allows you – and others whom you might want to be involved in your advocacy work, your primary and secondary stakeholders – to explore the reasons why there is a problem.

The tool is particularly useful in groups, because it allows each individual to depict their reality visually, but at the same time to contribute to a group understanding of the situation. Once all the causes have been identified, the group can review their capacity and skills and prioritize which causes can be tackled through an advocacy and communications intervention.
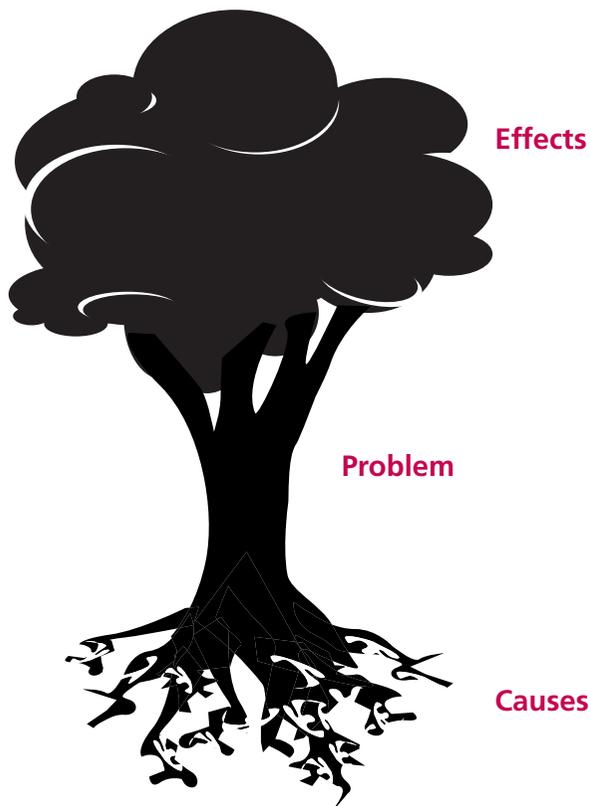
Analysing the causes and effects and mapping their relationship to each other enables us to do two things: first, to reach a common understanding of the problem that we want to tackle – thereby increasing ownership of the project or campaign – and second, to identify which stakeholders are most affected and more likely to be interested in participating or leading specific activities.

The organization EQUITY Tanzania used the Problem Tree to analyse a situation of rising sexual offences in Tanzania. They identified the problem as follows:

THE CAUSES
- Women unaware that a law exists to protect the from sexual harassment and indecent assault.
- Low levels of awareness of new law (1998 Sexual Offences Special Provisions Act) and its enforcement by judiciary.
- Police claim ignorance of the new law and charge using older, more lenient laws.
- The Magistrates Act has not been updated, allowing magistrates to use the old, lenient law to try perpetrators of violence.

THE EFFECTS
- Perpetrators of sexual offences, indecent assault and trafficking in girls and women are not punished.
- There is no redress for sexual harassment in the workplace.
- Women are not reporting offences.
- People don't know their rights and don't assert them in courts.
- Women fear being out alone and victims of violence are afraid to 'come out'.

EQUITY was able to use this analysis to design a campaign to raise awareness about the existing law, so that victims could use it in their defence in the home and workplace, and assert it in police stations. They also designed a strategy to influence the Special Provisions Act itself, to make it easier to understand and apply, and to make it more effective in protecting women.

Effects

Problem

Causes

SETTING CLEAR GOALS AND OBJECTIVES

A **Goal** is a forward-looking and ambitious statement of what you hope to achieve over the long term; e.g. reducing violence against women in a country, increasing justice for victims of violence, etc. An **Objective** is an incremental and realistic step towards achieving your goal. The objective needs to specify what changes you will bring about and should be SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

For example, in the 'Storyline' case that precedes the introduction, the objective of APROFES was to bring about justice for the young girl, using the laws and international conventions as tools and a mobilized civil society as levers. The objective was achieved as we saw, but other achievements included an increasingly informed civil society and judiciary; better co-ordinated agencies working across human and legal rights, and women's issues; and the organization APROFES more confident and strengthened by its success.

Tips

Questions that will help you make your objectives SMART, and allow you to choose one objective above another, are as follows:

- Do qualitative or quantitative data exist to show that reaching the objective will improve the situation?

- Is the objective achievable, even with opposition?

- Will the objectives gain the support of many people? Do people care about the goal/objective deeply enough to take action?

- Will you be able to raise money or other resources to support your work on the goal/objective?

- Can you clearly identify the main stakeholders? What are their names or positions?

- Is the goal/objective easy to understand?

- Do you have the necessary alliances with key individuals or organizations to reach your objective? How will the objective help build alliances with other NGOs, leaders and stakeholders?

- Will working on the objective give people opportunities to learn about and become involved with the decision-making process.

From SARA/AED: An Introduction to Advocacy Training Guide

CHANGES WE'RE TRYING TO BRING ABOUT

A KAB (Awareness, Knowledge, Attitude and Behaviour) is a tool to help us clarify and make explicit the changes we're trying to bring about through a communications intervention before we begin.

Through our advocacy work to end violence against women, we may be trying to raise Awareness by drawing people's attention to an issue that they should know about (e.g. forcing women to have sex in a marriage is illegal under the Sexual Offences Act in Zimbabwe); increase Knowledge by giving people enough information to increase their depth of understanding on an issue (e.g. the ways in which HIV/AIDS is transmitted or the legal options for women in abusive partnerships); transform Attitudes, or getting people to see things in a different way and from the perspective of other people (e.g. to convince abusive husbands that forced sex within marriage qualifies as rape); and change Behaviour – the hardest change to bring about – convincing people to take action in their own lives that will result in reduced violence in society.

Creating a Baseline from Which to Measure Progress

In order to describe 'how far we've come' in reaching objectives, we need to know what is the starting point. So, if we're trying to change people's attitudes towards domestic violence, we need to be able to say what their attitude is to begin with. Collecting baseline information allows us to set targets about what we hope people will understand at the end of our communications campaign, and to show how much progress we've made towards those targets. Our baseline information can be quantitative (e.g. 62% of women in such and such district were not aware of the laws protecting them from domestic violence), and qualitative (e.g. "When I went to the police station to ask for protection against my husband, they said they could not help me because the violence happens in my own home"). Ways of investigating the baseline situation include the following:

Interviews with individuals from the audience you will be targeting
This consists of talking with key informants using a semi structured questionnaire. Key informants may be from the target audience (e.g. the police) or from a leader that is familiar with the audience (the head of the police association, an NGO providing legal services to women, etc.).

Focus groups
(See pages 14-15 for more information).

Questionnaires

These are tools that are used for either semi-structured interviews or for surveys. Questions may be closed (you provide the response, as in a yes or no question) or open (the answer is provided by the respondent, as for example "How do you see the role of the police?"). Closed questions are easier and cheaper to analyse, but lock the respondent in to a pre-determined course. Questionnaires should always be pre-tested prior to their use.

Rapid appraisal

Rapid appraisal consists of site visit to the target audience and a structured discussion to find out what they know and think about an issue. Team members usually include members of the community in the case of a participatory rapid appraisal. Results are analysed and written up. Rapid appraisal may involve the use of semi-structured interviews and modified focus groups.

Document review

This is a desk review and analysis of existing research or documents. For instance, if the objective is to influence coverage of violence against women issues in the newspaper, the first step would be content analysis. The number of articles in a newspaper about violence against women is measured, but also what those articles were about, where they were in the newspaper, etc. Includes both qualitative and quantitative approaches.

Surveys

There are many types of surveys. These can be both formal (e.g. written down, using a questionnaire and sent out to known groups of people) or informal (making use of a gathering of people and facilitating a discussion around what you want to know). They may include telephone polls, larger household sample surveys, exiting polls (after a client has visited a service such as a counselling centre, etc). In many countries private research companies carry out 'omnibus' surveys (a sample survey of the same households usually on a quarterly basis where clients buy one or a series of questions).

Surveys can be high cost, but there are ways to reduce the costs. In the Caribbean workshop, for example, participants from Guyana talked about including questions about violence against women in people's phone bills through the national telephone company, and providing information about a telephone hotline that victims could call for support and advice. In addition large scale sample surveys are usually conducted by Ministries of

Health, such as the Demographic and Health Surveys. In some cases a module on violence against women may already be included, and if not you can lobby for one and pay for the development costs (usually much lower than doing the survey yourself).

FROM THE WORKSHOP PARTICIPANTS
Soul City

Soul City had already proved itself to be a successful multi-media educational entertainment and communications tool by the time it tackled the subject of violence in 1997. Its third successful multi-media campaign – consisting of a peak-time television drama, a radio series in nine languages, booklets and a media campaign – used 'edutainment' to bring about increased knowledge and a positive change in social attitudes around the issue of violence in South Africa.

The campaign's impact was evaluated by the Community Agency for Social Research. They chose four 'sentinel sites' in different provinces of South Africa to focus in detail on small groups and understand something about changes in awareness, attitudes and behaviours as a result of being exposed to the campaign. The four sites were carefully chosen to provide contrasting social contexts such as education levels, employment, living conditions, exposure to media and rural and urban communities.

Groups of 200 people in each of the four chosen sites were surveyed before the campaign in August 1997 and again after the end of the campaign in November of that year. In-depth interviews were also held with key influential stakeholders such as health workers, representatives of political, civic, youth and women's organizations, teachers, representatives of community police forums, local government councillors and traditional healers.

The results were impressive: 62% of people had watched the TV programme; 34% had read the serialized stories in the newspapers and 42% had read about it in the papers. The campaign stimulated discussion around the topic in many forums: 45% of survey respondents said they had talked about Soul City with others, including their friends, spouse, children and parents. There was also qualitative evidence of shifts in knowledge and attitude:

Surveys can be an easy, useful and cost effective way of obtaining baseline knowledge of people's opinions. Yet they also present some ethical issues. For example, asking sensitive survey questions about a woman's experience of violence without providing any follow-up counselling or psychological services can be problematic. See p. 16 for a discussion of ethical issues regarding the use of communications to end violence against women.

USING INDICATORS TO TRACK PROGRESS

Indicators are explicit measures used to determine performance. It's sometimes helpful to think of them as the milestones along the path you're travelling. They provide information for you to judge how far you've travelled, and how far you have to go to reach your destination (in this case the changes you are trying to bring about). Once you have identified where you want to go, and plotted a path to get you there, the next step is to decide what sort of milestones you need to put in place to guide you on your journey.

The best indicators are the ones that are simple, easy to collect and analyse, and show levels of progress towards achieving results. They can be quantitative or qualitative and help you to evaluate the effectiveness of communications and advocacy activities. They should be designed to reflect change at different levels (e.g. individual, societal and social). Useful indicators have some or all of the following qualities:

- Already or readily available
- Measurable and meaningful
- Resonant and easy to understand
- Few and indicative
- Up to date and repeatable to allow comparisons over time and place
- Cost effective
- Mutually agreed to be useful measures of change (e.g., between those collecting the information and those whose 'change' is being brought about)
- In proportion to the scale of the project (e.g., don't spend 50% of total resources monitoring the project and only 50% on the work itself)
- Reliable and valid (e.g., close to the reality that they are measuring)
- Change as the project develops and objectives are modified to keep pace with reality

Contributions from the New Economics Foundation: The Thoughtful Activist, A Toolkit for Enhancing NGO Campaigning and Advocacy

Tips

Designing Indicators within the Framework of AKAB

Indicators can also be developed within the framework of AKAB to assess the changes to awareness, knowledge, attitude and behaviour that have been brought about as a result of a particular project or programme. With regards to violence against women, we might want to look at expanded public and private dialogue and debate as indicators of awareness; increased accuracy of the information that people share in the dialogue/debate as tracking progress towards increasing knowledge; changes in social and cultural norms as an indicator of shifting attitudes; and new actions and practices as indicators of transforming behaviour.

Expanded public and private dialogue and debate (awareness)

What increase has there been in:

- Family discussion?
- Discussion among friends?
- Discussion in community gatherings?
- Coverage and discussion in news media?
- Problem solving dialogue?
- Focus and discussion in entertainment media?
- Debate and dialogue in the political process?

Increased accuracy of the information that people share in the dialogue/debate (tracking progress towards increasing knowledge)
- Are people becoming more informed about the issue?
- Are stereotypes being dispelled?
- Is information being shared between people
- Are people discussing different perspectives on the issue?

Shifting attitudes
- Are there signs of increased sensitivity on the issue?
- Are people more accepting of different perspectives on the issue?
- Is there reflection on existing social norms and cultural values (that might currently stand in the way of behavioural change)?

Change in behaviour

- Are people taking action as a result of being informed and influenced?
- What are their actions, and what outcomes are emerging?
- Are people getting involved in campaigns, becoming advocates themselves?
- Are institutions that have traditionally been silent on issues of violence against women 'speaking out' and taking actions in support of your campaign?
- How sustained has this behavioural change been to date, and what signs are there of the change being sustained in the future?

EXAMPLES OF CHANGE INDICATORS

If we look at advocacy as a means of influencing people to generate a policy change, we need to find indicators that allow us to monitor steps towards that change. The European Women's lobby has created the following framework and indicators to monitor progress in creating an enabling environment for combating violence against women:

Policy
Anti-violence policy should contain a clear and encompassing definition of violence against women; designate a consultation process that brings together all sectors; identify strategies and budget allocations; and lay out a framework for monitoring and indicators to measure progress.

Budgets
Budget lines should identify specific actions, policies and measures; the budget allocated to violence against women should be measured against Gross Domestic Product

Legislative framework
Legislation should clearly address all forms of gender-based violence; it should specify criminal or civil law responses; unambiguously stipulate sanctions; and include measures to prosecute state agents who are perpetrators of violence.

Remedies for redress
The primary indicator will be complaints lodged to the police. This indicator will be based on police reports, number of police interventions and their outcomes, the existence of protocols for the police to follow in cases of gender-based violence, referrals and follow-up.

Criminal and civil justice system
These indicators will evaluate the structure of the criminal and civil justice system from the perspective of criminal and civil outcomes, such as: cases brought and their outcomes (i.e., convictions, sentences and sanctioning, compensation ordered); length of time between lodging a complaint and the beginning of legal proceedings; and measures to guarantee protection to the victim.

Training of professionals
All relevant professionals (such as law enforcement officers, police, justice personnel, health workers, social workers and interpreters) should be trained in gender-sensitive methods and become capable of competently assisting a diverse range of potential victims, including migrants, ethnic or racial minorities, lesbians and gay men, the hearing impaired, etc.

Service provision
The adequacy of service provision may be appraised by looking at the number of shelters/refuges and their ability to serve a diverse range of violence survivors; their geographical spread; the level of government support to shelter provision; the level of other services provided such as psychological counselling; free or low-cost legal assistance; job training and employment referrals; and the quality of the services as assessed by the users.

Women's diversity
This focuses on ensuring that the above provisions are accessible to a diverse range of potential victims of violence. This includes accounting for the number of officials recruited from migrant, ethnic, racial or sexual minority communities; the number of services available or targeted toward particular communities that may have special needs such as asylum seekers or refugees, victims of trafficking, or women in institutions such as homes for the elderly, prisons or mental hospitals.

Civil society – women's NGOs
The range, scope and sustainability of women's organizations, especially those reaching marginalized communities, is a significant indicator of the range and quality of anti-violence interventions.

Data collection
Collecting and disaggregating data is a fundamental aspect of assessing progress. Data should be collected systematically in partnership with NGOs, and should incorporate information from the police, hospitals and other health care providers, and legal assistance agencies. This information should be extensively disseminated, and should form the basis for education, information and communications strategies.

Prevention
Violence prevention is the least used anti-violence strategy, and potentially the most effective in the long-term. Prevention includes raising awareness, disseminating information on gender-sensitive human rights methodologies, media and communications campaigns, and extensive efforts directed toward building non-violent, gender-sensitive curricula in primary and secondary educational institutions.

DETERMINING YOUR STAKEHOLDERS AND AUDIENCE

Advocacy work entails collaborating with allies and partners, as well as working with those whose actions you are trying to alter or whose opinions you oppose. The main groups you will be working with in order to bring about change are called your stakeholders. Identifying the kinds of stakeholders involved in your advocacy work is crucial in order to help you target your communications efforts more effectively.

Key stakeholders are those who must make the change, often the policy makers or opinion leaders. Depending on the advocacy strategy, they might consist of the male perpetrators who must curb their violent behaviour, the courtroom judges who need to be more gender-sensitive in their decision-making processes, or the journalists who need to cover gender-based violence in a more equitable manner. **Secondary stakeholders** consist of those you will work with to bring about change. They might be the NGOs and women's machineries, governments, the United Nations system, donors and other allies who will work with you to help you achieve your goals. **Primary stakeholders** are those people who will benefit from the changes being made. They are the women and girls and the larger communities that stand to gain the most from the changes being brought about. **Significant others** are defined as those who might oppose your strategy. They might consist of community leaders who claim a discriminatory practice is mandated by tradition or a law enforcement system unwilling to get involved in domestic disputes.

Knowing your stakeholders also means you know 'what makes them tick'. What do they know about the issue of gender-based violence and what aspects of it might be important to them? How are they influenced and how do they make decisions? Only by determining this can we identify who needs to be targeted with what messages and for what purpose.

DOCUMENTATION

Documenting the process of undertaking your project can be just as important as monitoring and evaluating progress and results. Process documentation is the capturing in print, on film or in any other way strategic information so that it can become a historical record and a resource for others to use to build their own programmes. In order to successfully capture this information, documentation must be built into the project planning process.

Why Document Process and Progress?

• To share lessons learned so that others can replicate or adapt our approaches in their context (these may include development practitioners including women's organizations, NGOs, UN agencies, government departments, etc.)

• To inform ourselves of our own process so that we can make mid-course corrections based on lessons learned and improve practice over time (internal)
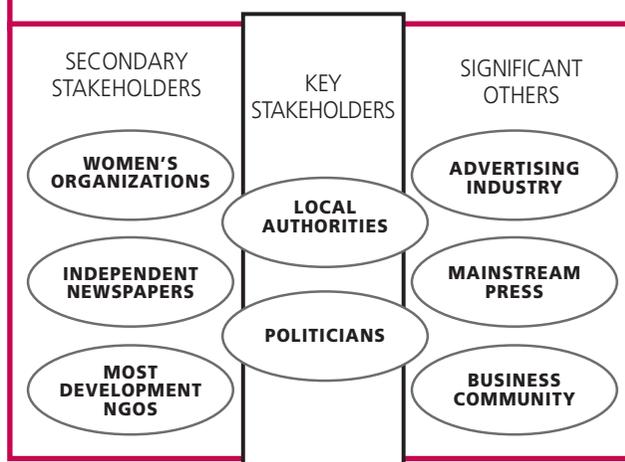
▼ Tips

Below is an example of a 'Power Map' for a campaign opposing a series of advertising billboards that exploit women by showing them in a variety of hostile, potentially threatening environments while promoting a product. The power map shows where stakeholders 'sit' regarding this campaign.

• Secondary stakeholders whose support can be rallied include women's groups, independent newspapers who have refused to run the ads, and most development NGOs.

• Key stakeholders include politicians and local authorities who have the power to stop the advertising campaign. However, as these may be getting revenue from the advertisers, they may be reluctant to speak out openly against them.

• Significant others are the advertising industry which created the ad to sell the product, the mainstream press who value the revenue received from the big advertiser and the business community who are afraid of speaking out on a moral issue against 'one of their own' (i.e. another business).

Your strategy includes working with those on your side, trying to influence the key stakeholders to be supportive of your case and anticipating the arguments of those against your campaign so that you can generate evidence to refute their arguments and win points in the public debate. Taking the time to think through how you will work with and influence each of your stakeholders increases your chances of success.

SECONDARY STAKEHOLDERS	KEY STAKEHOLDERS	SIGNIFICANT OTHERS
WOMEN'S ORGANIZATIONS	LOCAL AUTHORITIES	ADVERTISING INDUSTRY
INDEPENDENT NEWSPAPERS		MAINSTREAM PRESS
MOST DEVELOPMENT NGOS	POLITICIANS	BUSINESS COMMUNITY

• To track progress towards achieving our goals and outcomes (for donors, media, stakeholders, etc.)

• To 'prove' the impact of our work on people's lives (for donors, media, stakeholders, etc.)

The first two kinds of information are 'process' and the last two are 'progress'.

Planning for Documentation

By planning carefully beforehand, you can decide what you want to learn from the process of undertaking this project, what audience could benefit the most from these learnings, and what the sharing procedure should be. During the planning process, it might be useful to think of yourself as a consumer of the lessons emerging from the project: i.e., what do you yourself want to know?

In some cases, there may already be systems in place to capture, process and package lessons for different audiences. One example is the case of Sancharika Samuha in Nepal. As part of their regular activities since 1997, Sancharika has published a monthly Women's Feature Service in Nepali, containing articles on issues related to women in Nepal. This is distributed to newspapers around the country, giving them easy access to stories about women for publication. As part of its ongoing media programme, Sancharika monitors the print media's coverage of violence against women. This serves the double purpose of tracking women's situation as it is reported in the media, as well as observing improvements in the quality of the journalists' reporting. This work has encouraged journalists to focus on women's issues, and helped to raise the profile of the plight of women in Nepal through the mass media.

Documentation can take many forms and make use of various simple communication 'systems'. Rapporteurs, photographers and, when appropriate, videographers can be used in workshop or event settings, simple tape recorders can be used to record interviews or other important discussions, and strategic use of ICTs such as websites and electronic discussion groups can be simple cost-effective ways to disseminate the information collected. Existing materials can also be reviewed and analysed to determine their roles as conveyers of 'approaches'.

Adapted from notes of Barbados Strategic Communications Workshop, October 2002

Tips

Three RULES OF DOCUMENTATION

ANTICIPATE: At the very beginning of any initiative, we should identify why, how and for whom we are documenting the information.

ALLOCATE: We need to ensure we have planned and resourced (people and time) for the documentation process and systems at the beginning of any initiative. Each person involved in the process of documentation needs to understand her role, what information she is supposed to be collecting, and how it will be used.

REVIEW: The documentation of a process and progress should be intentionally used (i.e., time to review, analyse, discuss and use the strategic information which is emerging should be scheduled into the initiative).

SUSTAINABILITY

Participants at the Strategic Communications Workshops and Trust Fund grantees have often indicated that the resources they are able to mobilize for communications work are insufficient. One of the implications of this is that a great deal of time and energy is invested in a specific campaign without adequate provision for follow up. So, for instance, a very successful advocacy campaign will be waged to secure the passage of a bill on domestic violence. But the groups working on the campaign will invest all of their energy and resources in this and, once the legislation is passed, have no reserve for the advocacy needed to ensure its implementation.

This is a significant and understandable challenge. For instance, organizations advocating to end violence against women often hope that – in the case of securing legislation or policies – once passed the government will take up the work of advocating for implementation. In many cases, however, this has not happened. One response is that groups could, when planning, consider developing a larger budget and work plan to encompass follow-up phases to the initial advocacy campaign. While longer-term thinking may not guarantee additional resources, it may affect how groups think about investing their time and available resources. Other responses are also possible. The point is that groups need to be thinking and planning beyond the concrete first achievement to longer-term advocacy and communications on a variety of fronts and with strategic partners. ∎

For Further Reference

Advocacy and Campaigning: A Guide for Non-Governmental and Voluntary Organizations. Open Society Institute (OSI) Network Women's Program. Can be downloaded in English and Russian from OSI's 16 days of Activism website at www.osi.hu/vaw/

A guide to campaigning specifically geared for organizations working to end violence against women.

Advocacy for Social Justice: A Global Action and Reflection Guide. David Cohen, Rosa de la Vega and Gabrielle Watson. Kumarian Press, Inc., 2001. Contact: www.kpbooks.com/

The first comprehensive guide for worldwide social and economic justice advocates. Ideal for the practitioner, trainer and student of activism, it explores the elements of advocacy and offers a toolkit for taking action, comprehensive case studies, as well as hundreds of resource listings.

An Introduction to Advocacy Training Guide. Ritu R. Sharma, USAID/Academy for Educational Development's Support for Analysis and Research in Africa (SARA). Can be downloaded at www.aed.org/democracy/publications/index.html

Provides the tools for people to start engaging in the advocacy process. It is designed to: inform a diverse audience of potential advocates about advocacy and its methods; build some basic skills in advocacy; increase the use of available data to inform the advocacy process; give confidence to those embarking on advocacy efforts; and encourage the democratic process by providing people with the skills to make their voices heard.

Communication for Social Change: A Position Paper and Conference Report. The Rockefeller Foundation. Contact: bbyrd@rockfound.org

Outlines the communications for social change philosophies and strategies.

Communication Strategies for Development. Louis Ramero Belthan and Rene Zeballos. Voces Unidas/Erbol, Programa Nacional de formacion Universita en Comunicación Radiofonica, Bolivia, 2001. (In Spanish)

Gender Setting: New Agendas for Media Monitoring and Advocacy. Margaret Gallagher, Women's Media Programme, WACC (World Association for Christian Communications), 2001. Contact: wacc@wacc.org.uk

This is a revealing and practical study of media democracy and diversity in the new information age, using findings from a wide range of countries. It explores such topics as the scope of independent citizen action in media and cultural policy formation, how audiences can effectively voice critiques for media content, and the potential for monitoring, lobbying and advocacy.

Getting Smart: Strategic Communications for Gender Activists in Southern Africa. Edited by Coleen Lowe Morna and Lene Overland, Genderlinks and Women's Media Watch, South Africa, 2002. Contact: www.womensmediawatch.org.za/archives/ products/gettingsmart.html

Prepared by a team of Southern and East African media and communication experts, this manual is written in a simple and accessible style, with lots of exercises and examples, simple steps, checklists and tips, to be used for training or applied directly to advancing strategic communications in your organization. It explores key communications concepts as well as traditional, mainstream, community and new media.

Learning from Change: Issues and Experiences in Participatory Monitoring and Evaluation. Edited by Marisol Estrella, Jutta Blauert and Dindo Campilan, International Development Research Centre, Canada. Contact: www.idrc.ca/

Bringing together a broad range of case studies and discussions between practitioners, academics, donors and policy makers, the book explores conceptual, methodological, institutional and policy studies in participatory monitoring and evaluation.

Making Waves: Stories of Participatory Communication for Social Change. Alfonso Gumucio Dagron, The Rockefeller Foundation. Contact: Webinfo@rockfound.org

A study of the field of participatory communication for social change and how it is evolving. Reviews 50 illustrations of the power of community decision making and action in Africa, Asia and Latin America.

Participant's Manual on Social Change and Evaluation. Prepared by Brigitte Leduc for Dakar Strategic Communications Workshop, January 2002. (In French). Posted on the UNIFEM Strategic Communications site at www.undp.org/unifem/extra/communication/ (login: UNIFEM; password: MEFINU)

Results-Oriented Monitoring and Evaluation: A Handbook for Programme Managers. Office of Evaluation and Strategic Planning Handbook Series, United Nations Development Programme (UNDP), 2002.

Although aimed at UNDP staff and programme managers, this reference – incorporating recent methodological advances in the field of monitoring and evaluation – will be of use to NGOs and others needing to demonstrate the concrete results of their projects.

The Thoughtful Activist: A Toolkit for Enhancing NGO Campaigning and Advocacy. J. Chapman and T. Fisher, New Economics Foundation (NEF), 1999. Can be downloaded from www.neweconomics.org/text.asp?strRequest=pubs&strContext=pubdetails&intPubID=7.

This document is a guide to help you think through your campaigning; it sets out frameworks and tools developed by NEF for use in understanding NGO campaigning and advocacy work. It is for people involved in existing campaigns to reflect more rigorously and carefully on their work with an aim to becoming more effective; and for people wanting to start a campaign to gain a better understanding of the complexities with the aim of influencing the strategies they choose to adopt.

Sample Communications Strategies

The Strategic Communications Workshop series was designed as a practical, hands-on training. Not only did organizations gain a set of new and sharpened skills – and in many cases a new appreciation of the importance of communications – but they came away with a plan for the development of their own communications strategy to be incorporated in their day-to-day advocacy work. To this end, significant chunks of time during the workshop were devoted to individual and group work to develop communications strategies that enhanced the programmes and priorities already in place in their organizations. These strategies were presented during the last day of the workshop, in some cases to a panel of outside communications experts, in other cases amongst the workshop participants themselves.

This chapter presents two sample strategies from the workshops, some of which have been implemented by our partners. These were funded through a small grants facility made available for UNIFEM Trust Fund grantees.

Strategies

Chapter 4

Sample Communications Strategies

Title: **Communications for Effective Implementation of the Sexual Offences Special Provisions Act**

Organization: **EQUITY Tanzania**

Country: **Tanzania**

The Problem

Violence against women is widespread in Tanzania, and customs that subordinate women remain strong in both urban and rural areas. In 1998 the Sexual Offences Special Provisions Act was passed which provides for the protection of women against sexual abuse and harassment. Under the Act, behaviours intended to sexually abuse are considered offences against women.

Despite the fact that this law exists on the books, there are low levels of knowledge about it. EQUITY Tanzania, an NGO which trains law enforcers (magistrates and police) on gender and justice delivery, conducted a Knowledge, Attitudes and Practices (KAP) survey and found that neither law enforcement nor the general public overall was aware of the law or how to use it. Furthermore, more often than not, magistrates upheld the discriminatory practices the law was created to protect against.

The Intervention

Equity consulted with magistrates, their key stakeholders, who recommended the establishment of a network of law enforcers and the media to work closely together in educating the public about the law and the outcome of cases filed in court. Three interim committees were formed, one in each District of Dar Es Salaam Region. The function of these committees was to provide a forum where gender sensitized law enforcers and media representatives could meet to exchange ideas on how women's interests could be protected using the law and where the media could get information to disseminate to the general public.

Anticipated Change

The close collaboration between media institutions and law enforcement agents contributes to improved justice delivery. The media publicizes cases filed in courts, the kinds of judgments passed and problems encountered by both the victim and law enforcers. In this way accountability on the part of law enforcers is improved and the general public is sensitized.

Indicators of Success

- Increased awareness of the law by women who can use it to protect themselves and by perpetrators who would be deterred by it
- Increased reporting by the media on cases related to violence and abuse of women and children's rights
- Positive feedback from law enforcers on interactions with the media
- Improved judgments from courts
- Positive attitudes by law enforcers

Communication Channel

The proposed network of law enforcers and media was established out of a process that began with the launch of the KAP survey findings and training workshops involving both law enforcers and media personnel.

This communication strategy will use the following approaches that were agreed upon by the stakeholders:

✓ Mini-consultations between media personnel and law enforcers in agreed upon districts

✓ Interviews on television, on the radio and in newspapers. Media personnel will interview members of the public to get their reaction to particular cases. Their comments will be shared with law enforcement for future action by the government, parliamentarians, and the legal reform commission. Television will be used particularly in urban settings, while Tanzanian national radio is nationwide in its coverage. The use of all these channels will ensure coverage of wide cross-section of the population, both urban and rural-based.

STAKEHOLDERS ANALYSIS

	KEY STAKEHOLDERS	SECONDARY STAKEHOLDERS	PRIMARY STAKEHOLDERS
	Magistrates who were trained in gender and justice	Media personnel Other NGOs advocating for women's issues	Women and victims of abuse
MESSAGES	"Transparency and accountability are the keys to justice"	"Your pen is mightier than a sword: Use it for social justice"	"We are partners; let's work together to end violence" "The law is there for you – use it now"

Dates	Events
10th December 2001 (Human Rights Day)	Launching of the network (press conference)
30th December 2001	Workshop to discuss the impact of training on the law enforcers and to assess improvements, changes and other factors related to justice delivery in violence and abuse cases.
8th March 2002	International Women's Day • Media coverage of women's right to be protected from violence
15th May 2002	International Family Day celebration • Coverage on family-based violence

✓ Feature articles will be written by select journalists

✓ Court round-ups

✓ Mini-workshops for experiences sharing

Sustainability

Whether or not the trainings and consultations continue, the close collaboration between law enforcement and media personnel should build a lasting relationship between the two. Furthermore, the increased attention in the media to this law and to issues of violence against women should build up a momentum and awareness within the general public that will last long after the intervention has finished.

MEDIA THAT AGREED TO WORK ON THIS STRATEGY

Media	Coverage
TELEVISION NETWORKS	
Dar Es Salaam Television (DTV)	4 regions out of 20
National Television (TVT)	Country-wide
Independent Television (ITV)	Country-wide
RADIO STATIONS	
Radio Tanzania (RTD)	Country-wide
Radio One FM	4 regions
Radio Uhuru	1 region
NEWSPAPERS	
Alasiri	Two regions
Nipashe	Country-wide
Majira	Country-wide
Daily News	Country-wide
Mtanzania	Country-wide
Mwananchi	Country-wide
Taifa letu	Country-wide
The Observer	Country-wide
The Guardian	Country-wide

Title:	**Influencing Parliamentarians to Endorse and Implement a Domestic Violence Bill**
Organization:	**Women's Affairs Support Centre (WASC)**
Country:	**Yemen**

The Problem:

WASC has a long history of working with stakeholders involved with violence against women. They have worked to train the media to investigate and publicize cases of gender violence, pioneered a year-long programme to raise the awareness of judicial and legal cadres, and created networks of NGOs and human rights groups working on the issue.

Although Yemen has signed most of the international treaties and conventions related to women's rights, there is no legal or policy framework that supports work on ending violence against women. While a few articles in Yemeni family law relate to gender violence, these are not enforced in any consistent way and don't provide women with any real protection.

The Intervention

WASC determined the necessity of working with the Yemeni parliament to endorse and implement a draft domestic violence bill. Having adequate legal structures in place would strengthen their work with other stakeholders, and help ensure justice for violence survivors. In order to complement their overall communications and advocacy efforts, WASC determined to add a special communications component to their work with parliamentarians. This would consist of focus group discussions for the parliament legislations committee, government officials and other stakeholders, as well as the distribution of information kits for Yemeni parliamentarians. In this way WASC would have a better sense of the knowledge, beliefs, and practice of these key decision-makers and could more accurately design communications materials for them. Building on existing advocacy work undertaken on ending violence against women, they could work towards their overall objective: getting parliamentarians and local authorities to endorse and implement gender-sensitive laws and policies.

Anticipated Change

Through this aspect of the overall intervention, WASC hopes to increase the knowledge of and awareness and commitment of parliamentarians to ending violence against women so that they fully support new policies; increase commitment and resources allocated to government support services for ending gender violence work, e.g. judiciary, police, Ministry of Health and social services; and enhance the co-operation between all stakeholders in the area of gender-based violence.

STAKEHOLDERS			
KEY	**PRIMARY**	**SECONDARY**	**SIGNIFICANT OTHERS**
Parliamentarians, local councils, government ministries, and media/press cadres	Women and those who are victims of gender-based violence	Women's groups, human rights advocates and NGOs	Conservative men and women, perpetrators
MESSAGES TO COMMUNICATE			
Parliamentarians and local councils: Endorsement/implementation of laws to end violence against women and gender-sensitive policies and laws will provide an environment of equal opportunity. Parliamentarians and local councils need to mobilize votes; it is in your interest to respond to your voters. *Media cadres and press journalists:* Coverage of violence against women cases is an important part of the required transparency of press and media.	*Women, survivors of violence:* Women voters have a role in influencing the passage of such policies. By speaking out and telling your stories, you will raise awareness about gender-based violence and help people see it as unacceptable.	*Women's groups:* Women's groups need to adopt a holistic approach and consolidate resources to effectively lobby parliamentarians/key officials to adopt/implement such policies. *Human rights advocates and NGOs:* Participating and campaigning to end violence against women is an integral part of human rights advocacy. We must work together to strengthen the impact of our work.	The message will be based on critical information from a situational analysis, focus groups and the KAP survey.

Communication Products, Channels and Activities to be Used with Key Stakeholders:

Parliamentarians	*Local Councils*	*Media Cadres and Press Journalists*	*Other Stakeholders*
✓Information kits	✓Training workshops	✓Training workshops	✓TV ads, radio spots, and round-table discussions for women voters and parliamentarians and significant others
✓Focus group discussions	✓Forming gender-based violence focal points among local councils	✓Editor–in-chief discussion meeting	
✓Newspaper editorials for parliamentarians	✓Focal points focus group discussions	✓Produce gender-based violence training guidelines for journalists	✓Campaign to encourage women voters: Election 2003, "You Can Make the Difference"
		✓Form an official newspaper and journals gender-based violence monitoring group (WASC had been monitoring newspapers for gender-based violence issues since 1998)	

Indicators of Success (Quantitative and Qualitative)
- Endorsement of the domestic violence bill by parliament
  Means of verification: debates in parliament published in the parliamentary newspaper

- Number of joint programmes by government and NGOs on violence against women
  Means of verification: reports, project documents and general newspaper announcements

- Court cases and judiciary system behaviour towards gender violence cases
  Means of verification: monitoring major cases in the courts

Timing/Work Plan
12 months (Nov. 2001 through Nov. 2002)

Tools and Techniques to Test and Affirm Messages and Materials
- Focal points will lobby parliamentarians and local councils
- Gender-based violence Media Monitoring Unit
- Pre-test all materials before and test after KAP survey questionnaire
- Television and radio symposiums

Process Documentation Systems/Packaging and Dissemination Strategy
- Monitoring public discussions involving parliamentarians and government officials on legislation and policies
- Systems of reviews of activities and evaluations of results have already been built into the project, including agreements with all partners to keep documentation of their activities
- Continuing collection of media coverage, reports of events and archives of materials from each year
- Monitoring and analysis of court cases and judgements

Reporting
- Two progress reports, each to cover approximately six months of WASC and other partners' activities
- Final report, which will cover the work and activities of WASC and other partners for the whole time span of the strategy (of course each activity will have its own report)

Assessing and Disseminating Impact and Lessons Learned (Quantitative and Qualitative)
- Review and publicize parliamentary debates, government policies and court cases
- Internal reviews and reporting (NGOs activities; joint government-NGOs programming, media production)
- Critical review of broadcast and print articles
- Results of KAP survey will be disseminated

Sustainability
- Creation of focal points in all government agencies
- Increased capacity building of NGOs involved
- Continuous budget allocations for work on gender-based violence by donors, external and government sources

Appendix

Communications Experts Involved in UNIFEM Strategic Communications Workshops

NAME	CONTACT INFORMATION	AREA(S) OF SPECIALTY	GEOGRAPHIC SPECIALTY
Ms. Sandra Aliaga Bruch	Aliaguita@hotmail.com Tel: (591-2) 791540	Communications for social change	Latin America
Ms. Amy Bank	Associate Director Fundación Puntos de Encuentro Plaza España, 4 cuadras abajo, 1 cuadra al lago Apartado postal RP-39 Managua, Nicaragua Tel: (505) 268-1228 Fax: (505) 266-6305 amy.bank@puntos.org.ni www.puntos.org.ni	Communications for social change; television	Latin America
Mr. Moncef Bouhafa	Center for Development Communication PO Box 25228, Washington DC 20007, USA Tel: (1-301) 765-1175 Fax: (1-301) 765-2218 Cell: (1-301) 728-5242 (GSM) Mbouhafa@cendevcom.org www.cendevcom.org	Communications for social change	Middle East and Francophone Africa
Ms. Leya Chatta-Chipepa	Projects Manager/Deputy Head of Programme Women in Development Southern Africa Awareness (WIDSAA) Southern African Research and Documentation Centre 6 Bath Road, Belgravia Box 5690, Harare, Zimbabwe Tel: (263-4)791249 Fax: (263-4)738693 Lchipepa@sadc.net www.sardc.net	Documentation	Southern Africa
Ms. Lucy Garrido	Lgarrido@chasque.apc.org Lgarrido@cotidianomujer.org.uy	Communications for social change; mass media	Latin America
Ms. Megan Lloyd-Laney	CommsConsult Holly Barn Cusgarne, Truro TR4 8SE, UK Phone/Fax: (44-0)1872-863279 Commsconsult@gn.apc.org	Communications for social change	Southern Africa
Ms. Brigitte Leduc	Tel: (212-37) 28 2852/(212-63) 18 8313 Brigitteleduc@yahoo.fr	Evaluation and social change	Francophone Africa
Ms. Sophie Ly	Sophie_ly@hotmail.com	Communications for social change	Francophone Africa
Ms. Pat Made	pat@ipsafrica.org	Alternative media	Global
Ms. Lisa McClean	Communications Officer UNICEF, UN House Marine Gardens, Hastings Christ Church, Barbados Tel: (1-246) 429-2521 Ext. 6157 Fax: (1-246) 437-6596 lmccleantrotman@unicef.org	Monitoring and evaluation	Caribbean

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NAME	CONTACT INFORMATION	AREA(S) OF SPECIALTY	GEOGRAPHIC SPECIALTY
Mr. Titus Bonie Moetsabi	Africa Comms Harare, Zimbabwe Tel: (263-4) 794415 Fax: (263-4) 794415 moetsabi@africaonline.co.zw	Materials development	Southern Africa
Ms. Collen Lowe Morna	Genderlinks 5 Ernest Oppenheimer Street, Cnr. Queen Lakeside Place, Lower Ground, Bruma 2198 South Africa Tel: 27(0)11 622 2877 Fax: 27(0)11 622 4732 clmorna@mweb.co.za http://www.genderlinks.org.za/	Mass media	Southern Africa
Ms. Renifa Mandenga	Musasa Project Box A712 Avondale Harare, Zimbabwe Tel: (263-04) 725881/734381 Fax: (263-04) 794983	Materials development	Southern Africa
Ms. Bandana Rana	Sancharika Samuha (SAS-Women Communicators Forum) Post Box 13293 Kathmandu, Nepal Tel: (977-1) 538 549 Fax: (977-1) 547 291 bandana@wlink.com.np www.sancharika.org/	Mass media	South Asia
Ms. Chat Garcia Ramilo	Project Manager Association for Progressive Communication Women's Networking Support Programme chat@apcwomen.org www.apcwomen.org	Electronic communications	East Asia
Mr. Thokozile Ruzvidzo	thoko@ecoweb.co.zw	Focus groups and media research	Southern Africa
Ms. Sanja Sarnavka	B.a.B.e., Women's Human Rights Group Prilaz Gjure Dezelica 26/II 10 000 Zagreb, Croatia Tel: (385-1) 274 974 Tel/fax: (385-1) 276 610 sanja.sarnavka@zg.tel.hr	Mass media	Central and Eastern Europe
Ms. Lenka Simerska	Prague Gender Studies Centre Narodni dum Smichov, Nam. 14. Rijna 16 150 00 Prague 5 Czech Republic Tel/fax: (420-2) 544-225 lenka.simerska@ecn.cz	Electronic communications	Central and Eastern Europe
Ms. Alison Saunders-Franklyn	Saunders-Franklyn Associates Public Relations Consultants Wildey Shopping Plaza St. Michael, Barbados Tel: (1-246) 437-5588 Fax: (1-246) 437-5593 saunders@sunbeach.net	Mass media	Caribbean

Appendix