Please send us your comments!

This is a first version of the GPPAC Awareness Raising Toolkit, but will be continuously expanding and improving on it. If you have any comments, additions, suggestions or case studies that you would like to share, please send them to Charlotte Crockett at c.crockett@conflict-prevention.net

Thank you!!
Introduction to the GPPAC Awareness Raising Toolkit

About this Toolkit

Violent conflict is devastating on all levels and has both direct and indirect lasting consequences. More than 75 per cent of the casualties of war are civilians, and after hostilities end countries and traumatized populations are left to rebuild shattered lives in an unstable environment, facing the dangers of dormant landmines, famine and disease. Yet even though the horrors of war are widely known, conflict prevention and peacebuilding do not get anywhere near as much attention as they need. Public support is critical to achieve a change, not only in policymaking but in fostering a true culture of prevention in communities. It is essential to recognise that aside from merely wishing for peace, continuous attention and resources are needed to be able to truly work for conflict prevention and peacebuilding.

This toolkit aims to assist anyone who wishes to start a campaign or organize an activity around issues of peace and conflict. It was designed in particular for members of the Global Partnership for the Prevention of Armed Conflict (GPPAC), and focuses on awareness raising activities surrounding the UN International Day of Peace. However, we believe large parts of it will also be useful for other civil society organizations and other campaigns and activities in this field. It includes campaign basics, facts and figures you can use in your campaign, strategies you can employ in order for your campaign to be successful, and ideas for taking action such as public events you could organize and ways to engage the media. Finally, it lists a number of other sources that could be helpful to you in raising awareness on conflict prevention and peacebuilding.

About the Global Partnership for the Prevention of Armed Conflict

The Global Partnership for the Prevention of Armed Conflict (GPPAC) is the world-wide civil society-led network to build a new consensus on conflict prevention and peacebuilding, founded in 2003 following a call of UN Secretary General Kofi Annan in his 2001 report Prevention of Armed Conflict. GPPAC works on strengthening civil society networks for peace and security by linking local, national, regional, and global levels of action and effective engagement with governments, the UN system and regional organizations.

GPPAC calls for a fundamental change in dealing with violent conflict: a shift from reaction to prevention, as an approach that will save lives, and prove more effective and less destructive. We seek a world in which people and governments elect non-violent means, rather than armed conflict, to achieve greater justice, sustainable development, and human security.

The network is structured through fifteen regional networks, each of which has developed an action agenda to reflect regional principles and priorities. The Regional Action Agendas fed into People Building Peace: A Global Action Agenda for the Prevention of Violent Conflict which outlines key priorities for change and involved more than 1000 organisations worldwide in its drafting. The final document was presented to the UN in July 2005, during the Global Conference From Reaction to Prevention: Civil Society Forging Partnerships to Prevent Violent Conflict and Build Peace, organised by GPPAC in partnership with the UNDPA at UN Headquarters.

The GPPAC Awareness Raising Programme

After the Global Conference in New York, all GPPAC regions drafted Regional Work Plans based on the Regional and Global Action Agendas. Based on these documents, a Global Work Plan was also developed for the years 2006-2010. One of the key areas for action identified at both the global level and in many of the regions was awareness raising: GPPAC aims to reach a global consensus on peace building and conflict prevention, and believes the celebration of the UN International Day of Peace on the 21st of September on a global scale to be a great opportunity to reach this goal.
GPPAC therefore calls on civil society organizations, governments and people worldwide to mark 21 September in an appropriate way, to help raise awareness for the devastation of war and the importance of prevention. In order to help you do so, we have compiled this toolkit. The toolkit is a collaborative effort and a work in progress, so any suggestions, additions and experiences are most welcome! Please send your comments to Charlotte Crockett at c.crockett@conflict-prevention.net
Chapter One: 21 September, the International Day of Peace

The UN International Day of Peace
The UN International Day of Peace was established in 1981 by resolution 36/67 of the General Assembly to coincide every year with its opening session in September. In 2001 through resolution 55/282 the day was strengthened to be fixed annually on 21 September and to become a day of global ceasefire and non-violence, an invitation to all nations and people to honour a cessation of hostilities for the duration of the Day. Lastly, the resolution invites all Member States, organisations of the United Nations system, regional and non-governmental organisations and individuals to “commemorate, in an appropriate manner, the International Day of Peace, including through education and public awareness, and to cooperate with the United Nations in the establishment of the global ceasefire.”

Obstacles are those frightful things you see when you take your eyes off your goal.
- Henry Ford

To live is to choose. But to choose well, you must know who you are and what you stand for, where you want to go and why you want to get there.
- Kofi Annan

Celebrating an International Day of Peace in today’s un-peaceful world may raise questions for some. They might wonder whether commemorating such a day can really make a difference. Here are some of the many reasons and ways in which we feel it can be important:

At the most basic level, the day calls for 24 hours of worldwide ceasefire and non-violence. It exists to give people a chance to call for peace, individually or collectively. This means different things in different places:

In countries that have known an extended period of peace, it is first and foremost a day for people on which to truly appreciate how fortunate this is, that it is important to work to maintain peace, and that it should never be taken for granted. It is also a day to educate yourself about all those not so fortunate who are living in conflict areas, and to express solidarity with them. It is a day to let political and communal leaders know that peace should take a central position in their policies.

In conflict areas, 21 September also offers some concrete possibilities. It might provide a symbolic moment to start peace processes or negotiations. It gives added force to a call for peace and ceasefire. When the ceasefire it honoured, it provides an opportunity to access areas that might otherwise be closed off, to bring people there food, medicine or other necessities. Above all, it is a day of freedom from fear, a day to lead a normal life.

For us all, it is a day to let those fighting for peace in their own homelands to know that millions worldwide celebrating the day support them in their struggle, that they are not forgotten.

What you can do
Anyone can contribute by commemorating the Day of Peace in any way, large or small, alone or with others. There are many different ways in which to do this, and if you intend to organise any kind of activity or campaign, this toolkit will help give you pointers and ideas to make your event a success. Each year, GPPAC collects and publicises news of events taking place worldwide. Send us information about your event to pbp@conflict-prevention.net and go to www.peoplebuildingpeace.org to see what else is happening around the world!
Chapter Two: Campaign Basics

In this Chapter we will introduce some basic information on campaigns in general. We hope it will be helpful for both organizations who are new to carrying out awareness campaigns and to those who have done them before but might need a quick refresher course on campaign foundations.

2.1 Campaigns Defined
Campaigns are very useful tool to help raise the awareness of a particular action, policy or idea. Here are a few aims and definitions of campaigns:

- They are a way to set or change an agenda by bringing attention to a particular situation.
- Campaigns can be undertaken by individual organizations or can be carried out as a joint effort between many partners working towards a united goal.
- A campaign can focus on one specific issue or tackle a wide range of issues. It is a systematic course of action carried out to achieve a specific goal.
- Campaigns are operations or a series of operations energetically carried out to accomplish a purpose.

For the purposes of this toolkit a campaign incorporates many elements from several of these definitions. A campaign is a systematic, energetic approach to pursuing a specific goal.

2.2 Types of Campaigns
There are many different kinds of campaigns that incorporate a multitude of activities. Selecting the best campaign type to use is determined by looking at who your target group is, the size of that group, and other criteria which we will focus on in Chapter 4. The multiple types of campaigns enable your organization to deliver its message in a variety of ways to reach a great number of people. Some people may consider media campaigns as a separate entity, but we encourage you to include actions targeting the media in both types of campaigns to ensure their success.

Often you will find cross-over between your campaigns. A campaign targeting children may affect their parents’ opinions. Media attention on an event aimed at women may influence men in the same community. It is good to keep this cross-over effect in mind and aim to incorporate information that is easy to pass on by word of mouth without being twisted. A key to keeping a message pure is mentioned further on in this chapter.
Most campaigns incorporate one or more of the following aims regardless of which group is the primary target.

- They can inform and educate the target about an issue.
- They can aim at changing a specific behaviour or attitude towards something.
- They can set the agenda, and enlist the public on what needs to be done
- They can create a “community of action”, giving people with common goals a cause to unite behind and a means to work together to achieve it
- They can also garner support for a cause or an organization as a whole.
- Most importantly a campaign can cause the people targeted to take actions that may support the organization’s efforts.

Chapter 4 contains tips on how to determine the proper targets and tactics for your campaign, while Chapter 5 will get into more specifics on the actual actions that can be used.

2.3 Campaign Keys

As with any type of strategic plan, there are a few basic elements that are found in every successful campaign. Here are three of the most common acronyms that appear in advice given on planning campaigns. They contain the key elements to having a successful campaign and may be used throughout the entire campaign process.

Being SMART about your campaign ideas is one way to ensure that you are creating a solid foundation for the entire campaign.

- **Specific** – The objective of the campaign should be as specific as possible.
- **Measurable** – Will you be able to determine when the objective is met?
- **Achievable** – Is it possible to achieve the goal on your own or will you need to team up with another group?
- **Realistic/ Relevant** – Is the goal realistic in size and scope or should it be scaled down?
- **Time bound** – Have an achievable time line in mind for the duration of the campaign and plan what could be done if more time is needed.

You can also use the SWOT test to evaluate your campaign ideas. This test can help make sure your idea is realistic and achievable.

- **Strengths** – Evaluate the strengths of the idea.
- **Weaknesses** – Go over what parts of the campaign may be conceived as weaknesses. Will it be possible to strengthen these areas?
- **Opportunities** – Are there outside factors that could benefit the campaign?
- **Threats** – Keep in mind what external obstacles may arise and try to conceive back-up plans to get around these problems.

All planning processes should keep the KISS principle in mind.

Keep It Simple and Specific.

> “Everything should be made as simple as possible, but no simpler”

Albert Einstein
Chapter Three: Just the Facts and Figures

Awareness campaigns are very useful at delivering a message to a large group of people. In order to mobilize people you need to make sure they are well informed. This chapter offers a collection of phrases, facts, and figures that you can use in your campaign materials. The list is by no means exhaustive, and we welcome any additions you might have. We will however only include statistics for which we have a source.

3.1 On the Impact of Conflict

- It is intolerable that millions of civilians die from violent conflict at a time when the international community has the knowledge and resources for preventing it. It is unacceptable that so many of our children and young people have to grow up in a climate of fear of violence and insecurity. Yet the response of the global community is often inadequate, too late and costly.

- Wars nowadays take an unacceptable toll on children and other vulnerable groups, and fail to respect the traditional distinction between combatants and civilians.

- “Armed violence destroys lives and livelihoods, breeds insecurity, fear and terror, and has a profoundly negative impact on human development. Whether in situations of conflict or crime, it imposes enormous costs on states, communities and individuals.

    Armed violence closes schools, empties markets, burdens health services, destroys families, weakens the rule of law, and prevents humanitarian assistance from reaching people in need. Armed violence kills-directly and indirectly- hundreds of thousands of peaple each year and injures countless more, often with lifelong consequences. It threatens permanently the respect of human rights.

    Living free from the threat of armed violence is a basic human need. It is a precondition for human development, dignity and well-being. Providing for the human security of their citizens is a core responsibility of governments.”

Check your facts!
While facts and figures can be very helpful in making your case, it is vital to ensure that you have them right, or you may severely damage your credibility and your cause. An example of this is the notorious 1995 Brent Spar case: Greenpeace launched a campaign to prevent the disposal of Shell oil storage buoy Brent Spar in the deep ocean. While the campaign was a success in preventing the deep sea disposal, Greenpeace’s credibility was damaged when its claim that the buoy contained a hundred times as much oil as Shell had stated proved to be false. Though Greenpeace realized and apologized for its mistake, the story of how “greenpeace got it wrong” continues to haunt the organization to this day. See: http://www.greenpeace.org/international/about/history/the-brent-spar

3.2 Facts and Figures on Armed Violence

- Peace is out of reach for some 10% of the world population, because they live in zones of conflict or fragile states. Close to sixty conflicts are still being fought around the world.

- Many situations around the world are deteriorating and the impact of the war in Iraq, climate change and other factors could in the near future lead to an increase of violent conflict. By 2010, half of the world’s poorest people could be living in states that are experiencing, or at risk of, violent conflict. Of the 34 poor countries farthest from reaching the Millennium Development Goals, 22 are in or emerging from violent conflicts.

- At the time of the First World War, civilians

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represented around five percent of war fatalities. By the Second World War, this figure had risen to fifty percent. By the end of the twentieth century a shocking 80-90 percent of casualties were civilian, many of them women and children.

- Some 56 conflicts are still being fought around the world

### 3.3 The costs of war, the costs of prevention

- The average cost of one conflict is nearly equivalent to the value of annual development aid worldwide.  

- Each dollar spent on prevention can save the international community $4 that would have been spent on dealing with the results of armed conflict.

- The world saw a total military expenditure of $1204 billion in 2006. The United States, United Kingdom, France, China, Japan, Germany, Russia, Italy, Saudi Arabia and India are the highest ten spenders, together accounting for $888 billion, together accounting for 77% of all military spending. This is eighteen times the estimated current shortfall in the spending needed to achieve the Millennium Development Goals to reduce global poverty significantly by 2015. (This shortfall is estimated at $48,000 million and the overall cost for achieving the Goals is estimated at $135,000-195,000 million per year to 2015.)

**Golden Rule: Making Your Case**
- Combine statistics with a personal story/testimonial.
- Explain what is different as a result of spending X amount of money/time.
- Be consistent in use and meaning of terms/language.

### 3.4 Peace is Possible

- After the end of the Cold War, global warfare began to decline rapidly in the early 1990s. Between 1992 and 2002 the number of civil wars being fought each year plummeted by 80%. The decline in all armed conflicts—that is, wars plus minor armed conflicts—was 40%. The end of the Cold War also allowed the UN to begin to play the security-enhancing role that its founders had intended. With the Security Council no longer paralysed by Cold War politics, the UN spearheaded a veritable explosion of conflict prevention, peacemaking and post-conflict peace-building activities in the early 1990s, including:
  - A sixfold increase in the number of preventive diplomacy missions (those that seek to stop wars from starting) mounted by the UN between 1990 and 2002.
  - Fourfold increase in peacemaking activities (those that seek to stop ongoing conflicts) over the same period.
  - A sevenfold increase in the number of ‘Friends of the Secretary-General’, ‘Contact Groups’ and other government-initiated mechanisms to support peace-making and peacebuilding missions between 1990 and 2003.
  - An elevenfold increase in the number of economic sanctions in place against regimes around the world between 1989 and 2001, and

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6 Malcolm Chalmers, *Spending to save? An Analysis of the Cost Effectiveness of Conflict Prevention versus Intervention after the Onset of Violent Conflict*, University of Bradford, 2005  
• A fourfold increase in the number of UN peacekeeping operations between 1987 and 1999

• The new missions were, on average, also far larger and more complex than those of the Cold War era and they have been relatively successful in sustaining the peace. With 40% of post-conflict countries relapsing into war again within five years, the importance of preventing wars from restarting is obvious. The UN did not act alone, of course; the World Bank, donor states, a number of regional organisations and thousands of NGOs worked closely with UN agencies and often played independent conflict prevention, conflict mitigation and peacebuilding roles of their own. Taken together, their effect has been profound. As the upsurge of international activism grew in scope and intensity through the 1990s, the number of crises, wars and genocides declined. Over the long term the evidence suggests that the risk of civil war is reduced by equitable economic growth, increased state capacity and inclusive democracy. Development is a necessary condition for security—and vice versa."  

• A case in point of various national and international actors cooperating to bring about peace is Northern Ireland, where sectarian violence is a thing of the past, former arch enemies Gerry Adams and Rev. Ian Paisley now share power in parliament, and where the British Army dismantled its 38-year troop presence on 31 July 2007.

“It is easier to believe a lie that one has heard a thousand times than to believe a fact that no one has heard before.”
- Anonymous

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Chapter 4: Strategy for Success

Now that the basics are covered it is time to start thinking of a campaign plan. The roadmap you create will help you incorporate as many useful elements as possible into your awareness campaign and will serve as a guide throughout the campaigning process. It is important to take time and be as thorough as possible during the planning process so that you can easily monitor how your campaign is progressing later on. On the whole, this part of the campaign can take longer than the action itself, as you work through all the tasks involved in setting up the campaign and its related events. It may be a good idea to save drafts, notes, and anything related to the strategy planning process even after you are done planning. This way you will not have to start from scratch on the next campaign.

Golden Rule: Brain Storming
There is no such thing as a bad idea. Write down every idea, even if it is not relevant for this campaign it may be useful in the next one.

4.1 Assess the Situation
The first step in planning a campaign is to look at what you are trying to accomplish and what position are you in to accomplish this. This assessment can be broken down into three parts:

1) Problem identification,
2) Goal setting, and
3) Resource evaluation.

Each step builds upon the last and is designed to make the planning process easier even if they seem a bit too obvious.

First determine what problem or issue you would like to address. The problem could be that a larger participation in an annual event is needed or it could be that there is a need for a stronger awareness of what a culture of peace is. Each problem or issue brings with it a different level of planning and a different campaign focus. It is important to determine what issue you wish to address so you can create a targeted and effective approach. This does not mean you cannot create campaigns that cover more than one topic, but it is important that the issues you wish to address are well defined.

Once the problem is identified you can set a goal to meet. All awareness campaigns have the same general goal, to make someone more aware of something and then take action to change the situation. This toolkit aims to give you tips on how to raise awareness about conflict prevention and peacebuilding, you will need to determine what actions you would like the people to take once they are aware that change is needed. By making this goal more specific the campaign will be more effective. Well defined goals also help in measuring the success of the campaign. Goals should be tailored to address the issue/problem your organization wishes to bring attention to. So if you are looking to change the culture of violence to a culture of peace you will need to find ways to lead the target to change their behaviour. It may also help to assess what the public knows. It may be the case that the public has actually carried out conflict prevention techniques without knowing it. In this case your goal may be to make them more aware of how simple everyday actions can be used on a larger scale to secure peace in their lives. This can be done developing a plan that will find away to alert the people to the processes in their life that they already use to settle disputes. Big campaigns can have multiple goals in order to tackle multiple issues. In campaigns with multiple goals it is important to know which goals address which issues. A good starting point to help determine your specific goals is to go over the goals mentioned in Chapter 1.

Next is essential to look at what resources are available to use in this campaign. One unique resource available to GPPAC members is the extensive GPPAC network. You can use the

Golden Rule: Networking
Remember to consider the resources available through various networks. Skills, knowledge and other resources can be share between partners for a more effective campaign.
network for inspiration, advice and more. You can partner with other members to make you initiative stronger. You can compare notes with other members and find out what the best approach to a certain issue is. Even through brainstorming in an exchange of ideas for a campaign with in GPPAC can bring new insights on what is needed to the campaign to be successful. There are many ways in which you can make GPPAC work for your organization and your campaign. If you are not a member and would like to join, go to www.gppac.net and sign up!

Funding is another important resource to be looked at. Do you have money in your budget for the campaign and the activities to support it? If not, you may need to add a fundraising period to your campaign plan. It is important to determine how much each component of you campaign will cost. This way it is possible to fund the most necessary parts of the project first, and then postpone non-essential actions. You may also find ways to supplement funding through the utilization of other resources. It is very important to know how the campaign will be funded so that you can set up a budget for the events you decide to have.

As staff time involved in a campaign can also add to your campaign expenses, volunteers become an important resource. By default volunteers are typically highly motivated and not only provide free labour, they can bring extra energy to a campaign. Volunteers can also be used as a source of information. Often individuals have helped out in similar projects and may bring experience and useful insights to the table. You can even use volunteers as a test group for your message, to see how well received a specific campaign may be in a particular region or community.

Another resource is people who act as goodwill Ambassadors. Famous, well known, and/or well respected community leaders can add much to a campaign. It will bring more attention from the public and often the media. You can recruit different kinds of people to endorse your campaign. It can be a well respected elder, religious leader, an athlete, musician, an author, actor, the list is almost endless. The only important thing is that the have name recognition in the area you are going to have the campaign in that the particular audience knows them as well. It is important to keep in mind that often different age groups admire, respect, or are interested in different kinds of celebrities.

Your reputation is also an important resource. You can build a positive reputation in many ways. Creating successful programs and continual work towards improving the community will increase your organization’s reputation as a helpful, reliable resource for creating a culture of peace. Yet, reputations rely on more than your direct actions. Reputations can also be built up by who is active in your organization and how often representatives of your organization attend events set up by similar groups with similar goals. Once your organization has a widely recognized positive reputation the sway it holds will grow. Merely being represented at events or having your guidance sought by the media, businesses, or government officials can build your reputation while putting the spotlight on peacebuilding.

The skills and talents of your staff, volunteers and friends offer another resource that you can tap for a successful campaign. You may have an extremely talented artist on your staff who can create eye catching posters or other works of art to gain the attention of the public. Someone on you staff may have prior experience setting up evaluation systems and you can utilize this skill to measure the effectiveness of your campaign. Remember to consider people’s professional as well as personal skills, both could come in handy during a campaign.

Information is another resource that you can employ. It an help you make your campaign more concert. Use the facts and figures from this tool kit and other places to help convince people how important conflict prevention is. Keeping information about the details of events handy can help in letting more people know about the event spreading awareness of what is being done and how people can be active.
4.2 Develop Your Message

Now that you have assessed the situation it is time to develop a specific message to deliver to a target audience. The next two sections are very closely related and can be done at the same time so it is best to understand both sections before tackling this part of your campaign plan. You can run a campaign on general awareness of conflict prevention, but it is best to narrow this down to one specific issue with one strong message. The more specific the message is, the easier it will be to communicate to the public. It is best to develop a simple core idea to base your message on. This idea, though expandable, should be easily expressed in one concise sentence. For example, your core idea may be the need for reconciliation after a conflict. Your single sentence message could be “Understanding created through reconciliation prevents further violence.”

It is imperative to make your message as appealing as possible to the public. This can be done in two ways. First, focus on their hopes and dreams. If you show people that peace can make their dreams reality they are more likely to listen to what must change to achieve this goal. Second, you must find an immediate link to the lives of your audience in order to help them identify with the campaign. Find what specifically links the people to the goal. One way of linking people to a message is by giving that message a human face.

Once you have a concise, specific message you can begin to elaborate upon it. This does not mean make it more complicated, it means that you can find a multitude of ways to say the same thing. The reason you may want to come up with a variety of wordings for your message is that some target audience may be able to identify with one version better than another. No matter how you re-work your message remember to keep it consistent with the core idea.

4.3 Identify Your Target Audience

Now that the core idea of your message is decided on it is time to determine who you want to target with a more specific version of your message. Remember you need to have at least your core idea decided before trying to determine who you will target. Your campaign target group is determined by what your specific goal is. If you want the people to support legislation that will promote peace you will need to target voters for example.

Here is a series of questions that can help you determine the best target audience is:

1) Who do you want to influence into taking action?
2) Who will benefit from the action taken?
3) Who can help influence others?

It is important to answer all three questions as specifically as possible. The “general public” is often listed as a target audience, but there is really no way to target the entire general public. His is because the general public is not one cohesive group. The general public includes everyone - teachers, children, political staff, airline attendants, adults - the list goes on indefinitely. Try to be as specific as possible in determining your audience by using the questions above. Let’s use the example of passing legislation that promotes teaching peacebuilding skills in schools. First, you need to determine who can take action to make peacebuilding part of the curriculum. If education
standards are set at the national level you know there are two main groups that must take action, voters and politicians. These are the two target groups you want to influence into taking action.

Secondly, consider who will benefit from the action taken. In this case the immediate beneficiaries are the children who will be learning these new skills in school and in the future any community where these classes will be available will benefit from the program as the children grow up and begin contribute to different parts of society. Next you need to consider what portions of the population influence others. In some political systems, voters are very influential over politicians and a campaign targeted at people who have a right to vote can influence the government to make changes. You can sometimes influence entire families by helping children better understand how to change their behaviours. By looking at all these connections you can determine who your target audience is and further tailor your message to a precise group of people. As you can imagine many campaigns target more than one audience; doing so can often reinforce your message as it will permeate several aspects of the average persons life.

4.4 Strategy

Once you have a message and a group to deliver it to, it is time to take a serious look at different ways to deliver your message. There is a wide array of actions available to convey campaign messages. To find the action that fits your message best there are few factors you need to consider. Different actions are more effective at influencing specific groups. Young people may be more interested in attending a rally or march, while business people may find a workshop more appealing. Sometimes the type of message lends itself better to a particular action. For example, a workshop on mediation may be more effective in helping a community than a lecture on mediation. Where can you get the biggest impact from your actions? Try and use an action that will bring in a large audience who is likely to share their experiences with friends, family, and colleagues.

Since you are trying to get people to act on their new awareness of the need for conflict prevention, proactive measures are often more successful than passive actions. Try and get the population involved in the action, because this can help the participants internalize the message and take claim to it. If the people feel the message is theirs, they are more likely to live by it and spread it to their immediate group. Another way to help ensure that people are internalizing a message is to target the same audience with a variety of actions. Make sure there are several opportunities for the people to familiarize themselves with the message by using a multi-branched campaign.

Keep in mind that actions should fit your immediate campaign goals as well as your organizations overall purpose and agenda. That means before you choose and action make sure it is within the scope of your mission and fits your rules and/or values. For a list of some popular actions consult Chapter 5.

4.5 Determine The Messenger

Once you know what specific message you want to spread and how you want to get that message out to the people it is time to determine who will deliver the message. Who spreads the message will hinge greatly on who you are trying to reach. Different target audiences react to different messengers in potentially unique ways. For example, a well known local athlete may be a better spokesperson for teens than for academics. Some audiences responded better to someone with a personal story to tell dealing with conflict prevention, while others want to hear from a highly respected person who has done extensive research on the issue. It may be a good idea to take into consideration how much speaking experience a person has before they deliver a message. Some messengers are better than others in large crowds, while sometimes the most passionate orator may not have what it takes to represent your message to the media.
You can also have a group present your message or more than one messenger working on a campaign at once. This will help circulate information to a wider group of people. Having multiple messengers can spread the word about a campaign quicker by making many people aware of what is going on at one time.

No matter who you choose to speak, you may want to make sure that the person, group or organization you use as a central messenger is both credible and able to mobilize the audience you are trying to reach. You may also want to sit down before any event (meeting, interview, etc) and determine if the messenger will be able to properly represent you and your cause. This is particularly important when you have several messengers or one messenger that is representing several organizations working together on one action.

4.6 Formulate a Monitoring and Evaluation Process

Monitoring and evaluation is a very important part of campaigning. It will help you determine exactly how effective a campaign is. It can also help you improve future campaigns by looking at what worked well and what did not. You can evaluate what you have done in the past, what you are working on now and even the projects of other organizations. Monitoring more situations will bring more knowledge into your organization. There are several different kinds of evaluation tools that can be incorporated into your campaign plan and sometimes you may find it useful to use more than one of them at once. This is not a definitive list of monitoring and evaluation tools, this section is just here to give you a few brief ideas to help you develop a system of your own. You can find more information in Chapter 6 – Monitor and Evaluate.

Establishing a timeline for your campaign is a very simple way to monitor your progress. If you meet all your deadlines then the campaign can be considered completed. You can keep track of how far to your goal you have to go through setting multiple deadlines. The downside to this type of monitoring is that it does not take into account the effects of the campaign on the public. As the actual outcomes of a campaign are important to know, timetables ought to be used in conjunction with another monitoring process.

There are many approaches to monitoring and evaluation in the case of raising awareness one of the most useful is outcome mapping. Outcome Mapping is a systematic approach to planning, monitoring and evaluation that focuses on behavioural changes. It takes into account that often more than one action is affecting the situation as well as the fact that the impact of a program is often difficult to measure when your goal is to prevent something instead of starting something. Through outcome mapping you can delineate what direction you are going in as an organization an re-manoeuvre to meet your goals when necessary. It involves designing the framework of the program and determining what outcomes you would like to see. For more information on outcome mapping see Chapter Six.

“Success depends upon previous preparation, and without such preparation there is sure to be failure.”
- Confucius
Chapter 5 - Take Action

Once you have a plan it is time to take action. This chapter is set up as a place to start looking for possible actions that will encourage change in favor of your message. As this is an awareness campaign you are mainly looking to motivate the public to mobilize, but it remains important to keep the media and politicians in mind at all times. When it comes to conflict prevention it is important for the public to internalize the concepts behind a culture of peace. Yet it may be helpful if the government can institutionalize and legitimize peace. The media is also a very important tool as it can help make or break public opinions and sometimes even policies. In this chapter you will find a list of actions you can take to inform as well as involve the public in a movement for change.

5.1 Involve the Public

The main target of awareness raising campaigns is the public or specific segments of the general population. Once you get the people involved in a campaign action it is possible to encourage public to take even more action on behalf of your message. Again, this list is just a starting point; there are many other actions that can be taken in order to successfully spread your message. Use this list as a starting point, but remember to be creative. New innovative ideas are sure to attract more participants. Also feel free to send us any of your ideas so they can be passed on to the entire peacebuilding community.

As mentioned in the last chapter it is wise to keep in mind that some actions can carry with them legal consequences. Make sure that the actions you decide to take are within the moral and ethical bounds of your organization’s mission and do not unnecessarily put the participants in harms way. If you are planning an event outside your home area it may also be a good idea to find out if there are any regulations on different events. Some places require groups to acquire permits for marches and anything that may attract a large crowd. If you do decide to go through with an action that would break a law it may be wise to seek legal advice before doing so.

Here are some of the many actions you can take:

- **Public Meetings** - A public meeting is any event that invites people to meet together and is open to anyone. This can be a round table, a debate, a forum or some similar activity. Whatever format you choose to use be sure to keep the audience involved.

- **Workshops** – Workshops are a good way to pass skills on to the public that they can use to propagate peace.

- **Vigils** – A vigil is ceremony where the participants stand witness for or take part in an observance/memorial of an event or victims of an event

- **Teach-in** – A teach-in is an educational event where you have special speakers teach a group or people. You can invite both academic and experiential experts to speak on a topic. This particularly good for educating a crowd.

- **Small home party** – Small home parties do not need to be a “party.” They can also be a dinner or any other social event where you would ask a small group of key members of a society to attend. Such events are a good way to begin a grassroots movement and make sure that community leaders understand your message. These leaders can then spread your message to their friends, families, colleagues, students, and in some cases their followers.
- Mobile phone calls and SMS/Text messaging – Using Mobile phones to make calls or send SMS text messages about your campaign or with reminders of when to vote, times of events and other useful information is an efficient way to get the word out.
- Mass demonstrations – There are a wide variety of mass demonstrations available to mobilize public support of an issue. There are rallies, marches, picketing and large sit-ins just to name a few.
- Stunts - Stunts can be very effective as they usually pack a large "wow" factor. These are actions that are made purely to draw attention to them.
- Civil disobedience – Civil disobedience is the non-violent refusal to obey certain laws. These acts vary with the laws in your area. Obstruction, occupations, Non-co-operation, non-payment and similar actions could lead to someone in the organization and/or any of the participants getting arrested or sued. Then again sometimes being sued can bring more attention to the issue.
- Bringing forth a law suit – It is possible in some places to bring forth a suit against a group or individual to bring attention to a wrong doing.
- Written demonstrations – Another way to mobilize people is to get them to sign petitions or start letter writing campaigns to newspapers or public officials.

5.2 Work the Media
The media is an extremely powerful tool to use. It can easily magnify the effects of a campaign with a single publication or broadcast. If you have a hundred people attend an event and one journalist covers the story your message now has the potential of reading thousands of reads, listeners and/or viewers. Your organizations reputation and legitimacy can also be enhanced through media coverage. Whenever you start any campaign you must keep the media in mind and find ways to use this powerful medium to your advantage. In order to make the media work for you it is important to understand what the media is. How the media is set-up and the purposes it serves vary across the globe. No matter how free the press is in the region you are starting a campaign, there may be a way to benefit from it. This section includes some basic steps that will help you find out the best ways to use the media to your advantage. These are very generalized suggestions and may not work in every case. Through thorough investigation of media systems and trying different approaches it is possible to get your message in the media.

5.2.1 Investigate the journalists
Before you can begin to target the Media in your campaign you need to understand who the media is. “The Media” can include everything from news organizations such as daily newspapers, evening TV news broadcasts, and news radio to the world of entertainment such as films, TV shows and most magazines to new media such as e-bulletins, websites, and even some types of blogs (web-logs). This toolkit focuses on advice for dealing with news organizations, though some of the information is transferable to the other types of media as well. Media can be independently owned, owned by a commercial corporation, owned and run by the government, or a combination of any of these. It is important to know who owns and runs a media outlet because this may help you understand why they may or may not cover your campaign. For example, some government owned and operated organizations may only cover news stories that fit into the governments present agenda, while another government owned but independently operated organization may have more freedom in determining their content. Privately owned organizations also come with a variety often limitations on their content. Some news organizations are ruled by getting good ratings over reporting what is good for the people. It is also important to note whether a specific medium has political connections, these can also effect how or if a story is reported.

Another important tip is to keep track of who particular media outlets are targeting with their product. By finding out who the target of a newscast or publication is, you can determine which of your actions may fit into their format best. An event dealing with the empowerment of women or an new peace education program starting for children may fit nicely in a newscast that targets
women. Even if your campaign is highly political you may be able to connect it to a specific media audience and gain exposure in a community that may not have known about your event previously.

You can gain more insight on the media by looking at what stories they may cover. Keep track of what publications report on peacebuilding and conflict prevention. These organizations will be more likely to cover your campaign. Remember to look at other aspects of media coverage as well. Issue linkage is often a very important part of putting together a publication or a newscast. If you notice that a newspaper is doing a series of stories on young sports stars in your area and you have a youth sporting event planned let that paper know your program could make a nice companion piece to their other story. Using a little creativity it is possible to find many links between your campaign and developing news stories in your area. You can also pitch your program as a story to journalists by showing them how it links to a major national or international story.

Knowledge of the inner-workings of the newsroom can also help you get your message replicated in the media. Newsrooms can be structured in many different ways. The structure is often tied to the size of a news organization and when it publishes or broadcasts it product. It is important to know who is in charge of different aspects of making the news so you know who to direct press releases, phone calls and questions to. In the newsroom of a print publication (newspaper or magazine) editors-in-chief, news editors and assignment desk editors often determine what the content of the publication will be. Reporters are in charge of gathering information and writing the stories that will be published. In broadcast newsrooms news directors, assignment editors and producers are in charge of determining what stories will be covered during a days worth of newscasts. What stories ultimately make it on air during individual newscasts is most often determined by the shows producer. Reporters will often bring ideas to editorial meetings and are also in charge of gathering information to write a limited number of assigned stories. Producers, assignment editors and other staff members gather information and write other parts of the newscast. This is just a broad overview of the most common newsroom set-ups. It may be a good idea to contact your local media outlets and take a short tour of their newsrooms in order to understand how they are organized. This will also give you an opportunity to make contacts within the newsroom.

5.2.2 Make the news

Now that you know how the media works in your area, how do you get your story in the news? As media coverage varies across the globe there is no one way to get the attention of journalist. The following tips are based on some of the general tips given to journalist when trying to determine if an event is news. Following these tips cannot guarantee coverage but they will make media coverage more likely. These tips for increasing the likelihood of coverage are based on building a relationship with the media. There are three skills you need to develop in order to have a successful relationship with the media: know what journalists want, develop close contacts with journalists, and know how to get your information to the media.

Give them what they want. To find out what journalists want you need to forget the old Hollywood images of a traditional journalist. The man behind a typewriter diligently searching for the facts is not the norm these days. For the majority of news outlets, journalist need to be able to turn in a story quickly. News is happening every where and they have little time to search through every story and bit of information. There are eight elements that can make a story news.

- The story makes an impact on people.
- It is happening in a local area.
- It is immediate. It is happening now.
- It is a timely story.
- It is emotional or evocative.
- It is unique.
• It involves someone or something **famous**.

Now, one story doesn’t need to have all of these attributes, but it needs at least one and the more attributes it does have, the more likely the story will become news. There is one very useful trick that you can use to point out certain attributes that a journalist may have over looked, story linkage. Through this process you can make an event that is happening in a few days more immediate. This is done by linking your event, your campaign, to a news story happening right now. You can also use linkage to add more impact to your story. If a war just broke out in another country you can contact a journalist and let them know you have a way to localize that story by relating it to your local program for conflict prevention.

It is important to remember that all journalists are working on a deadline and often that deadline is within a few hours or by the end of the day. Journalists want to be able to get as much information as possible as quickly as possible in the most simple and useable way as possible. If you are talking to a journalist on the clock they will appreciate it if you can be to the point and tell them why they should cover your story in a quick catchy way. They want to know the hook, once that is determined they will decide whether or not the story will fit into their publication or broadcast.

**Make friends.** Developing lasting connections with the media will help your organization make it into the news more often. Developing media contacts is a two way system. You need to find out the names, fax and phone numbers, and email and post addresses of the journalists in your area. You also need to give every media outlet you can your information as well and open the door to becoming a “media darling”. A media darling is someone the media likes to work with because the person is reliable, camera/microphone/notepad friendly, and can bring another voice to lend legitimacy or more information to their stories. Many journalists need expert sources on their stories. Make a list of people in your organization who are willing to talk about different topics and how to get in touch with them. Offer your services to them for any story they are working on that you think someone in your organization can comment with confidence on. This will give your organization more “face time” in the media. Even if it doesn’t directly connect with your current campaign, having your organization’s name in the paper or on air will expose more people to your cause. This can build name recognition which may create more buzz around your future events. Also you can kindly remind a reporter how you helped them on a story when you ask them to cover an event you are doing.

**It’s all about the delivery.** Once you have made the necessary media contacts it is time to get your message out to them. There are quite a few ways to directly get information to the press. Here are just a few of them. You can:

- call them to alert them to an event or story idea
- hold a **news conference**
- volunteer for an **interview**
- send them a **news release**
- issue a **media report**

The next few paragraphs offer advice to keep in mind no matter which method you are employing to deliver your message to the media. When dealing with the media it is important to remember that you have no reason to fear the media. Be confident, stay on message and be alert and you’ll minimize the risk of being misquoted or misrepresented. The following tips will hopefully help you to be more comfortable around the media and this will also help you relate you message more effectively.

**Be conversational.** It is often said that most news journalism is written on a level that someone who finished primary school would understand. In other words, if 12 to 14-year-olds wouldn’t have any idea what a journalist is talking about, then the story needs to be rewritten. During interviews use as little jargon as possible and stick to the KISS philosophy – Keep It Short and Simple.
When relaying information to a journalist tell it to them as if you were speaking to a friend or a family member. Give real life examples and relate statistic and facts through stories that make the numbers easier to grasp. So often official spokespersons are too official. Some reporters are even told by higher ups NOT to talk to officials, at least not for sound bites. This is because spokespersons often know all the technical stuff but rarely give a good “sound bite”. Don’t be afraid to show emotion, but don’t over do it. If a journalist is asking hostile questions or pressuring you for an answer be firm in your stance, but stay calm. Find a way to move all your stories forward. By letting the journalist know the story doesn’t end with your event, interview, or news release you clue them into the possibility of having follow-up stories and future impacts on society. Use active voice in both your speech and writing. In active voice the subject of the sentence performs the action expressed in the verb. The opposite is passive voice, which is when the subject is acted upon. Active voice is more concise.

Active:

The new program **inspires** the community to seek reconciliation.

Passive:

The community is being inspired to seek reconciliation by the new program.

**Be available.** News is a 24 hours a day 7 days a week operation. Journalists will greatly appreciate it if you can have a contact available at a variety of times. It is a good idea to let them know who in your organization is available at what times during the day, night, and week. One of the biggest pet-peeves of journalists is having a contact that does not answer phone calls or email. If you are having a weekend or evening event make sure to inform the media of who they can contact during and after the event. An office number for a weekend story is nearly useless to a reporter unless you are going to have someone in the office on the weekends. You do not need to have a contact at your organization all of the time. Giving a detailed contact list with the names, contact information and best time to reach that person on it will be appreciated by the media. Having a reputation for availability can also put you at the top of a journalist’s important contacts list, as it will also help them identify you as a reliable source to use on other stories.

**Master the art of the sound bite.** Having your message hacked into a misleading sound bite is one of the biggest fears of people who deal with the media. The best way to avoid this is to learn what a sound bite is and integrate these statements into your speeches, interviews, and any conversation where the media may be present. Sound bites and quotes are most often used to convey a message the journalist can not say themselves. This means they are usual subjective statements that are dramatic, evocative, emotional, opinionated, or carry a similar attribute. They are also short. Sound bites vary from radio to television but usually anything longer than 12 seconds is too long. Try to formulate a statement in 5-10 seconds that conveys the core of your message. It may be even better to say the same message in a variety of ways in a variety of lengths. This will allow the journalist to find the cut that best fits their story, but still carries the message you wish to convey to the public.

**Golden Rule: For the Record**

*Everything is “on the record.” Even if the camera or recorder is off and the Journalist's note pad is put away, what you say may still end up in the news story.*

**Holding a news conference.** News conferences consist of official announcements or a speech followed by a question answer session. Only hold a conference if you have a major story to announce. Organizations who over use conferences will eventually be ignored by the media. Keep the speeches short and try not to have too many people speak on behalf of the organization.
at the podium. It may be useful to tell the media that the speakers and other staff members are available for further comments after the conference.

**Prepare for interviews.** When you agree to do an interview with a journalist make sure a few things are done before they arrive. Make sure you know, when, where, how long, and what the interview will be about. Anticipate the types of questions that may be asked and find away to answer them using your key message. Make sure you have all the latest updates on the current situation. Once the reporter is there be calm, concise and on message. Do not let the reporter lead you with deceptive questions, ask them to rephrase things or politely point out that you they are incorrect or basing a question on speculation. If they persist with a question you can always turn it back round to your message. If a question arises that you cannot answer or have more information on at another location, tell the journalist that you will get back to them on that topic. If you do this make sure to get back to them and do so in a timely manner. Ask them when their deadline is so you can get the proper information to them in time. If the interview is being recorded try not to fidget because that can interfere with the recording.

**Invite the media to your events.** One formality of alerting the media to an event is by sending them a press or news release. News releases can also be sent out when you have some information that needs to be reported to the media or if you would like to make and official comment on a current situation. On any given day a journalist may receive dozens of press releases alerting them to events that are occurring. You want to make sure your release stands out. Make sure that you have a catchy headline and a first sentence that leaves an impression on the journalist. Put all the most important information in the 1st paragraph and try to keep the entire release to one page. Include at least one good quote if the release will be sent to print journalists. If you have secondary information tell the media that you will send it at their request. You can also let them know when you have pictures they can use. It is best to email or fax releases to the press. If you have pictures find a way to email them or deliver copies to the press in person. Fax machines often distort even the most simple images. Always follow a news release with a phone call. This way you can make sure they media got it and whether or not they plan to attend the event. You can find a simple news release format based on the International Day of Peace by clicking here.

At an event. Make sure that you have a media contact person at every event. That person can answer questions or help journalists find other interviews when needed. Often reporters or photographers will not stay for an entire event so it is important to call your contacts after the event and make sure they have any of the necessary updates. It is also a good idea to take plenty of pictures during the event and offer them to the media to use as well. If you have an all day event or a campaign it is a good idea to update the media through out the entire process so they can offer there readers, listeners and viewers updates to their coverage. This is when it is helpful to know how often an outlet produces news. If a television station has a newscasts at 6:00pm and 11:00pm and you are holding a fundraising event that ends at 10:00pm you can help the media update their story by calling to let them know what your total was. These updates are also helpful for newspapers. They can update the story in their next edition or right away on their website.

Give a full report. If you are getting read to issue a research report or have a major campaign you may want to send the media an entire media kit or report. This is a longer version of a news release. It includes a short press release with the absolute most important information and best quotes you have to be used by journalists with limited amounts of space and time. Media kits also have extra information to be used for longer format reports, such as series pieces and features. Never send an entire report unless it is requested by a journalist. Create a summary with the most important findings and outline a few interesting cases. Create a question answer section that address questions that may arise over complicated or controversial issues addressed by the report. Include any pictures that may connect the contents of the report to people’s lives. If you have visually appealing graphics you can include a few of them as well.
Say what? Just like everyone else journalists have their own jargon full of abbreviations and acronyms. Here are some of the more common phrases that you may be able to use to help pitch your stories or while discussing the latest scoop with your new journalist pals.

Soft news:
Feel good, light hearted, and funny stories that are not always timely

Hard news:
Serious, timely stories (crime, politics, economics, health, etc)

Kicker:
A soft news story that is used at the end of a

Evergreen:
A story that be written or taped now and saved for a later date

Feature:
Print: A more in-depth story. Often longer and tied to other stories currently being covered in the news *(it may be useful to suggest something doing with your campaign as a feature story related to a conflict elsewhere or similar news events)*
Broadcast: a somewhat longer story that is not breaking news and is often on the soft news side

Copy:
The actual text of a story

Bite, SOT:
A sound bite (SOT= sound on tape)

VOSOT, VO-bite:
A shorter format story that includes someone (reporter, commentator, etc) talking over video followed by a sound bite. (VO= voice over)

Package:
A longer format story that is “packaged” by a reporter and played back on air

Nat pop, NATSOT, NATS:
variants of the term “natural sound” which is any sounds at an event that could add more to a story making it more attractive, fuller or attention grabbing.

File (photo, footage, sound):
Pictures and video that have ran, aired or were printed before *(can be used to promote an upcoming similar event)*

5.2.3 Produce your own media

In order to bring more hype to your campaign you can also create your own communication media. There are plenty of examples of non-traditional journalism that can disseminate a message just as effective if not more so. Because material is specifically selected to reduce conflict the use of non-traditional media can be more effective in some communities. Such programs are often seen as actions but many require some form of media to be carried out properly.

Examples of media initiatives you may find useful to integrate into your campaign include, but are not limited to:

- composing music and circulating the songs to the public
- producing plays
- creating documentaries and other films or television shows
- starting community radio programs
- creating a new publication (magazine, weekly paper, website, etc)

You can find more information about the connections between media and conflict prevention in The Power of the Media: A Handbook for Peacebuilders, published by the ECCP. You can find information on ordering the publication under the program section of ECCP website as well as the full text online by clicking here.
5.3 Persuading Politicians

This tool kit is not meant to help you with lobbying and advocacy actions, but this section is included as a reminder that it is important to keep in mind the political implications during all campaigns. It is also important to keep in mind that any political actions you are involved in such as lobbying and petitioning can make an impact on your campaign. This is especially true if these activities are covered by the media. Media coverage and political ties to campaigns can often amplify the number of people a campaign reaches. If you can get state sponsorship or cooperation of any sort on your campaign this will also help bring in more recognition. In every campaign that you run remind the participants that they too can pressure politicians to push for peace and to institutionalize programs that will prevent conflict for generations to come. But also please bare in mind political sensitivities, and the different mandates that governments and civil society organizations have. The spirit should be promoting cooperation and emphasizing on each other’s complementary roles, rather than a negative attitude of opposing and not proposing.

5.4 Your Ideas

This toolkit holds plenty of ideas, but with a little creativity you are sure to discover new ways to let the people know how important conflict prevention is. Since this is a ever evolving toolkit we can continually add new ideas, so please let us know if you have new ideas by using this link.

“Vision without action achieves nothing. Action without vision just passes time. Vision with action can change the world.”
-Nelson Mandela