10 STEPS
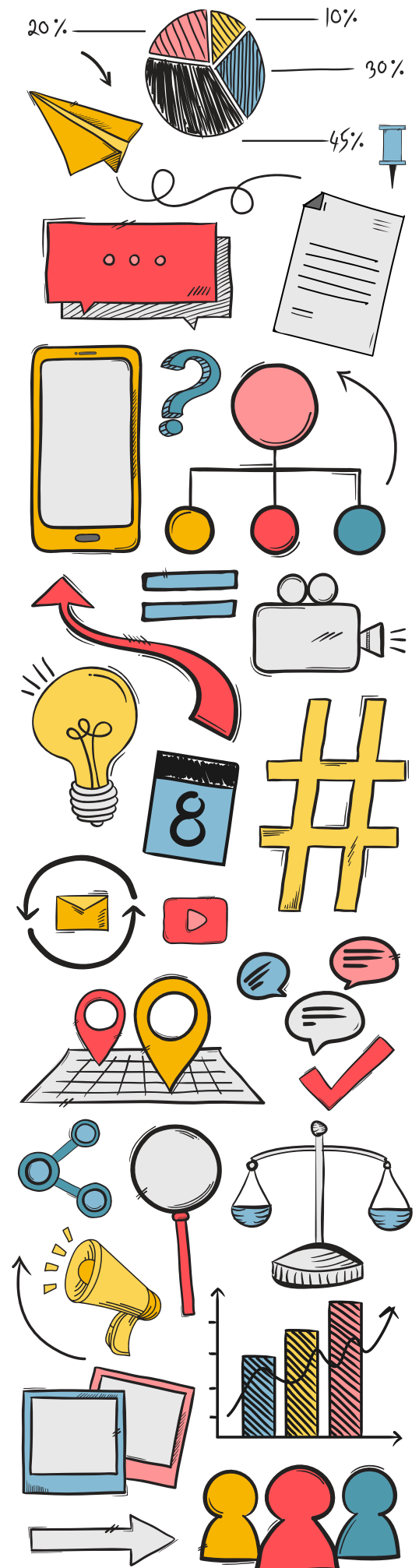
TO EFFECTIVELY PLAN YOUR

GENDER CAMPAIGN

A How-To Guide for Civil Based Organizations
and Activists in Jordan and the MENA Region

USAID TAKAMOL

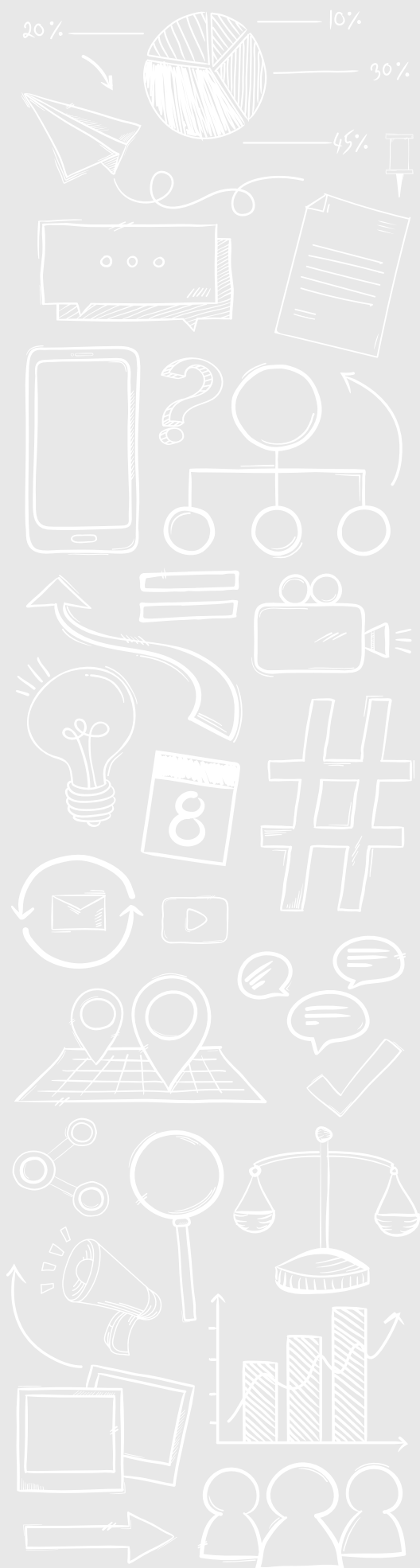USAID Takamol Gender Program focuses on gender mainstreaming in Jordan at the policy, national, and community levels. The objectives of the Program are to expand social dialogue on gender equality and strengthen policy-making and advocacy for female empowerment. USAID Takamol delivers direct and in-kind technical and financial assistance, including training and grants, to build the capacity of national and grassroots organizations including civil society actors, and government, as well as supports USAID Implementing Partners to integrate gender equity and female empowerment principles and practices into their work. The Program is funded by USAID and implemented by IREX, an international nonprofit organization dedicated to building a more just, prosperous, and inclusive world.
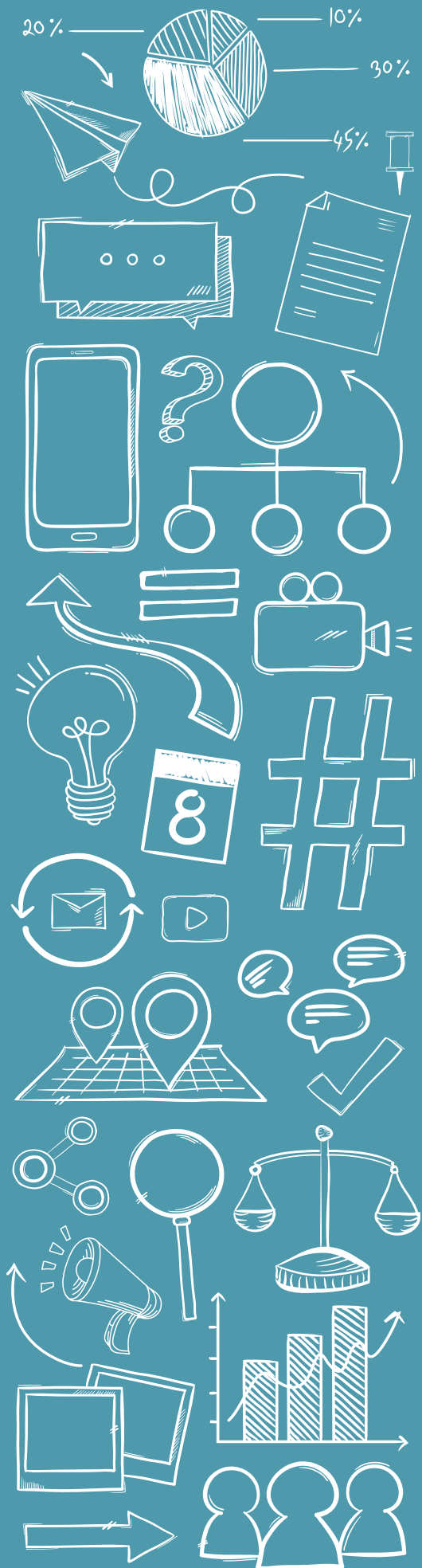
LEGACY TOOLS

USAID Takamol has conducted over 60 training seminars and technical assistance streams throughout the life of the program that were delivered by national, regional, and international gender experts. For each tailored activity, a body of relevant content - presentations, handouts, checklists and training exercises - was developed. This content was refined, tested and packaged into "Takamol Legacy Tools", a set of materials ranging from "how-to" guides to sectoral briefs that aim to ensure USAID Takamol's knowledge and experience is widely accessible to others, particularly gender champions - trainers, policymakers and researchers - from various sectors throughout the Middle East and North Africa who seek relevant materials to support their efforts to mainstream gender in their given fields.

ABOUT THIS GUIDE

USAID Takamol developed this how-to guide after five years of planning and implementing campaigns for gender equity using creative tools and approaches with the aim to pass knowledge and ultimately enhance the quality of gender related campaigns throughout Jordan. The step-by-step walkthrough presented in this guide provides practical guidance to civil-based organizations (CBOs) as well as activists to assist them in overcoming common challenges and building a solid base on which their future campaigns can be built. Using local and regional campaign examples and gender issues, this guide contextualizes campaign planning practices to help readers create localized campaigns that build on national efforts. This how-to guide was written and designed by Farah Daibes who works with USAID Takamol as a Senior Communications Specialist.
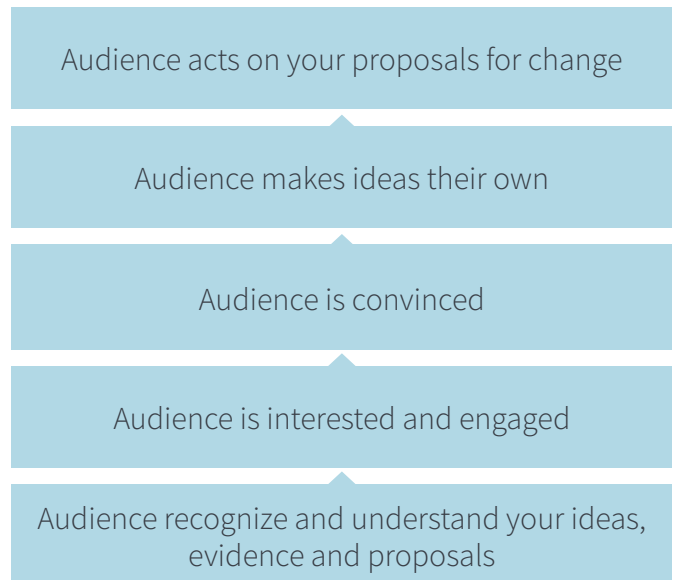
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INTRO-DUCTION

INTRODUCTION

Too often, campaigns receive little to no response due to the lack of effective planning. This leads to loss of valuable resources and a decrease in morale within organizations working to change the gender inequitable status quo. This how-to guide aims to help you utilize your scarce resources in a way that benefits you most and allows you to capitalize on new opportunities to advocate for gender equity. It is designed to facilitate the campaign planning process by presenting it through ten simple steps and by providing you with local and regional case studies, tips and examples.

Because change towards gender equity requires public support and conviction, the ten steps presented in this guide aim to design a campaign using a communication model that targets ownership and action through dialogue to create change (this will be referred to as the ownership communication model). Through this model, your target audience is allowed to engage, understand and negotiate with your campaign's content in order to ultimately take ownership of your proposals for change. The illustration below, starting at the bottom box and moving up, showcases the stages that your audience needs to move through to finally take ownership of your proposals. Having your audience own your ideas means that they will not only personally act upon them, they will also advocate for them. Therefore, it is crucial that you keep these stages in mind throughout the design of your campaign so that each step is designed

to purposefully facilitate the movement from the bottom to the top.[1]

Audience acts on your proposals for change

Audience makes ideas their own

Audience is convinced

Audience is interested and engaged

Audience recognize and understand your ideas, evidence and proposals

To effectively plan your campaign with the aim to move your audience through the different stages, this guide will walk you through the following ten steps:

1. Define the issue
2. Set a feasible goal
3. Find the right timing
4. Develop an in-depth audience profile
5. Shape the messages for the audience
6. Select communication tools
7. Choose the messenger(s)
8. Plan for challenges and responses
9. Assess the strategic risk
10. Plan for evaluating success

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[1] Adapted from Making Research Evidence Matter: A Guide to Policy Advocacy in Transition Countries.

STEP 1

DEFINE THE ISSUE

STEP 1: DEFINE THE ISSUE

The campaign issue is the specific problem you want your campaign to address. Defining and stating the issue in a concrete, simple and specific way is a key step in planning an effective campaign with a feasible goal.

> *"A PROBLEM WELL STATED IS A PROBLEM HALF SOLVED"*
> - CHARLES KETTERING

Because gender issues are complex problems that affect society in different ways, it is important to decide which aspects of an issue will your campaign focus on. When deciding what to focus on you need to look at: [2]

- the kind of harm the issue causes (e.g. low percentage of women's economic participation)

- the specific context the issue occurs in (e.g. home, school, work, prison)

- if applicable, the type of perpetrator and/or victim (e.g. intimate partners, family members, peers, teachers, managers)

- and the scope of the issue – it may be local or national; it can also be political (e.g. government ministries failing to implement gender related national action plans), or societal (e.g. large section of the population believing that violence is a normal part of women's lives).

The more specifically you describe the issue, the better the campaign design will be, and the more likely the campaign will succeed. To do so, you should name the campaign issue in one sentence in a simple and understandable way.

EXAMPLES OF GENDER CAMPAIGN ISSUES:

- 65% of Jordanians agreed that men make better political leaders than women. This perceptions hindering the increase in women's political participation and access to leadership positions in the political sphere.[3]

- Child brides are neither physically nor emotionally ready to become wives and mothers. Although the legal age of marriage in Jordan is 18, judges can consent to the marriage of a minor who is 15 years of age or older. This lead to 10,907 cases of child marriages in 2016, and only 334 of which involved boys.[4]

- Physical bullying is a common problem in male schools. Although there are 1,650 school councilors spread across a total of 4,000 schools in Jordan, a study shows that 43% of people experiencing cyber or physical bullying do not know who to confide in regarding their problem, resulting in 17% of them resorting to self-harm.[5]

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[2]UN Women: Campaigns to End Violence against Women and Girls.
[3]USAID Takamol: National Gender Survey.
[4]UNDP: Gender Justice and the Law - Jordan Report.
[5]The Jordan Times: School bullying 'increasingly worrying phenomenon'.

STEP 1: DEFINE THE ISSUE

As you can see from the examples of campaign issues, you can use existing and credible research and reports by reputable organizations to narrow down the issue. This research could include reports, surveys, testimonials, statistics and policies that are relevant to issue.
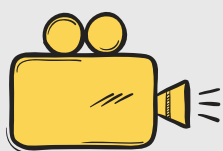
EXAMPLES OF RESOURCES FROM REPUTABLE NATIONAL AND INTERNATIONAL ORGANIZATIONS THAT YOU CAN USE TO NARROW THE FOCUS OF YOUR CAMPAIGN ISSUES:

- **CEDAW Committee Report for Jordan:** This periodic report assesses Jordan's status on the equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil, and other fields.

- **Understanding Masculinities:** Although this study was not conducted in Jordan, it includes valuable insights and applicable recommendations about understandings of what it means to be a man in four Middle East and North Africa countries.

- **Gender Justice and the Law - Jordan Report:** This report analyzes the Jordanian Personal Status Law, Penal Code and Labor Law and identifies gender inequitable laws and policies within the country.

- **USAID Takamol's page on KaMP:** USAID Takamol continuously uploads gender related resources to the USAID learning portal, KaMP.

- **The Global Gender Gap Report:** This annual report assesses the status of gender equality in 149 countries, including Jordan, under four thematic dimensions: economic participation and opportunity, educational attainment, health and survival, and political empowerment.

- **Sisterhood is Global Institute (SIGI) - Electronic Library:** This electronic library consists of research, reports and studies related to gender and human rights in Jordan and the MENA region.

- **Jordan's Department of Statistics:** The Department's website provides economic, agricultural, population, environment and various other statistical data.

If the information you need is not available, conduct your own research to analyze the issue and narrow your focus. To do so, you could conduct focus groups, interviews, surveys and/or workshops. If your resources are limited, conduct a small workshop and use problem analysis tools such as problem trees or mind maps to analyze the issue and narrow your focus. The workshop can host people affected by the problem, experts on the topic, gender advocates and/or members of your team.

CASE STUDY:
AMEND YOUR PROVERB CAMPAIGN - JORDAN

In 2016, USAID Takamol launched a campaign addressing traditional Jordanian proverbs that perpetuate gender stereotypes and gender-based violence. During the planning phase of the campaign and in order to pin point the most harmful and prevalent proverbs across Jordan, USAID Takamol conducted research that consisted of a literature review, focus groups, and discussion sessions.
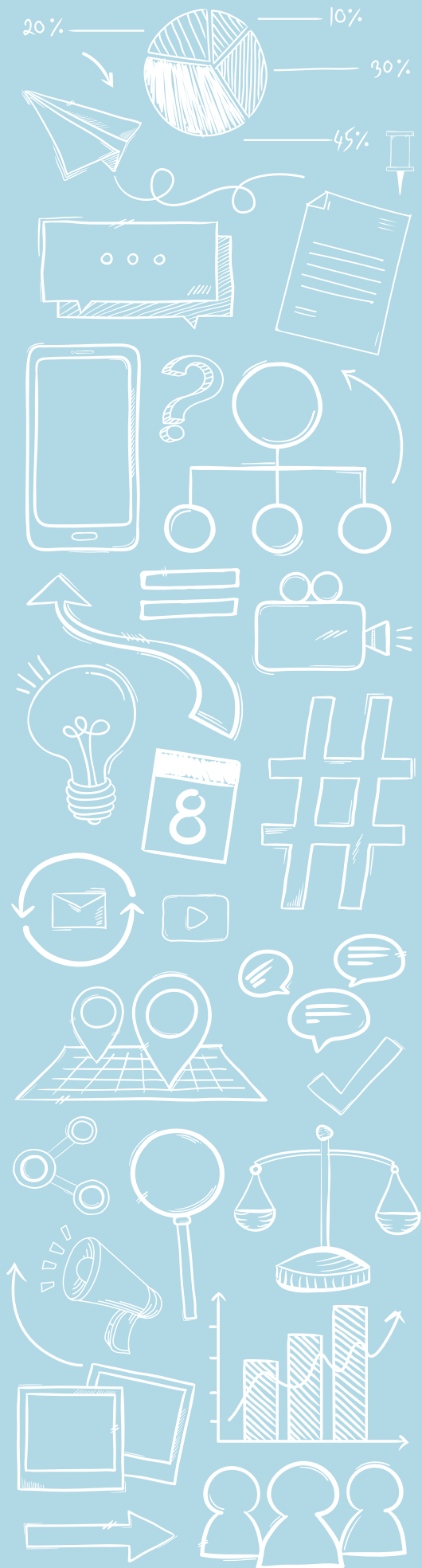
235 people from 8 governorates participated in the focus groups and the discussion sessions that resulted in identifying 400 proverbs, of which 190 were directly related to gender issues. Through the discussion sessions, the most commonly used proverbs were also identified. Later on, the proverbs were categorized under different gender issues by experts on the topic.

The process resulted in identifying 16 proverbs that relate to 16 gender issues and priorities in Jordan which formed the backbone of the campaign. Through the online campaign, a series of animation episodes were published urging a change in mindsets and proposing an amendment to the chosen proverbs and others that are similarly harmful.

click on the picture to watch the episodes

STEP 2
SET A FEASIBLE GOAL

Now that you have defined the specific gender issue which you will campaign on, you will need to set a goal that you will aim to achieve. The campaign goal states what needs to change, and to what extent, in order to partially or fully solve your campaign's issue. Ideally, the goal should fit into a single, short sentence and be designed in a way that can be fully understood by all participants in the campaign.

Goals should be specific and reasonably realistic. Setting a broad and distant goal such as "to end all forms of violence against women" is not realistic as it will not be achieved within the lifetime of your campaign. While it is useful to think of such distant results, using them as a goal will make the task of planning an effective campaign much harder. Generally speaking, the more specific the goal, the easier it is to define a precise target audience, design effective messages and select appropriate communication tools and messengers.

Depending on your chosen issue, your goal could be to create social and behavioral change or law and policy change. It is important to note that although the law and the justice system play a central role in improving the status of gender equity in countries, law and policy changes, on their own, have been proven insufficient in eliminating gender related inequality [6]. Therefore, organizations and activists need to work on achieving different goals in parallel to create both social and policy change in order to achieve certain ultimate goals.

GENDER CAMPAIGN GOALS OFTEN FALL UNDER ONE OR MORE OF THE FOLLOWING:

- Raise public awareness on the issue

- Start a public debate on the issue

- Mobilize existing support for your issue

- Shift certain perceptions that perpetuate the problem

- Change specific negative behaviors associated with the issue

- Start a stakeholder discussion around the issue

- Put the issue on the government's agenda

- Develop a gender equitable policy

- Have your policy recommendations adopted and implemented

- Block a gender discriminatory policy

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[6]UN Women: Campaigns to End Violence against Women and Girls.

TIP: IN SOME CASES, BREAKING DOWN YOUR CAMPAIGN GOAL INTO UNDERLYING OBJECTIVES WOULD HELP YOU IN ACHIEVING IT.

For instance, if your campaign's goal is to decrease incidents of domestic violence in a certain place by a certain percentage, a set of three objectives can be for chosen for different groups of people:

Goal: Reduce domestic violence

- Objective for Survivors of Domestic Violence: Increased level of reporting and use of services

- Objective for Offenders: Increased self-referrals to services

- Objective for Public: Increased levels of bystander interventions in domestic violence situations[7]

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[7] UN Women: Campaigns to End Violence against Women and Girls.

FIND THE RIGHT TIMING

Many gender issues can be considered 'permanent' crises that remain acute. So it may seem like any timing is good timing to launch a campaign on such issues. However, the success of failure of campaigns has often been linked to timing.

Based on your defined issue and your campaign's goal you can assess whether timing related factors can leverage your campaign. For example, political events such as elections or parliamentary debates can have a positive or a negative effect on your campaign as they can either distract public attention or help fuel interest in your campaign.

There are seven conditions where the timing to launch a gender related campaign is considered optimal:[8]

1. WHEN A PUBLICATION OR A MEDIA STORY HIGHLIGHTS THE ISSUE:

In 2014, a one-week-old baby named Qais passed away after a hospital in Jordan refused to let his mother admit him for urgent medical intervention because his father did not sign the necessary papers. The story was widely spread and gained the attention of the public. Activists and organizations began campaigning for the right of Jordanian mothers to approve medical intervention for their children and the law was changed in 2017.

2. WHEN THE NUMBER OF PEOPLE AFFECTED REACHES CRITICAL MASS:

In Egypt, over 87% of women and girls aged 15-49 have undergone some form of Female Genital Mutilation (FMG)[9]. Activist and organizations continuously campaign against the harmful practice to change both laws and policies as well as social beliefs and behaviors that are perpetuating the problem. FMG was criminalized in 2008 and in 2016, the Egyptian Penal Code was amended to increase the penalties of imprisonment to between five and seven years.

3. WHEN AN EVENT MAKES YOUR ISSUE MORE VISIBLE:

Jordan periodically reports on actions taken against human rights violations. Every 4 years, Jordan's women's rights record is examined by the UN Committee on the Elimination of Discrimination against Women (CEDAW). Also, every few years, Jordan reports on its human rights record through the Universal Periodic Review (UPR). Campaigning on gender issues with the aim to improve laws or policies prior to the CEDAW committee review or UPR could give your campaign a push and gain the attention of key stakeholders and decision makers to make the necessary changes.

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[8] Adapted from UN Women: Campaigns to End Violence against Women and Girls.
[9] UNICEF: Statistical Profile on Female Genital Mutilation/Cutting: Egypt.

4. WHEN NEW INFORMATION CALLS FOR ATTENTION TO THE ISSUE:

A study conducted in 2018 shows that 40% of Jordanian women who are offered a job turn it down due to transportation related issues[10]. Campaigning to enhance local transportation services to increase women's economic participation in your area using this new and striking information would leverage your campaign.

5. WHEN THE POLITICAL TIME IS RIGHT:

In 2019, the Electoral and Decentralization Laws are on the agenda of the Parliament. This means that campaigning to enhance women's political participation through law amendments, such as instating a temporary quota for women in political parties, prior to the Parliamentary review would give campaigners a better chance of reaching their campaign goals.

6. WHEN SPECIFIC DATES BRING TOGETHER THE EFFORTS OF GENDER ACTIVIST AND ORGANIZATIONS:
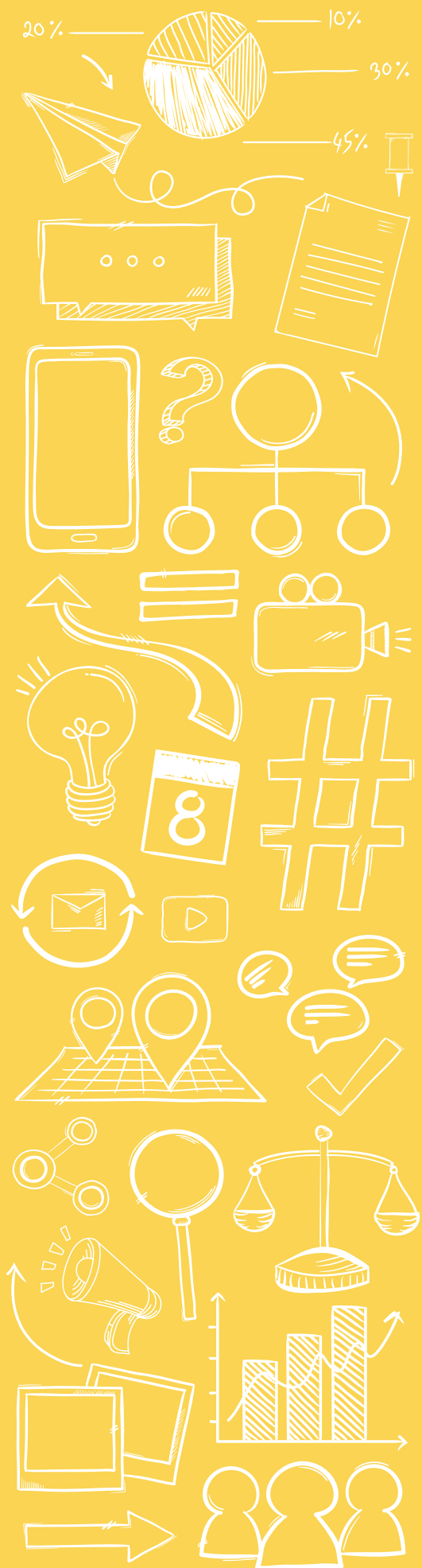
During the international 16 Days Campaign against Gender-Based Violence which is launched every year on the 25th of November, the International Day for the Elimination of Violence against Women, until the 10th of December, Human Rights Day, hundreds of organizations join forces to campaign against gender-based violence in their countries and the world. Planning to launch a relevant campaign in that period would help put your campaign on the map and will improve your chances of being heard.

7. WHEN THERE'S A CRISIS AROUND THE ISSUE:

Studies show that women's low participation in the labor market hampers the economic growth of Jordan[11]. Given the economic crisis that the country is going through, it is not feasible to maintain the status quo. Therefore, this would be a good time to launch campaigns that aim to increase women's economic participation which will ultimately enhance the country's economic situation.

TIP: IF YOU CANNOT FIND THE RIGHT TIMING TO LAUNCH YOUR CAMPAIGN, IT IS OFTEN BETTER TO WAIT, BUILD A BETTER CASE FOR YOURSELF AND LAUNCH THE CAMPAIGN WHEN THE TIME IS OPTIMAL.

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[10] Fredrich-Ebert-Stiftung: Gender in Public Transportation: A Perspective of Women Users of Public Transport.
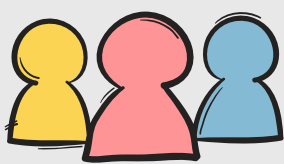[11] The Jordan Times: Low women participation in labour market hampers economic growth — experts.

STEP 4
DEVELOP AUDIENCE PROFILE

Going back to the ownership communication model presented in the introduction, if your campaign is a dialogue with the goal of convincing a particular target audience to adopt your proposed ideas as their own, then understanding your audience is key. In-depth knowledge of your audience will reveal insights to guide your messages and your selection of communication tools and messengers.

Creating an audience profile involves going deep to try to better understand your particular target audience and get behind the reasons or incentive structures that have led to their current positions on your campaign issue. Such an analysis of the incentive structures that guides their opinions and positions is an extremely useful starting point in thinking about how you can design messages and proposals that will easily resonate with them.

TIP: YOU SHOULD TRY TO GO BEYOND STATEMENTS OF SIMPLE INTERESTS AND VALUES TO THE MORE EMOTIONAL OR "PERSONAL" ELEMENTS OF YOUR AUDIENCE'S HOPES AND FEARS AROUND THE ISSUE.

In many gender related campaigns an audience can include people who will welcome the opportunity to change, people who may resist it and other who may not even be aware that the issue you are campaigning on exists. Sometimes people who may resist that change differ significantly and therefore would need different approaches to be convinced. People affected by your campaign will most likely have different backgrounds or they might be in different age groups, they might have different fears and aspire for different things. In order to convince them to adopt your proposals for change, you will need to approach them differently. In order to do so, you need to identify their differences. That's where audience segmentation comes in.
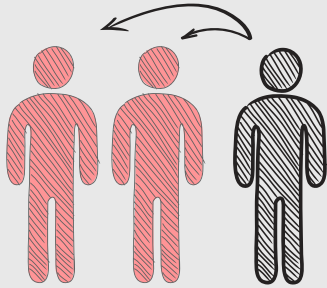
AUDIENCE SEGMENTATION

When segmenting your audience, you group certain people together based on particular criteria. The members of each group will have at least one important factor in common with other members of the same group, and that factor sets them apart from all the other groups. The criteria you use to determine your groups should have some relationship to how they'll respond to your messages. For instance, if we go back to the example in step two where a campaign had different goals targeting survivors, perpetrators and bystanders, you will need to create a segmented profile for each group because you will need to address each group with different messages. The table below presents the six most commonly used categories that determine segmentation criteria [12].

STEP 4: DEVELOP AND AUDIENCE PROFILE

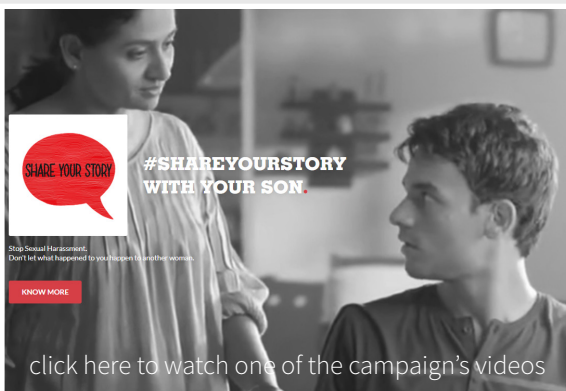| AUDIENCE SEGMENTATION		
CATEGORY	**CHARACTERISTICS**	**TYPES OF QUESTIONS TO CONSIDER**
Demographic	• Gender • Age • Marital status • Family size • Income • Education • Religion • Employment status • Citizenship	• Would you need to tailor specific messages to people in different age groups that are effected by your campaign's issue? • Does your chosen issue affect a specific demographic category but not others?
Geographic	• Region • Governorate • Rural or city areas	• Which areas in the country are affected by the issue? • Do people in different areas see the issue differently?
Physical/personal History	• Physical disability • Family history (including abuse, medical history, etc.) • Risk factors for diseases or for social conditions • Current physical and/or mental health status	• What are the personal experiences that would make some people relevant to your campaign? • Do people with different experiences think about the issue differently? (Abused children are more likely than others to become abusive parents, for instance.)
Psychographics	• Values and moral system • Social attitudes • Religious beliefs • Drivers and aspirations • Fears and concerns	• What are the main drivers and fears that influence people affected the issue? • Does your goal contradict certain social believes or values?
Position on the Topic	• Level of knowledge about the gender issue • Level of belief in the issue's importance	• How much do people know about the issue? • Do people have a reason to be personally concerned about the issue?
Behavior	• Willingness to change • Willingness to take risks • Influence by friends and family • Ability to maintain change • Source of information	• Are the people affected by the issue capable of leading change? • Will a group behave a certain way if enough of their family or friends are doing that behavior?

TIP: CONSIDER WHO INFLUENCES YOUR TARGET GROUP.

In certain gender related campaigns, it may be more powerful to target a third party who influences your target group rather than to target the group directly. The third party, or the secondary audience, might be family members, religious figures or doctors.

CASE STUDY: SHARE YOUR STORY WITH YOUR SON – INDIA

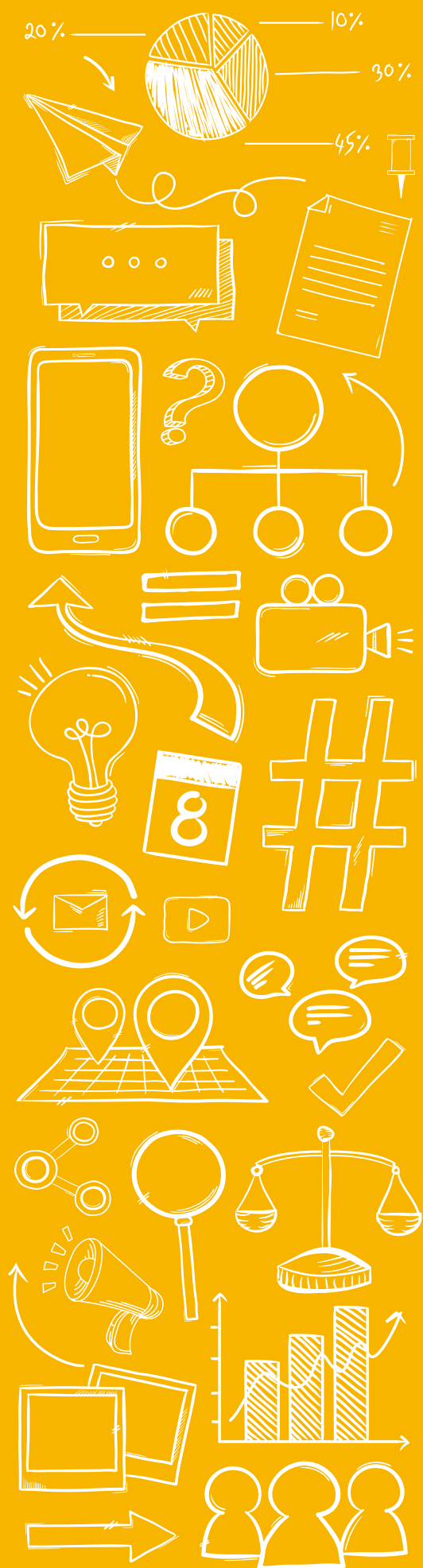click here to watch one of the campaign's videos

#ShareYourStory with Your Son was a campaign launched by Breakthrough India against sexual harassment. The campaign targeted mothers as influencers of young men urging them to share their stories of harassment with their sons in a form of a letter and asking them never to treat women the ways harassers treated them.

CASE STUDY: CASE STUDIES: IMAMS FOR SHE – GLOBAL CAMPAIGN [13]

The #ImamsForShe global campaign was launched in 2015 aiming to address misogynist misinterpretations of Islamic scripture and traditions that have led to human rights violations carried out in the name of Islam against women and girls across Muslim-majority countries and within Muslim communities in the West.

As influencers of the general public, the campaign targeted religious leaders who actively promote women's rights, gender equality and women's empowerment to support their efforts and encourage them to continue promoting gender equality in their khutbas (speeches), educational materials and interactions with the community on the ground.

STEP 5
SHAPE MESSAGES FOR YOUR AUDIENCE

Having developed an in-depth profile of your target audience, you now come to thinking about how you can shape your campaign's messages to appeal to them. Returning to the ownership communication model for a moment, in this step you are planning how to achieve the first three stages, that is, to get audiences to understand, engage with, and at least begin to be convinced by your arguments. Based on what you know about the audience, you need to design compelling messages that would change their minds and motivate them.

THE TAKEAWAY MESSAGE

Through the process of identifying and understanding your target issue, you likely collected evidence of the issue's importance. Through your own experience, research, stories, cases, reflections, and findings, you should have a large amount of evidence to support your cause. When beginning to think about communicating what you have found in the research, you need to identify what is the takeaway message of your campaign, or what message will be emphasized over all the other evidence you found to all the segments of your audience.

> **TIP: CREATE A LIST OF THE SUPPORTING EVIDENCE THAT YOU ALREADY HAVE AND THE EVIDENCE THAT YOU NEED TO GET. THIS WILL HELP YOU SELECT YOUR TAKEAWAY MESSAGE AND YOUR FOLLOW-UP ARGUMENTS WITH CONFIDENCE.**

CASE STUDY: WOMEN, PEACE AND SECURITY CAMPAIGN - JORDAN

The takeaway message of the Women, Peace and Security Campaign that was launched by USAID Takamol in 2018 was that "Women are capable and powerful actors in any peace and security effort". You can see from the following quotes that the takeaway message was consistently presented through different stories published under the campaign.

"There is nothing a man in the Public Security Directorate does that a woman cannot do and vice versa."

Retired Brigadier General Kafa Halaseh- Former Women's Police Department Commander and the first Brigadier General in the Public Security Directorate.

"Without a doubt, women have an essential role in the fight against violent extremism."

Baraq Mahadin - Human Security Researcher at West Asia-North Africa Institute (WANA).

"I learned that there are no limits for women in the military sector"

First Lieutenant Eng. Rima Al Harasis - Head of Engineering Drawing in the Building Management Department in the General Directorate of Gendarmerie.

"I was in the first group of women to enter the Civil Defense 13 years ago."

Captain Dalal Halaseh - Department of Information and Preventive Education, Civil Defense

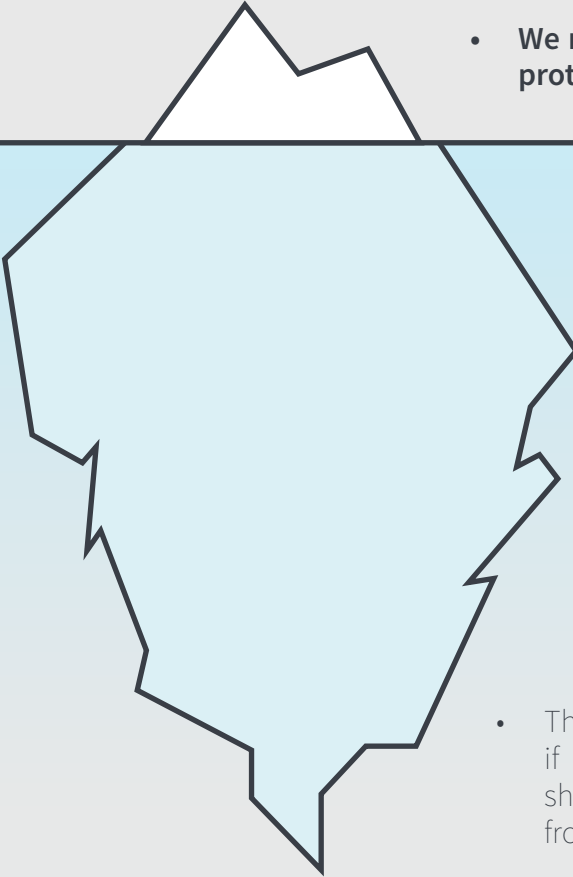"I was the only woman among 45 other Force Commanders of peacekeeping forces representing 45 countries."

Retired Brigadier Mai Dababneh - Former Deputy Director of the Family Protection Department.

Think of your takeaway message as the beginning of a dialogue with all the segments of your audience. The takeaway message should only present the "tip of the iceberg" from all the data and evidence you have generated, and you will present the rest of the "iceberg" (your arguments) over time. As issues related to gender are often sensitive and can be deeply personal, positions gradually shift over time when presented with more compelling information. Your audience may be naturally skeptical or uninterested, and revealing additional content that will interest each segment of your audience beyond your initial message will be necessary in order to shift their position.

CASE STUDY: NATIONAL CAMPAIGN TO ABOLISH ARTICLE 308 – JORDAN [15]

The National Campaign to Abolish Article 308 was a long term campaign that was launched by Sisterhood is Global Institute (SIGI). The campaign aimed to completely abolish an article in the Jordanian Penal Code that allowed rapists to escape punishment if they marry their victims. The campaigners were able to develop strong arguments that were presented overtime to the different segments of their audience to gain support until the general public was able to put enough pressure on the Jordanian Parliament to abolish the article.

- **We must stop impunity of perpetrators and protect survivors of sexual based violence**

  - Over 70% of Jordanians support the abolition of Article 308

    - Article 308 is adopted from the French Constitution

    - Article 308 violates the protection and accountability rights of girls and women based on the rule of law

  - Approval is the basis of marriage in Islam. Marriage in such circumstances does not meet the "valid and genuine" Islamic requirements

  - There is no Islamic-legal precedent to forgive a rapist if he marries his victim. On the contrary, rapists should be strictly penalized to protect the society from such crimes

You need to develop an argument that clearly illustrates to each segment of your audience why it makes sense to change. The argument will logically seek to compare and contrast current interpretations of the evidence with your own. You will need to present evidence that directly addresses the likely responses and reactions from your audience.

THE THREE DIMENSIONS OF EFFECTIVE MESSAGING

To connect to the thinking of your target audience, you want to:

1. Communicate simply to make messages accessible

2. Make messages memorable and portable

3. Make sure your messages present practical and usable solutions

COMMUNICATE SIMPLY TO MAKE MESSAGES ACCESSIBLE

Using direct, nontechnical language and style is very important. Technical terms such as gender-based violence, civil society and sustainable development are often unclear to many people. Moreover, using local language helps your audience connect with the information you are presenting. Therefore, making your messages accessible to non-expert audiences gives you a better chance of influencing them.

In addition to simplifying the language and concepts for broader audiences, consider the order in which you reveal your messages.

Keeping message simple at first will help you overcome the first hurdle of getting audiences to recognize and understand your ideas. Peak your audience's interest first, so that you can later reveal more complex messages, such as the supporting arguments below the tip of your "iceberg."

MAKE MESSAGES MEMORABLE AND PORTABLE

You want your audience to engage with your ideas, and even more importantly, remember them and be able to retell the messages to others once they have been exposed to them. The more "portable" a message is, the easier it is to share and quickly convey to others. This allows your campaign to reach more people than you yourself have the ability to reach, creating an "amplified effect" for your campaign.

The following five techniques are most commonly used by campaigners to ensure messages are more memorable and portable:

- Choosing "sticky" titles that are memorable

- Highlighting striking facts that are unexpected and draw attention

- Using analytical stories to humanize your analysis

- Giving the target audience the language to use when spreading your messages

- Developing pictures and graphical/visual presentation of data.

MAKE SURE YOUR MESSAGES PRESENT PRACTICAL AND USABLE SOLUTIONS

In your messaging, you need to establish a common-understanding of why the current problem exists and focus on practical solutions that the audience can be part of. Below are Dos and Don'ts of presenting practical messages on gender equality issues.

DO focus on describing specific ways to overcome a certain gender issue.	**DON'T** focus on simply describing society and its challenges.
DO explain what the target audience can do to be part of the solution. Present specific suggestions and "calls to action".	**DON'T** create messages that are immediately dismissed by target audiences saying "that's very interesting but I don't know what to do with it."
DO take into consideration your community's needs and gender priorities to make them see the problem as relevant to their self-interest and the solution as something that supports their values and beliefs.	**DON'T** present your own "wish-list" of what you would like to see changed based solely on the values of your organization.
DO present gender issues as issues effecting both women and men to involve them both in the solutions.	**DON'T** present gender related issues as "women's issues" as it gives men an excuse not to pay attention.
DO use positive messages as audiences are more receptive to them.	**DON'T** use negative messages that promote fear, blame or shame, especially if you are targeting men on campaigns against gender-based violence.

TIP: IN ORDER TO ENGAGE YOUR AUDIENCE WITH THE SOLUTIONS THAT YOU ARE SUGGESTING, PRESENT THEM WITH A "CALL TO ACTION".

This action can vary in the level of effort needed from your audience; the easier the action is the more likely your target audience will perform it. For instance, asking your target audience to sign a petition or share your social media posts is more likely accomplishable than asking them to join your demonstration. However, this does not mean that you should exclude more demanding calls to action from your messages as they often have a bigger impact on the outcome of your campaign.

CASE STUDY: NIGHT CYCLING RIDE – LEBANON [16]

Marking International Women's Day in 2014, ABAAD, a civil society organization based in Beirut, organized a night cycling ride. Free bikes were provided by partners and the audience was called to join the cycling ride as a symbol of support for gender equality and safety for all women and girls both, on the streets, and at home. The participants cycled around the city and distributed flyers to raise awareness and engage people in the discussion around the situation of women in Lebanon.
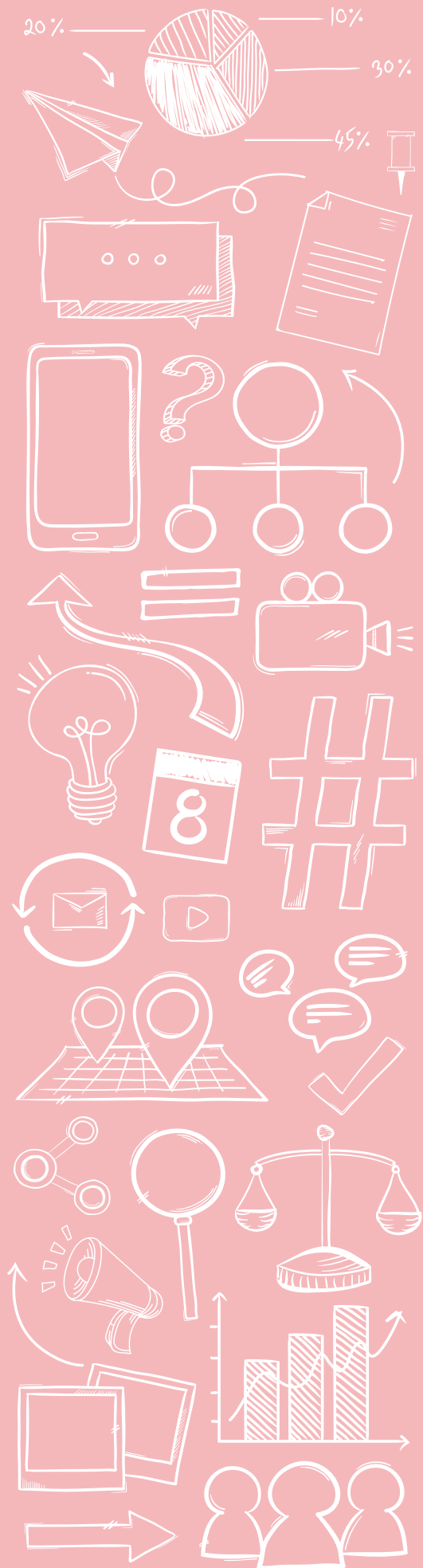
[16] ABAAD: International Women›s Day Night Cycling Ride.

STEP 5: SHAPE THE MESSAGES FOR YOUR AUDIENCE

INDIRECT GENDER RESPONSIVE MESSAGING

When developing your campaign's communication material, you must always be aware of how your use of language, imagery and stories may reinforce gender stereotypes. Below are ways you can send indirect messages that counter gender stereotyping and promote gender-equitable norms:

- Use the word survivor instead of the word victim when talking about women who have faced violence.

- Describe women as individuals as opposed to referring to them as someone's sister, wife or mother.

- When talking about childcare, include both fathers and mother. Instead of saying "mothers and their children" say "parents and their children".

- Avoid descriptions which unnecessarily focus on a women's physical appearance, how she dresses, or the way she keeps her home.

- Instead of portraying women as either pitied victims or idealized heroes, present them in a more honest rounded picture.

- Do not portray all men as the problem, but present stories of men who are allies and supportive of gender equality.

- Reveal how both men and women can be negatively affected by gender stereotypes.

- Ensure women's participation on panels or public events. Provide any necessary support to help them be effective speakers and present their experiences.

- Use images of women and men in non-traditional roles.

- Consider how in images even postures, expressions, and gestures can convey status and authority.

Having chosen your target audience and developed your messages you are now ready to determine how to deploy those messages through a set of communication tools. This step is often referred to as "selecting formats" or "packaging" of messages.

THE RIGHT TOOLS FOR YOUR AUDIENCE

The analysis of your target audience should guide the choice of communication tools. How does your target audience access and receive information? What style of language do they use? You want to select communication tools that are:

- recognizable,

- commonly used,

- designed to give the level and type information that suits the capacity and expectations of target audiences,

- easily accessible to target audiences.

TIP: BUDGET CONSTRAINTS ALSO AFFECT THE CHOICE OF COMMUNICATION TOOLS.

Therefore, you will probably need to narrow down the tools you will use by assessing and defining the ones that will reach the largest portion of your target audience and that will have the most impact.

If you select the right tools for your audiences, you will have a better chance of engaging them and also of building the credibility of your campaign. Therefore, in choosing communication tools, you need to consider which of your target audiences fall into each of the following three categories:

EXPERTS — those who have a deep technical knowledge and background in your campaign's issue. These are commonly advisors, bureaucrats, and people from international organizations, research institutes, think tanks, and universities. In order to convince this audience, they need to see the full argument including literature, evidence, proposals, predictions, and research (methodology and analysis).

INFORMED NON-EXPERTS — practitioners who work on the issue and are users rather than producers of gender related studies or policy papers. They are often decision makers, journalists, NGO employees, or civil servants. These people can normally be convinced by seeing the significant outcomes of research and do not need all the in-depth academic and research detail.

THE GENERAL PUBLIC — what is needed in many gender related campaigns is to convince the public and get them on your side. In these kinds of campaigns, the simplest and clearest presentation of the evidence is needed.

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[17] Adapted from Making Research Evidence Matter: A Guide to Policy Advocacy in Transition Countries.

STEP 6: SELECT COMMUNICATION TOOLS

The following table presents an overview of the common types of communication tools used to deliver campaign messages to each of the three types of audiences.

		EXPERTS	INFORMED NON-EXPERTS	GENERAL PUBLIC
TYPE OF COMMUNICATION TOOLS	Written	• policy studies • research papers • reports • working papers	• policy briefs • fact sheets • reports • position papers	• articles in newspapers • press releases • posters, banners, t-shirts
	Oral	• conference presentations • one-on-one meetings • presentations to working groups		• radio and TV programs • public meetings • speeches
	Audio visual		• documentary videos • aminated explainer videos	
	Information & communication technology	• dedicated campaign website	• social media networks: Facebook and Twitter • SMS/text campaigns • dedicated campaign website or page	

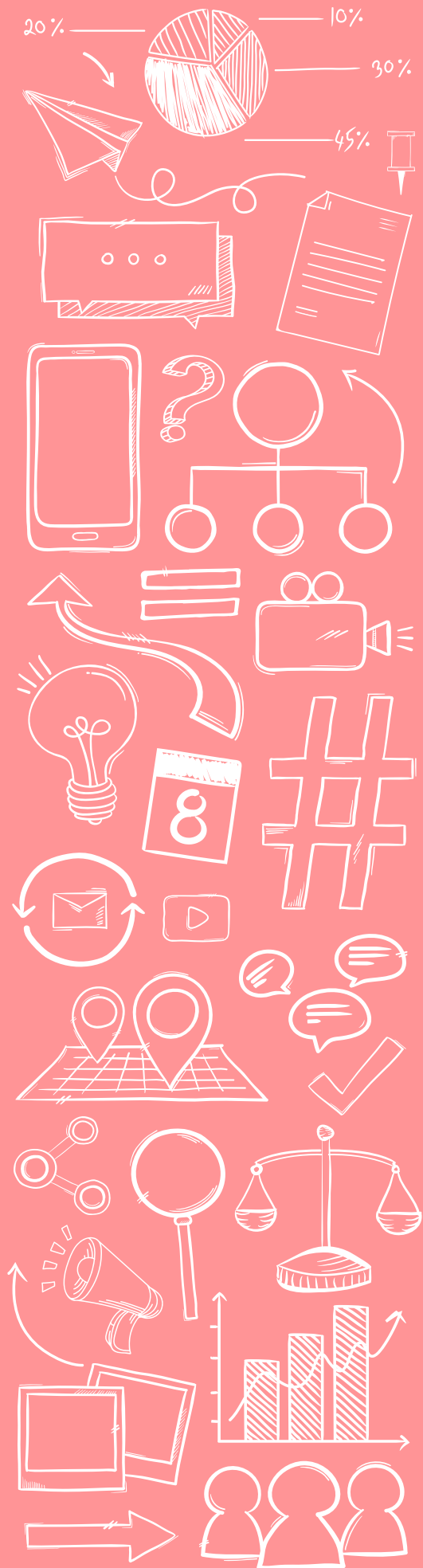## BUILD AN ONLINE PRESENCE FOR YOUR CAMPAIGN [18]

You will notice that in the Communication Tools table some online tools such as websites or pages that are used to deliver messages to all three types of audiences. This is why it is a common practice to build an online presence for your campaign, especially if it is a long term one. This will give your supporters the chance to keep engaging with your messages and sharing them over time as well as continue to be informed about updates that are relevant to your campaign. It will also allow people who have heard of your campaign to find you and understand what you aim to achieve and how they can help you to do so.

TIP: WHEN BUILDING YOUR ONLINE PRESENCE, MAKE SURE YOU:

- give a clear sense of what your campaign is all about by stating who you are, what you aim to achieve, how you plan to achieve it and what your audience can do to help

- update your information regularly

- engaged with your audience by replying to the comments and messages you receive from them.

CHOOSE YOUR MESSEN-GERS(S)

In this step you need to choose who will be leading the public side of your campaign. In other words, who will be delivering your campaign's messages to your target audience. The messenger(s) could be an individual, a group of people, an organization (not necessarily yours) or a coalition. Those could include, journalists, religious and community leaders, civil based organizations, celebrities or even companies in the private sector. When choosing the messenger(s), you need to do a frank evaluation to assess if you are choosing the right person or entity. To do so you need to look at two main aspects, reputation and skills.

REPUTATION

The first level of assessment involves evaluating the standing, presence and legitimacy of your suggested messenger(s). This means that you need to figure out if the messenger(s) has an established track record, visibility and reputation as a provider of quality analysis or advice in the community to be taken seriously.

Here are a few credentials that will help you assess the reputation of your suggested messenger(s):

- Known as an opinion leader, expert or innovator

- Has established a track record as a reputable provider of research, analysis, advice and commentary

- Known to have strong connections and visibility within the community

- Has access to key players and/or your target audience

- Has the trust of your target audience and opinion leaders

- Is seen as honest

- Known as an individual or organization that has the capacity and willingness to engage in gender awareness and advocacy efforts.

> TIP: WHILE THESE CONSIDERATIONS ARE VITAL IN CHOOSING YOUR MESSENGER(S), THERE ARE A FEW INSTANCES WHEN A NEWCOMER MIGHT BE A MORE SUITABLE MESSENGER.
>
> For instance, when you bring an innovative solution to an ongoing debate. In such a case, a new face with a new solution will be welcomed as a breath of fresh air for an old problem.

SKILLS

In addition to a good reputation, the messenger(s) will need to possess a range of strong communication and interpersonal skills to be a successful choice. Especially when using the ownership communication model that aims to start a dialogue with your audience and enable them to understand, engage with, and begin to be convinced by your arguments. Here are some credentials that your messenger(s) will need to have:

- Strong presence

- Strong interpersonal and social skills

- Impressive oral and/or written communication skills

- Effective negotiation, mediation and diplomacy skills

- Good networking and leadership skills.

CASE STUDY: CAMPAIGN AGAINST HARASSMENT - JORDAN

During the 16 Days Campaign of Activism against Gender-Based Violence in 2018, USAID Takamol launched a campaign against harassment on Faces of Takamol, one of the program's Facebook pages that shares human-centered stories related to gender. 16 messengers who continually stand up against harassment were chosen. The messengers were in different age groups, had different backgrounds and worked on harassment prevention from different angles. Below are the profiles of the two most influential messengers in the campaign who were reached the highest number of Facebook users, received the highest number of comments and shares and who were able to start a fruitful dialogue on the issue.

click here to read Israa's story

click here to read Abu Zuhair's story

DR. ISRAA TAWALBEH

The first female forensics doctor and the first female president of a hospital in Jordan
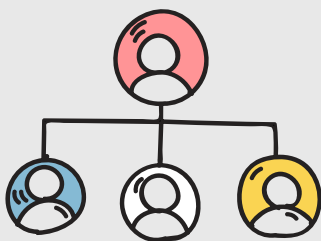
Dr. Isra'a is reputable, has a strong presence, great written and oral communication skills, an expert, an opinion leader, and has effective negotiation and mediation skills.

MR. MOHAMMAD AL-AROUD 'ABU ZUHAIR'

A 70-year-old activist from Ajloun

Abu Zuhaid is seen as honest, he is respected in his community, has a strong presence, has the trust of the target audience, has an established track record of providing sound advice and has strong interpersonal and social skills.

TIP: IF YOU ARE FACED WITH DIFFICULTIES IN FINDING THE PERFECT MESSENGER(S), DIVIDE MESSENGER ROLES STRATEGICALLY AMONG DIFFERENT PEOPLE BASED ON THEIR CAPACITIES. THOSE CAN BE TEAM MEMBERS WITHIN YOUR ORGANIZATION OR ADDITIONAL PARTNERS THAT YOU SELECT TO FILL THE CAPACITY GAPS.

You should keep in mind that depending on your chosen communication tools, some credentials will be more important than others. For instance, you will need your messenger(s) to have a strong presence and great verbal communications skills if your chosen tool is radio

and TV programs, while those credentials will be less necessary if your communication tool is a policy-oriented article. Moreover, you need to think about the messenger(s)'s ability to influence each segment of your target audience. For instance, certain messengers like celebrities might be able to influence the general public but will not necessarily be convincing enough for an expert audience. On the other hand, a renowned researcher will not be able to capture the attention of the general public but will be able to convince the expert audience.

TIP: RESEARCH SHOWS THAT, IN SOME CASES, MALE CAMPAIGN MESSENGERS ARE BETTER RESPONDED TO WHEN THE TARGET AUDIENCE IS ALSO MALE [19]. This applies to campaigns that aim to challenge stereotypes related to masculinity, change the behavior of male perpetrators of GBV, or encourage males to be active bystanders when witnessing GBV.
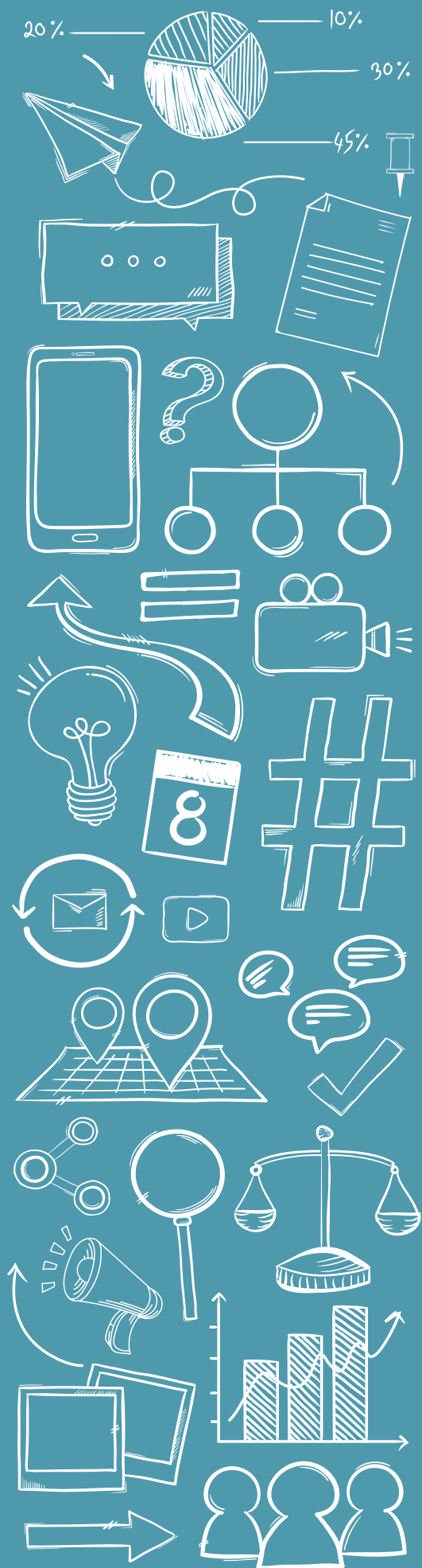
CASE STUDY: MASCULINITY CAMPAIGN - JORDAN

In 2018, USAID Takamol launched a campaign to promote positive masculine behavior and challenge negative stereotypes associated with masculinity. Twelve community leaders and activists bravely opened up about their own experiences on social media. They talked about fatherhood and family dynamics, the effect of disability on the "masculine image", decision making, the role of upbringing in creating the power of masculine over feminine as well as fostering toxic masculine behavior and the role on men in shifting the power dynamics towards gender equity.

CASE STUDY: YOUNG MEN STANDING UP AGAINST HARASSMENT - EGYPT [20]

Imprint, a voluntary social organization based in Cairo, launched a campaign to combat sexual harassment. During Egypt's major holidays, when harassment is at its worst, Imprint organizes patrols in public spaces made up of young male volunteers. The volunteers intervene non-violently to prevent incidents of harassment, to deliver harassers to the police, and to help in filing legal claims against harassers. The patrols present positive examples of masculinity by showing that men can demand respect without using violence and that standing against harassment and with women's rights is a great thing to do.

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[19] Key Best Practices for Effective Sexual Violence Public Education Campaigns: A summary.
[20] UN Women: Toolkit for Youth on Advocating and Achieving Gender Equality by 2030.

PLAN FOR CHALLENGES AND RESPONSES

You should anticipate how your target audience will respond to your proposals for change. Planning for challenges and responses will help you refine your messages before you launch your campaign. Analyzing the reactions to your messages should also be an ongoing process throughout your campaign so that you adjust your messaging as needed.

As such, there are a number of considerations based on the potential responses of your target audience that may push you to sharpen, shape, focus, support, or polish your messages and even reconsider some of the communication tools and messengers you have selected. These considerations include:

- **Be able to defend the credibility of the research, analysis and evidence that you are presenting:**

  Consider in advance how your research and evidence could be challenged. You can defend their credibility by presenting your valid research methodologies or revealing the source of your information which should have been gathered from reputable and credible resources.

- **Get ready to manage the predicted responses:**

  You have the advantage of having the iceberg of evidence available to you to draw on in making these plans. Prepare to counter relevant negative responses by preparing statements that can be used through different communication tools. For example, prepare short written responses to use in social media comments or provide your messenger(s) with the necessary information that they

might need in an interview if the opinion or information they are presented was challenged.

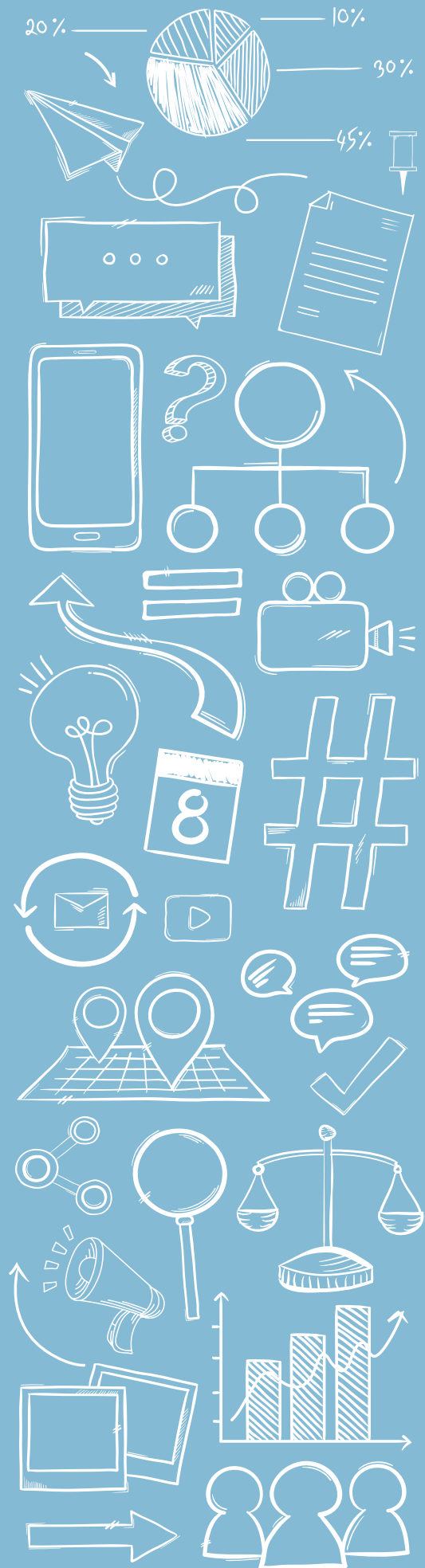**TIP: YOU CAN USE EXISTING MATERIAL TO COUNTER SOME PREDICTED RESPONSES.** For instance, you can use Musawa's knowledge briefs to counter predicted responses related to Muslim legal traditions that are available in Arabic, English and French. Musawah is a global movement for equality and justice in the Muslim family which advances human rights for women in Muslim contexts, in both their public and private lives.

- **Take into account irrational responses:**

  It might difficult to predict irrational responses by your audience. However, you could get a better idea of what those responses might be if you search for interviews, social media posts or campaigns with similar massages as yours and review the responses they received. Remember that no matter how negative or irrational the responses are, always reply positively and never make personal attacks on your audience.

TIP: PRE-TEST YOUR MESSAGES ON A SMALL GROUP OF YOUR TARGET AUDIENCE. Testing your messages can help validate the responses you are anticipating as well as reveal new reactions you had not thought of.
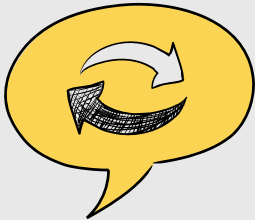
STEP 9
ASSESS THE STRATEGIC RISK

STEP 9: ASSESS THE STRATEGIC RISK

When you decide to campaign on gender equality, you are committing not just to a single campaign but to a new way of thinking, which recognizes women and men as equals and actively challenges longstanding power relations. Naturally, taking this step comes with risks – both for those on the frontline of your campaign and for your organization. This should not deter you from carrying on with your campaign, but acknowledging potential risks will help you take the necessary measures to minimize those risks.

POTENTIAL RISKS

YOUR MESSAGE BACKFIRES

Without strategically planning your messages, gender-equality campaigns may unintentionally reinforce protectionism of women. For example, a campaign that only shows the worst cases of public harassment towards women may unintentionally reinforce the perspective of some audiences that women should avoid certain public spaces or be accompanied. By showing harassment that all people experience and also showing ways women and men can stand up to harassment, the campaign is more likely to receive reactions that the problems is not a "women's issue" and the solution is not increasing paternalism of women. In particular, be careful if your campaign may invoke a sense of crisis. Instead, balance urgency with well-developed solutions.

VERBAL OR PHYSICAL HARASSMENT

Highlighting personal stories can be an effective way of humanizing a problem and showing its effects for real people. But you need to make sure any individuals personally associated with your campaign understand the risks and that you have agreed with them on an appropriate level of anonymity. Is it important to use their real name or would it be safer to present the story as anonymous? Are there unique details of the story that would be make the person identifiable? If a person agrees to make their story public without anonymity, consider encouraging them to discuss the story with their family and friends so that they are comfortable and prepared to support them. Especially today in the digital age with content that can be viewed at any time for anywhere, organizations campaigning on sensitive topics have an ethical obligation to discussed risks with the people involved in delivering their message. As a rule, never campaign about a specific organization or group of women without their full consent, and maintain regular contact.

STEP 9: ASSESS THE STRATEGIC RISK
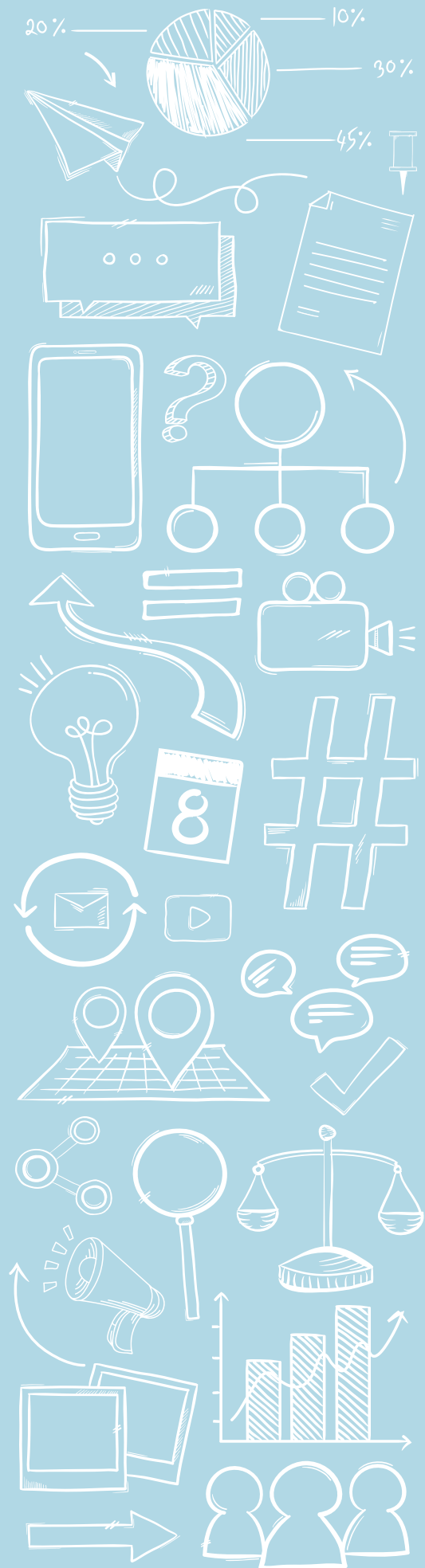
POTENTIAL RISKS

REPUTATION BACKLASH

Organizations that decide to work on gender equality can also face reputational threats if they do not 'walk the talk' themselves. Undertaking a gender audit can be a useful step before you start campaigning in order to ensure that your organizational practices reflect the values your campaign promotes. Developing and implementing strong policies on gender discrimination is important, as are adopting approaches that support parents, and foster women's leadership. Having balanced gender representation in senior posts won't necessarily help women's rights work, but having mostly male decision makers sends a strong adverse message.

PHYSICAL SECURITY

Even though the likelihood of physical security risks may seem low, thinking through security measures will avoid an escalation of physical threats. It is important that all staff and volunteers know that any indication of aggression, whether physical or online, should be reported. If volunteers are campaigning in streets, make sure they work in pairs and you have an easy way to quickly communicate with everyone.

STEP 10
PLAN TO EVALUATE SUCCESS

STEP 10: PLAN TO EVALUATE SUCCESS[21]

Reaching a campaign's goal can be boost to your organization's morale and publicizing such success will send a powerful signal to your audience that change is possible. Moreover, it will raise the profile of your organization as an advocate for gender equity. Therefore, your campaign plan concludes with you setting a set of measure and tools that will help you evaluate the success of your campaign. In this step you need to think about what success will look like and how you will know that your goal has been met.

Some goals, like having a policy recommendation adopted or starting a stakeholder discussion, are easier to measure than others such as shifting perceptions or changing behavior. Nonetheless, there are many indicators that can determine whether your campaign was a success regardless of what your goal is. The below table uses the common goals that were listed in Step 2 along with one or more relevant indicators that you can use to evaluate your campaign's success:

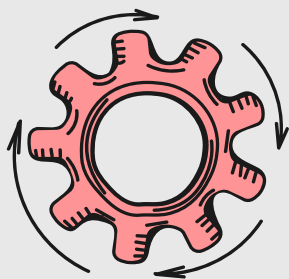| GOAL	INDICATOR(S)
Raise public awareness on the issue	• Number of people reached through different communication tools • Number of instances of engagement on social media channels • Percentage of audience members saying that the issue is important to them (tracking improvement) • Number and types of distribution outlets for campaign materials
Start a public debate on the issue	• Number of group members or followers on social media platforms (tracking improvement) • Number of positive and negative media coverage • Number of messenger(s) citation in the media • Number of media citations of campaign products
Mobilize existing support for your issue	• Number of community events held and attendance • Number and geographic location of communities where organizing efforts took place
Shift certain perceptions that perpetuate the problem	• Percentage of audience members with favorable attitudes towards the gender issue (tracking improvement) • Number of significant stories of changes in perceptions and attitudes • Percentage of audience members willing to take action under the specific issue (tracking improvement) • Number of attendees at your campaign events (tracking improvement)
Change specific negative behaviors associated with the issue	Indicators change based on campaign issue and goals, here are some examples: • Number of women voters in elections (tracking improvement) • Enhanced control of women over their economic resources • Number of child marriages (tracking improvement) • Number of sexual harassment official reports filed (tracking improvement)

[21] Adapted from UN Women: Toolkit for Youth on Advocating and Achieving Gender Equality by 2030.

GOAL	INDICATOR(S)
Start a stakeholder discussion around the issue	• Number of meetings held with decision-makers • Number of high-profile speakers or participants in campaign events
Put the issue on the government's agenda	• Number of government officials who publicly support your campaign • Number of issue mentions in policymaker speeches
Have your policy recommendations adopted and implemented	• Successful passing of policy proposal • Number of policy makers extending their commitment to the proposed policy • Policy is implemented or administered in accordance with requirements
Develop a gender equitable policy	• New policy proposal or policy guidelines developed
Block a gender discriminatory policy	• Policy formally blocked • Number of policy makers extending their opposition to the inequitable proposed policy

There are indicators that could help you evaluate the success of your campaign regardless of your goal, below are a few examples:

- Increase in number of volunteers or partnerships – this indicates that people were convinced that your work is important and want to be a part of it

- Increase in donations or donor interest – this indicates that your campaign resulted in donors or individuals believing in the importance of the work you do

FINAL TIP: THE CAMPAIGN PLANNING PROCESS IS A LEARNING PROCESS. YOU SHOULD ALLOW YOURSELF TO GO BACK TO PREVIOUS STEPS AND MAKE ANY CHANGES IF NECESSARY. When you launch your campaign, you should also monitor the responses you get and allow yourself to adjust your messages, tools or messenger(s) if you see that this will help you accomplish your campaign's goal.

RESOURCES

- [Making Research Evidence Matter: A Guide to Policy Advocacy in Transition Countries](#)

- [UN Women: Gender Inclusive Language Toolbox](#)

- [UN Women: Campaigns to End Violence against Women and Girls](#)

- [Ten steps towards integrating gender equality into campaigns](#)

- [Community Tool Box: Segmenting the Market to Reach the Targeted Population](#)

- [Key Best Practices for Effective Sexual Violence Public Education Campaigns: A summary](#)

- [UN Women:Toolkit for Youth on Advocating and Achieving Gender Equality by 2030](#)

- [UN Women: A Guide To Online Campaigning (A Companion to the Toolkit for Youth on Advocating and Achieving Gender Equality by 2030)](#)

- [Musawa: Knowledge Briefs](#)