IOM PUBLIC COMMUNICATION
CAMPAIGN TOOLKIT

IOM UN MIGRATION

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Cover photo: NFI distributions are underway for IDPs in Maiduguri.
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IOM PUBLIC COMMUNICATION CAMPAIGN TOOLKIT

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INTRODUCTION

1. INTRODUCTION

IOM seeks to provide practical guidance on designing, delivering and evaluating effective communication campaigns relating to migration. The guidance covers different approaches, themes, programme areas and methods to improve relevance, audience participation and results. The aim is to identify and navigate the main elements and pitfalls for carrying out a communication campaign within the scope of the Organization's work. This resource is designed to support IOM staff and migration professionals by providing tools and templates for producing effective and responsive campaigns in unique and challenging migration contexts.

The guidance given in this publication is divided into five chapters. Chapter 1 presents a definition of communication campaigns specific to the migration sector, and the background and purpose of these guidelines. Chapter 2 focuses on guiding principles, ethics and related areas, including obtaining informed consent. Chapter 3 addresses campaign design and planning, including analysing the context, defining campaign goals, framing the problem, identifying audiences, setting objectives, designing messaging and assessing the information landscape. Chapter 4 looks at campaign implementation, and also gives examples of some creative IOM communication campaigns. Chapter 5 provides an overview of different approaches to monitoring and evaluation (M&E), demonstrating the tools and methods, including carrying out an impact evaluation.

WHAT IS A PUBLIC COMMUNICATION CAMPAIGN?

The terms "public information campaign" or "communication campaign" are often used interchangeably. For the purposes of these guidelines, "public communication campaign" will be used and shortened to "communication campaign", according to the following definition:

"…purposive attempts to inform, persuade, or motivate behavior changes in a relatively well-defined and large audience, generally for non-commercial benefits to the individuals and/or society at large, typically within a given time period, by means of organized communication activities involving mass and online/interactive media, and often complemented by interpersonal support."[1]

The effectiveness of a communication campaign relies on its ability to communicate simple and complex sets of information in accessible formats to target audiences. The source conveys the message to target audiences based on a strategy that will ensure the message is absorbed, understood, believed and acted on. Success is based on the extent to which a communication campaign is able to inform or fill information gaps, raise awareness and bring about some degree of change in attitude and behaviour – outcomes that are widely recognized as challenging to measure.

Migration communication campaigns seek to achieve objectives that include: informing and advising potential migrants about the risks and complex realities of irregular migration; raising public awareness about migrants and migration to counter misinformation and prejudice; communicating available services and assistance to displaced persons; combating and preventing human trafficking and other protection risks; and encouraging behaviour change to improve health and well-being and to prevent harm.

The sources of communication campaigns can be governments, international organizations, NGOs, local communities, migrants themselves or some of these actors in combination. As evidence shows, information sources and messengers need to be trusted and credible. For example, the IOM Media and Communications Division and the Global Migration Data Analysis Centre carried out a recent impact evaluation on the Migrants as Messengers campaign. This was a peer-to-peer messaging campaign where returning migrants shared with their families and communities their experiences about the dangers, trauma and abuse they suffered while attempting irregular migration. The evaluation provided important findings about the effectiveness of peer-to-peer messaging, with a large number

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[1] R.E. Rice and C.K. Atkin, Public Communication Campaigns (Sage Publications, 2001). Available at https://books.google.fr/books/about/Public_communication_campaigns.html?id=iMTZAAAAMAAJ&redir_esc=y.

of people in Senegal reporting that returning migrants were a credible and trusted source of information.[2]

Communication campaigns deal primarily with public opinion. At any given moment, public opinion is a collective attitude. A communication campaign that wants to change public opinion and ultimately behaviour will have to address three factors:[3]

Attitude is influenced by perception ▶ Attitude determines behaviour ▶ Behaviour will influence perception

[2] International Organization for Migration Global Migration Data Analysis Centre, 'Migrants as Messengers': The Impact of Peer-to-Peer Communication on Potential Migrants in Senegal – Impact Evaluation Report (Geneva, 2019). Available at https://gmdac.iom.int/migrants-messengers-impact-peer-peer-communication-potential-migrants-senegal-impact-evaluation.

[3] Open Textbooks for Hong Kong, "When do our attitudes guide our behavior?", 15 February 2016. Available at www.opentextbooks.org.hk/ditatopic/16184.

WHY ARE GUIDELINES NECESSARY?

Approaches to designing, delivering and assessing migration communication campaigns are diverse and vary from one context to another. Yet, there are some fundamental good communication practices, particularly with regards to understanding, listening to and acting on audience feedback and information needs. This guidance offers some tools to strengthen practice, champion the need for stronger evidence and reinforce protection principles that must be applied in each unique migration context.

Limited evidence exists about how effective communication campaigns are to inform, raise awareness and influence attitudes or behaviour. However, there is growing recognition in the humanitarian and development sectors that for any type of intervention or initiative to have lasting impact, the people targeted or affected should have a meaningful role and say. Communication in all humanitarian and migration contexts should be two-way.[4] This, coupled with the fact that the information landscape is constantly changing due to increasing connectivity and advances in technology, means communication practices are evolving rapidly. This is certainly true of communication campaigns where one of the biggest pitfalls is lack of knowledge about audiences, communication channels and context.

Another potential pitfall is lack of clarity and focus around goals and objectives. For a communication campaign, one of the first questions to address is: "What is the desired change?". It takes purpose to drive a campaign strategy.[5] Analysis of the situation, framing the problem or topic, defining target audiences and creating a shared vision of the desired future make up some of many building blocks of a well-designed campaign.[6] Other considerations include the types of actions and activities to be carried out, the people who will be involved, audiences, resources (internal and external), tactics and the timeline.

For any migration communication campaign, the strategy must be grounded in the understanding that although not defined under international law, the term "migrant" includes several defined legal categories of people such as migrant workers and people whose particular types of movements are legally defined, such as smuggled migrants, as well as those whose status or means of movement are not specifically defined under international law, such as international students.

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[4] CDAC Network, Collective Communication and Community Engagement in Humanitarian Action: How to Guide for Leaders and Responders (2019). Available at www.cdacnetwork.org/tools-and-resources/how-to-guide/.

[5] Rare and The Behavioural Insights Team, Behavior Change For Nature: A Behavioral Science Toolkit for Practitioners (2019). Available at www.bi.team/wp-content/uploads/2019/04/2019-BIT-Rare-Behavior-Change-for-Nature-digital.pdf.

[6] UN-Women, "Key elements of an effective campaign strategy", 3 January 2012. Available at www.endvawnow.org/en/articles/1197-key-elements-of-an-effective-campaign-strategy.html?next=1190.

Beyond legislation, there could also be local perceptions about the term "migrant". For example, it can be conflated with the term "refugee" or has come to represent a specific nationality or ethnicity or is perceived as a negative term. It is necessary to explore and understand all the nuances surrounding the definitions of "migration" and "migrant", as well as other terms related to IOM work in different sociocultural contexts. It is important to have a good understanding of context and audiences to improve the success of campaign strategies and activities.

ADDITIONAL RESOURCES

International Organization for Migration, *Glossary on Migration* (Geneva, 2019). Available at https://publications.iom.int/system/files/pdf/iml_34_glossary.pdf.

PRINCIPLES, COMMITMENTS AND APPROACHES

2. PRINCIPLES, COMMITMENTS AND APPROACHES

IOM is committed to the principle that humane and orderly migration benefits migrants and society. The Organization develops plans and strategies with its partners aimed at: assisting in meeting the growing operational challenges of migration management; advancing understanding of migration issues; and encouraging social and economic development through migration, while upholding the human dignity and well-being of migrants.[7]

IOM commitment focuses on supporting migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, and by sharing information and best practices. Communication campaigns play an essential role in guaranteeing the effectiveness of this support. They also contribute to the Organization's role in coordinating humanitarian responses in the context of inter-agency arrangements and providing migration services in crisis and postcrisis situations.

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[7] International Organization for Migration, South–South Migration: Partnering Strategically for Development, International Dialogue on Migration No. 23 (Geneva, 2014).
Available at https://publications.iom.int/system/files/pdf/rb23_eng_2oct.pdf.

GLOBAL PARTNERSHIPS

It is important to incorporate and reference global commitments underpinning the Organization's work in communication campaigns as and when appropriate. For example, the Global Compact for Migration and Transforming our World: the 2030 Agenda for Sustainable Development both represent united global efforts to improve lives and strive for better, more equitable outcomes. These global agreements have a bearing on the way information is framed and communicated to different audiences. They offer powerful platforms to amplify calls to action and mobilize audiences.

The Global Compact for Migration is the first intergovernmentally negotiated agreement on migration, prepared under the auspices of the United Nations in 2016. It covers all dimensions of international migration in a holistic and comprehensive manner. It is a non-binding document that respects States' sovereign right to determine who enters and stays in their territory. It demonstrates commitment to international cooperation on migration.

The 17 Sustainable Development Goals are part of the 2030 Agenda, adopted by United Nations Members States in 2015. The goals are defined as an urgent "call for action" and constitute a "global partnership" to improve lives in the long term, pledging that "no one will be left behind". Migration is a cross-cutting issue in the goals, 10 of which contain explicit targets and indicators relevant to migration and mobility.

DATA AND POLICY

IOM provides the biggest global repository of migration and displacement data. It is a leading authority in this area, providing timely information and research to inform policymaking. As an intergovernmental organization, IOM strives to improve policy outcomes for migrants, displaced populations, host communities and destination countries at global and national levels. The IOM Migration Data Portal serves to "ensure that responses to migration are based on sound facts and accurate analysis". The IOM Displacement Tracking Matrix is the world's largest displacement tracker, providing an understanding of the movements and needs of displaced populations for the humanitarian community and governments.

PROTECTION: DO NO HARM

The whole contemporary concept of the protection of migrants is based on the idea of prioritizing their safety and dignity and avoiding doing harm to a person. This principle involves the organization of services and providing assistance in a manner that ensures physical and mental integrity of the person and avoidance of negative effects. The approach requires that assistance is provided in line with an individual's culture and tradition and that this does not put them at risk of external attacks and threats. Communication campaigns are cross-cutting, covering all dimensions of the Organization's work, and often feature the perspectives, experiences and stories of people directly affected by migration challenges. Protection covers the following key areas:

▶ **Best interest of the child:** All assistance and protection provided to a child should be based on the principle of the child's best interests, which shall be considered paramount.

▶ **Gender sensitivity:** This is the ability to recognize that women's perceptions, experiences and interests may vary from those of men, arising from an understanding of women's different social position and gender roles. The provision of gender-sensitive services necessarily includes a rights-based approach, which is, according to women at all times and in all stages of responding to their needs, their respect and dignity as their inherent right.

▶ **Confidentiality and right to privacy:** Relevant information only should be gathered, and release or disclosure of such information must be with the consent of the person or the guardian of a child. Any referral system must ensure protection of the privacy of the client and the confidentiality of information. No identifying information should be released to the media or public.

▶ **Non-discrimination:** Every individual is entitled to equal protection and rights regardless of age, race, colour, nationality, language, status, religion/faith, political or other opinion, ethnic/cultural or social origin, disability, birth or other status.

▶ **Participation and self-determination:** The recognition of the right and need of a person to make their own informed choices and decisions on all matters related to their life. Opportunities for the person to express their views and participate in the decision-making process should be provided. For meaningful participation, the person must have access to accurate and complete information about the matter/situation/issue. A child's level of development and understanding must be considered in areas of participation and decision-making.

▶ **Respect for and protection of human rights:** All assistance and protection efforts should strive for restoration of a victim's rights and prevent further violations. The persons themselves should be made aware of their rights and responsibilities, and all service providers/agencies should respect these rights.

All migration communication campaigns must apply protection principles. This is particularly pertinent for campaigns that seek to engage vulnerable and at-risk groups, such as children and unaccompanied minors, survivors of gender-based violence, older people, people with disabilities, victims of trafficking and survivors of human rights violations.

Each campaign context is unique – the experience of working with different migrant groups in one country is not necessarily applicable in another country. Campaigns must avoid: reinforcing stereotypes; producing negative and derogatory images; and resorting to shock tactics or using terms, phrases or images that could be perceived as offensive. Language matters. Campaign materials need to be available in the relevant languages for target audiences and in visual format for people with varying literacy levels.

It is common knowledge that the human narrative, combined with facts and context, is the most influential and powerful way for people to relate to a story. Gathering and publicizing people's stories must be done with all potential protection risks carefully considered and appropriate mitigation actions taken.

Collecting personal data or taking a photograph or video can be done only with an individual's informed consent. This should be an ongoing, two-way, respectful discussion to determine whether the individual feels at ease and agrees to sharing information about themselves after having received sufficient information about how the information will be used and by whom, and whether it will be shared further. This ensures people's personal data cannot be used out of context or in a way they have not agreed to. The campaign must be founded on the basis that audiences have been properly consulted and people directly involved in the campaign have been adequately supported to participate or contribute.

Questions to consider from a protection perspective:

» Does the campaign reflect the diversity of target audience groups in terms of age, gender and context?

» Does the campaign use the correct terminology about migration and migrants, local context and different groups of people? Have translations been checked to ensure the text is acceptable and understandable? Have potential audience groups been consulted about this?

» Is the campaign putting anyone at risk by featuring their story, image or personal data? The general rule is not to share information that can lead to the identification of individuals or groups of individuals at risk.

» Could the images and stories – even if anonymized – spark rumours about a particular individual, household or community? Rumours could relate to perceptions of money or gifts exchanged, or assumptions about people's experiences and the violations they may have experienced, or could unfairly imply that an individual, group, nationality or ethnicity are the likely perpetrators of a particular offence.

» Has informed consent been obtained from contributors? This should be an ongoing, respectful discussion with contributors to check if they want to participate by giving their personal data. The campaign team should consider the possible motivation or incentives of the contributors: are they expecting something in return or are they hopeful that this will result in assistance for them or their family? The campaign team must ensure that consent is informed and is not acquired from people in perceivably vulnerable situations.

» Are contributors aware of the potential reach and non-retractability of the campaign materials? Do they understand that their stories and possibly images could be sent to donor governments, circulated within the United Nations community or put online? Do they truly understand what "online" means?

» Is the campaign team working with the right partners or does it have adequate expertise internally to work with vulnerable groups, such as children, people with disabilities or victims of trafficking? Have necessary risk assessments been carried out and adequate safeguarding measures put in place?

» Are images, graphics or language used to shock people rather than inform them, and could they be perceived as offensive or derogatory?

» Is the campaign in appropriate languages for different audience groups? Consult with local contacts about the relevance and potential implications of messages being distributed in particular languages.

» Have audiences with varying literacy levels been considered to make information available and accessible in visual formats?

» Have the approach and messaging been designed in a participatory and inclusive way or could the campaign team do more to give an active role and voice to people close to the issue, beyond surveys and consultations?

» Has the campaign team applied IOM data protection standards?

» Is the campaign team listening to audiences and facilitating two-way communication? Are effective feedback mechanisms in place?

» Has it been made clear to participants that sharing their story is in no way a precondition to receiving future assistance from IOM?

INFORMED CONSENT

Informed consent of campaign participants must be obtained before collecting any data, including personal information, videos, photographs and audio recordings of interviews or discussions. Informed consent means people are given clear information about the project, who the person collecting the data is, and where and how their data will be stored, used and shared by the Organization. This information should be provided in a language they can understand and in a manner they can understand given their literacy level. The person collecting the data has a duty to inform the person of their right not to participate, withhold personal data or withdraw consent at any point in the process. It is important also to consider barriers or certain factors that could prevent people from receiving information about their contribution and hamper their ability to give free consent or not, and what action needs to be taken. This could involve consulting protection staff to determine the person's communication needs and consider how to help them understand the consent process.

Legally, children (under the age of 18 years) do not have the capacity to consent unless the national law of their country specifically states they can give consent above a certain age (for example, above 16 years old). Parents or legal guardians should provide consent on their behalf and must represent the best interests of the child at all times. Working with children and adults who are not able to give informed consent, the campaign team should link with protection officers and the IOM Office of Legal Affairs to apply international guidance and standards to work ethically and carefully to establish whether participation is appropriate and properly supported in these situations.

It is important to consider security concerns in revealing the location of a video, image or social media post and using a person's real name, and whether they have consented to this. An assessment needs to be made and relevant action taken to conceal the person's name and location if their safety is at risk, as could be the case in places affected by conflict or civil or political unrest.

The campaign team should explain who it is, what the campaign is about and how the person's image or data will be used (where and when it will appear and what type of audience will see it). Follow the instructions and use the consent form in the IOM Community Response App. A video tutorial in the app guides users through all the steps to complete the digital consent form.

Consent does not need to be obtained when people are not identifiable, and identifying personal information is not recorded.

IOM COMMUNITY RESPONSE APP

IOM has developed a unique tool for staff to obtain informed consent easily and systematically. The Community Response App provides the necessary steps to collect informed consent digitally. It is designed for all settings and supports different literacy levels, so people can understand the process and make an informed decision about whether they give permission to participate. An individual has the right to withdraw consent at any time and will need IOM contact details to do this.

Google Play

App Store

PARTICIPATION AND COLLABORATION

Too often, communication campaigns are conceived and delivered at a distance from audiences and fail to understand why engagement is minimal and messaging ineffective. IOM campaigns, *Migrants as Messengers*[8] and *IOM X*[9], which states it bases its approach on "giving power to those at the center", are two multi-country campaigns that demonstrate the power and impact of placing people close to the issues in the driving seat. IOM X applies a Communication for Development (C4D) framework (see section on C4D), a recognized participatory communication approach.

Collaboration with audience groups in the early stages of a campaign will help frame the campaign topic more accurately, set clearer objectives and goals, and support the design of images and messaging that resonate with target audiences. Consultations can take place in the form of focus group discussions, community consultations, structured surveys, interviews or workshops. Practices in participatory methods are advancing. Organizations are looking to more creative solutions such as phone-in radio programmes, game-based learning, social media polls, questionnaires and surveys, all of which can be used to inform the design of a campaign.

Co-production is an approach that moves beyond consultation and considers people for whom the initiative is intended as practitioners who have a role in the design, delivery and evaluation of the campaign. Co-creation is an approach that enables people (target audiences) to work alongside practitioners to design and deliver the campaign as a valued partner.[10]

Identify key actors and build partnerships	Build commond ground	Co-explore need	Co-develop solutions	Co-deliver solutions	Evaluate

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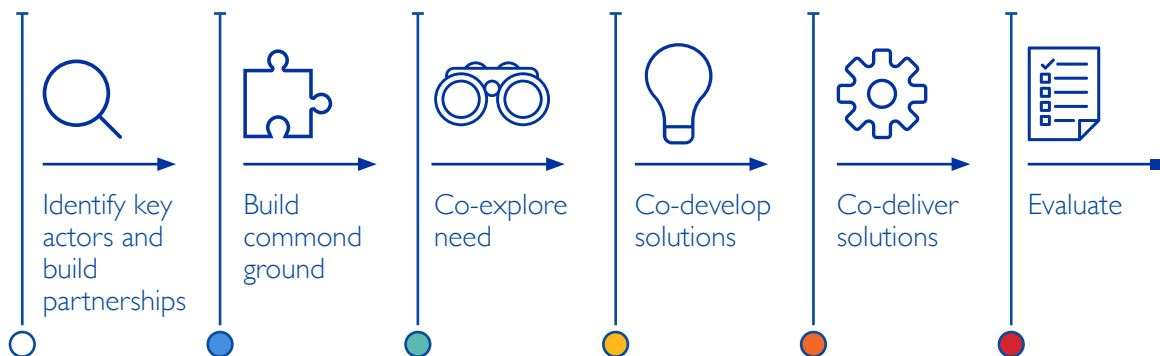
[8] International Organization for Migration, "Migrants as Messengers overview", 2 June 2019.
  Available at www.iom.int/video/migrants-messengers-overview.

[9] International Organization for Migration, "IOM X". Available at www.iom.int/iom-x.

[10] Social Care Institute for Excellence, "Co-production in social care: what it is and how to do it".
  Available at www.scie.org.uk/publications/guides/guide51/what-is-coproduction/defining-coproduction.asp.

Participatory research is another approach to consider giving potential audience groups control over the research agenda.[11] For campaigns, this could mean setting up a participatory research group to inform the early design of the campaign and implementation, and to evaluate its effects. This approach would need to be built into the funding proposal and negotiated with donors to allocate adequate time and funds.

FEEDBACK MECHANISMS

It is widely recognized that for humanitarian initiatives to be relevant, effective and accountable, they must involve the people they seek to benefit in a meaningful way, and, at the very least, give opportunity for people to provide input and feedback. Campaign teams need to act on that information and demonstrate to audiences that they were listened to and action was taken as a result.

The type of communication channels used to collect feedback by IOM varies widely across missions. The most common way to collect feedback is through face-to-face interviews, followed by paper-based surveys. Other popular channels for collecting feedback include focus group discussions and call centres or hotlines. A significant number of IOM country offices report using other channels, including emails, online surveys, workshops and meetings.[12]

Feedback mechanisms work best by using two-way communication channels, such as social media platforms, face-to-face consultations, townhall meetings and surveys, feedback boxes installed in public places and call-in radio shows. It is usually the case that multiple channels are used simultaneously to allow different groups of people the opportunity to provide feedback.[13]

For campaigns, feedback mechanisms should be in place before, during and after the campaign, to follow up on requests for further information or suggestions about the design and content of the campaign. Audience input is vital to ensure campaigns are effective, targeted, relevant, responsive and accountable. People close to the campaign topic can provide valuable information as experts about how to design the campaign and make improvements.

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[11] Participate, "Participatory research methods". Available at http://participatesdgs.org/methods/.

[12] International Organization for Migration, Feedback and the Art of Active Listening (Geneva, 2017). Available at www.iom.int/sites/default/files/newsdesk/Feedback_art_active_listening.pdf.

[13] Ibid.

The IOM Community Response Map is a unique online platform to collect, visualize and share feedback from people involved in IOM campaigns, such as Voluntary Returnees as Messengers. IOM and other international organizations use this platform widely.

https://communityresponsemap.org

https://returneesasmessengers.communityresponsemap.org
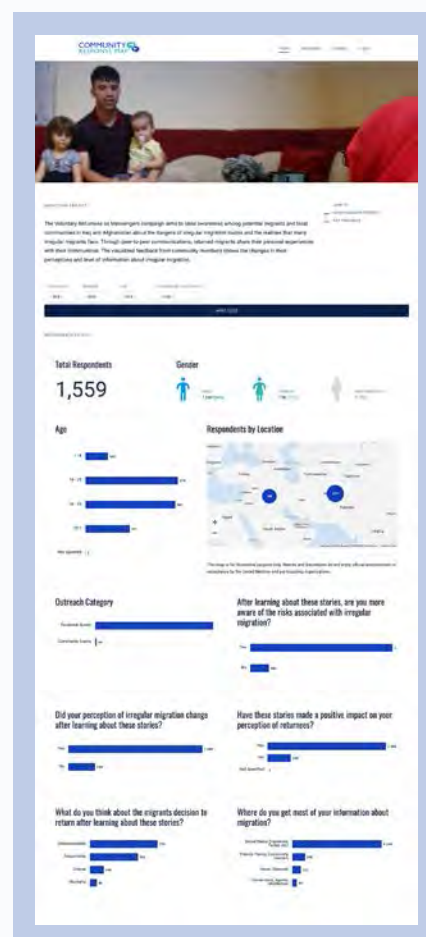
ADDITIONAL RESOURCES

International Federation of Red Cross and Red Crescent Societies, "Community engagement and accountability toolkit", 1 January 2017. Available at https://media.ifrc.org/ifrc/document/community-engagement-and-accountability-toolkit/.

United Nations High Commissioner for Refugees, "10 steps to setting up an effective feedback mechanism", 22 February 2017. Available at www.unhcr.org/innovation/10-steps-to-setting-up-an-effective-feedbackmechanism/.

COMMUNICATION APPROACHES

COMMUNICATION FOR DEVELOPMENT

Communication for Development (C4D) is a specific area of practice growing in recognition as an impactful, effective and ethical way to work with people in development and humanitarian contexts. It focuses on promoting participation, community engagement and social change using the tools of interpersonal communication, community media and information technologies.[14] One key area of focus is strengthening genuine dialogue with people accessing assistance, partners and authorities in order to enhance local ownership of programmes or projects, and to bring about sustainable impact.

According to UNICEF, C4D practitioners believe sustainable and long-term behavioural and social change is the result of a participatory, human rights-based process of social transformation.[15] This process of transformation helps shift political, social and support systems by giving "voice to members of all communities and providing them with the skills they need to advocate effectively for long-lasting changes". This involves understanding communities, their values and core beliefs, and providing tools to communicate and talk about the social and cultural norms that shape their lives. The strategies designed through C4D tend to engage communities and listen to them, as they identify their own problems, analyse their situation, propose solutions and act upon them.

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[14] Swiss Agency for Development and Cooperation, Communication for Development: A Practical Guide (Bern, 2016). Available at www.eda.admin.ch/dam/deza/en/documents/publikationen/Diverses/Communication-for-development-Manual_EN.pdf.

[15] UNICEF, "Communication for Development (C4D)". Available at www.unicef.org/cbsc/index_42328.html.

IOM X, an innovative campaign that encourages safe migration and public action to stop exploitation and human trafficking, applies a C4D approach – meaning it uses evidenced-based and participatory frameworks to tailor its activities and messaging. The campaign focuses on the power of media and technology to inspire young people and their communities to take action against exploitation and human trafficking. As part of the campaign, the IOM X C4D Toolkit was developed. The step-by-step toolkit can help practitioners:

- Understand C4D and its core approaches;
- Design a C4D strategy for a development issue;
- Build the capacity of colleagues, partners and counterparts to conduct situation analyses and research, design and implement strategic communication.

ADDITIONAL RESOURCES

International Organization for Migration, "Communication for development (C4D) toolkit", 2018. Available at https://iomx.iom.int/resources/campaigning-c4d/toolkits-and-training-materials/communication-development-c4d-toolkit-0.

International Organization for Migration, "IOM C4D e-learning course". Available at www.ecampus.iom.int/enrol/index.php?id=70.

INFORMATION, EDUCATION AND COMMUNICATION

Information, education and communication (IEC) is an approach used mainly in public health to change or reinforce health-related behaviours among select audiences over a fixed period of time. This approach uses a variety of tactics, channels and materials to convey important health information, such as flyers, posters, radio, TV spots and dramas, billboards, social media, and community-based health education sessions and workshops. Theatre is also used as an effective way to convey information in rural and remote settings where storytelling is a popular way to relay information. The following key elements need to be in place for IEC to be adopted as an approach:[16]

- Specific problem identified

- Target audience(s) identified

- A clear objective in place – a specific behaviour that needs to be changed or reinforced

The "problem" must be well defined, that is, what the IEC intervention aims to address. It is necessary to have an understanding of what people do, what prevents them from following the desired practices ("barriers") and what facilitates them ("enabling factors") before designing a communication intervention.[17]

ADDITIONAL RESOURCES

World Bank, Strategic Communication for Development Projects: A Toolkit for Task Team Leaders (Washington, D.C., 2003). Available at http://documents.worldbank.org/curated en/973841468149672588 pdf/902840WP0Box380C00toolkitwebjan2004.pdf.

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[16] World Health Organization, "Child health and development: Information, education and communication", 2014. Available at www.emro.who.int/child-health/community-information/information/All-Pages.html.

[17] Ibid.

SOCIAL AND BEHAVIOUR CHANGE COMMUNICATION

Social and behaviour change communication (SBCC) is a commonly used approach, also known as behaviour change communication. It refers to the coordination of specific messaging and activities that target different levels of society – the individual, the community, and social, institutional and other structures. SBCC is evidence based and follows a methodological process from defining the problem and identifying factors that inhibit or encourage certain behaviour to designing interventions likely to promote the desired behaviour.[18]

FIGURE 1: INFLUENCES ON HUMAN BEHAVIOUR

Social and Structural
- Leadership
- Resources and Services
- Policies and regulations
- Guidance and protocols
- Religious and cultural values
- Gender norms
- Media and technology
- Income equity

Community
- Leadership
- Access to information
- Social capital
- Collective efficacy

Family and Peer Networks
- Peer influence
- Partner and family influence
- Social support

Individual
- Knowledge
- Skills
- Benefits and values
- Self-efficacy
- Perceived norms
- Emotion

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[18] Johns Hopkins Center for Communication Programs, Breakthrough ACTION, "What is social and behavior change communication?", 2016. Available at https://sbccimplementationkits.org/sbcc-in-emergencies/learn-about-sbcc-and-emergencies/what-is-social-and-behavior-change-communication/.

To engage with the different influences on human behaviour, organizations or campaign teams need to forge strategic partnerships. To reach audiences at each level requires specific strategies, skills and tactics, plus good coordination to make this happen effectively and simultaneously.

Evidence-based communication campaigns have been shown to increase knowledge, and change attitudes, cultural norms and behaviour. This is demonstrated most clearly in public health, where SBCC has been somewhat effective in preventing HIV and AIDS, protecting communities against the Ebola virus and other infectious diseases, and improving newborn and maternal health, for example.

The IOM **Tackling Modern Slavery in Viet Nam** (TMSV) project is an example of an SBCC campaign approach. This interagency project sought to maximize collective action by bringing together NGOs, the Vietnamese Government and local community actors to promote alternative livelihood opportunities and strengthen access to local justice systems and victim services to reduce vulnerabilities to modern slavery.

https://vietnam.iom.int/en/tackling-modern-slavery-viet-nam-tmsv-project

STRATEGY AND
PLANNING

3. STRATEGY AND PLANNING

The first step in developing a communication campaign is to analyse and understand the context of the issue or problem that the campaign seeks to address. A strategic analysis is needed to understand all the social and cultural factors related to the issue. This will help with initial planning in terms of analysing the current situation, setting goals for the future and determining how to effectively reach those goals.

Ideally, diverse stakeholders are involved, including people from target audience groups in the context analysis. This stage of the process is when the campaign team could consider carrying out a workshop and creating a theory of change This analysis phase involves the following three stages before planning the campaign:

> » Defining the campaign issue (the problem)

> » Identifying the main stakeholders

> » Selecting a campaign approach that works best to address the issue

Context is critical. What audience groups are saying in the context of everyday life is useful and not always taken into consideration. Social media, consultations, facilitating workshops and/or discussion groups can be useful ways to understand the concerns, needs and interests of target audience groups, as well as their information needs.

CONTEXT ANALYSIS

In terms of communication campaigns and strategies, SWOT (strengths, weaknesses, opportunities and threats) analysis is a classic strategic planning tool that allows campaign planners to view the bigger picture of the social, economic and political context of a particular community or issue. Using a framework of internal strengths and weaknesses and external opportunities and threats, "it provides a simple way to assess how a strategy can best be implemented" and helps the campaign team be realistic about what can achieved in the time frame with available resources and what to focus on.[19] It is useful when the campaign has clear objectives.

FIGURE 2: SWOT ANALYSIS

| | INTERNAL | EXTERNAL | |

OPPORTUNITIES · THREATS

Favourable for achieving objectives · Unfavourable for achieving objectives

STRENGTHS · WEAKNESS

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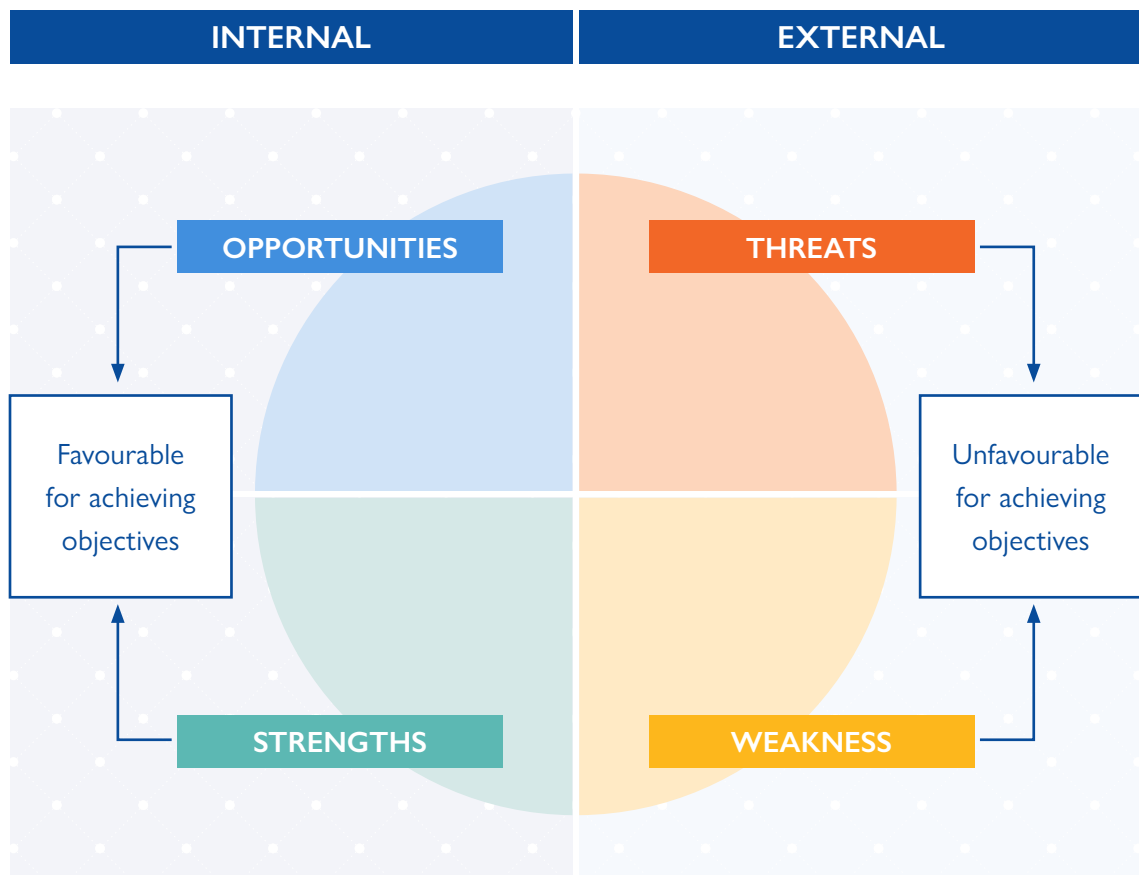
[19] Overseas Development Institute, Research and Policy in Practice, SWOT Analysis.
Available at www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7199.pdf.

SWOT

- Stick to objectives and outcomes and assess how different factors could affect the campaign
- Allow for enough time to brainstorm as a group

PESTLE (political, economic, social, technological, legal and environmental) analysis is a common tool used to assess the external environment that could potentially influence the campaign in any given context to help with strategic decision-making and planning. Strong local leadership for social causes and particularly for counter-trafficking is a positive political factor in reducing incidences of human trafficking. A strong education system in the form of community and employment schemes for young people is a positive economic and social factor. The presence of Migrant Resource Centres, counselling centres and helpline numbers can be technological positive factors. Existing counter-trafficking laws are legal positive factors. Environmental factors (which can be positive or a barrier to people engaging with the campaign) can include natural disasters or lack of natural resources that may cause people to migrate. PESTLE analysis is used to expand on SWOT analysis, and both tools are complementary. The PESTLE analysis will help determine potential factors usually outside the control of the campaign team that could affect outcomes.

TEMPLATE: PESTLE ANALYSIS

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	LEGAL	ENVIRONMENTAL
Regulations Political stability Corruption Government policy	Economic growth Unemployment Informal job market Gender equality	Demographics Media views Religion Cultural beliefs Gender equality	Mobile network coverage Internet Social media Regulations Availability of online or phone-based assistance	Relevant laws Regulations	Climate change Environmental policy Environmental awareness Disasters Lack of natural resources

- Make use of available research

- Focus on areas most relevant to the campaign, i.e. for a counter-trafficking campaign social, political, economic and legal will be most relevant

- Involve people with specific expertise in the different areas and knowledge of local context.

These are group exercises and should involve key stakeholders.

PROBLEM TREE ANALYSIS

This is a useful tool to help break down the issue or frame the problem into manageable components to help set clear objectives and define outcomes or ultimate goals. Carrying out the analysis with campaign stakeholders allows all those involved to have a uniform understanding of the problem, purpose and action. A well-constructed cause-and-effect problem analysis simplifies the process of developing a Results Matrix (see the M&E chapter).

ADDITIONAL RESOURCES

UNICEF, "SWOT and PESTLE". Available at
www.unicef.org/knowledge-exchange/files/SWOT_and_PESTEL_production.pdf.

FIGURE 3: IOM PROBLEM ANALYSIS TREE

MIGRANTS' RIGHTS ARE NOT PROTECTED

Inadequate migrant protection laws and policies.

Poor standards and oversight by labour migration agencies.

Low demand for protection by migrants.

EFFECTS

Migrants' rights are not enshrined in national legislation.

Public officials unaware of migrants' rights and have inadequate skills to promote protection.

Fragmentation of migration management responsibilities across agencies.

Migrants unaware of their rights and responsibilities.

Country X has not signed/ratified the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

Limited information available to public officials.

Political demand for centralization inadequate to prompt organizational change.

Limited information available to migrants.

CORE PROBLEMS

Limited demand for ratification of the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

ROOTS (CAUSES)

Source: International Organization for Migration, IOM Project Handbook (Geneva, 2012).

INFORMATION AND COMMUNICATION ASSESSMENT

To ensure the campaign is relevant, targeted and reaches intended audiences, it is necessary to assess the communication and information landscape. This can be done by the campaign team using questionnaires, or by a marketing research company if the budget allows. Assessments are vital in emergency situations when the existing and regular communication infrastructure has been destroyed or disrupted.

TEMPLATE: COMMUNICATION INFRASTRUCTURE ASSESSMENT

COMMUNICATION INFRASTRUCTURE ASSESSMENT

Mobile phone usage % (country, region)

Mobile network providers

Areas with mobile network coverage

Popular social media channel

1.

2.

3.

National Regional Media (Most popular)

Newspapers

TV

Radio

Online News

Public places and/or events where information is shared, i.e. health centre, marketplace, NGO/UN facility or office (list)

Trusted messengers (public figures, celebrities, sports, music, TV, migrants, religious leaders)

Level of Internet usage %

Internet providers:

National communication regulations

Infrastructure challenges

National/Regional Literacy Rates

Country ranking in *United Nations Human Development Index*

Ranking in World Press Freedom Index

Population Size

Average GDP

To understand the specific information needs of unique audience groups, it is important to assess how people receive and share information and to identify sources they trust.

TEMPLATE: INFORMATION NEEDS ASSESSMENT

1. Where do you get information about migration?

☐	TV	☐	Friends, family
☐	Radio	☐	Community leaders, agents, organizations
☐	Newspapers	☐	Other (Write in)
☐	Social Media		

2. Which sources of information do you trust?

☐	TV (Specify channel)
☐	Radio (Specify channel)
☐	Newspapers (Specify)
☐	Friends and family
☐	Internet (specify websites)
☐	Social Media (Platform)
☐	Community leader
☐	Religious leader
☐	Health professional
☐	Government
☐	Police
☐	International Organization (NGO, UN)
☐	Do not know
☐	Other – make notes

3. What is preventing you from getting information?

☐ No access to electricity

☐ No access to Internet

☐ Limited mobile network

My device is damaged

☐ TV	☐ Radio	☐ Mobile phone	☐ Computer

☐ I do not trust the source of information

☐ The mobile network is down (disaster situations)

☐ Local radio and TV stations are down

☐ I do not have mobile phone credit

☐ I do not know

☐ Other – make notes

4. How would you prefer to communicate with IOM?

☐ Social media	☐ SMS
☐ Face-to-face	☐ Phone Call
☐ Email	☐ Letter
☐ Feedback box	☐ Do not know
☐ Other – make notes	

5. How would you prefer to receive information from IOM?

☐ Radio	☐ TV
☐ Social Media	☐ SMS
☐ Face-to-face	☐ Phone call
☐ Email	☐ Website
☐ Letter	☐ Do not know

☐ Other – make notes

Source: Communicating with Disaster Affected Communities (CDAC) Network, *"Assessing information and communication needs".*
Available at www.cdacnetwork.org/i/20140721170540-7vd0o

AUDIENCE INSIGHT

Understanding audiences is critical to implementing an effective campaign. There is no one audience. It is important to define and identify different groups, and to understand their information needs and preferred means of communication. The campaign can be planned and designed to reach and engage with these different groups. Messaging and imagery need to resonate with the different audience groups.

Initial audience insight questions are:

» Who is the primary audience that the campaign seeks to reach?

» Who is the secondary audience?

» Are there other groups (tertiary audience) who could influence the primary and secondary audiences? These groups could be allies, amplifiers, partners or supporters.

MESSAGE DESIGN

Messaging should be closely tied to the campaign's goal and objectives. Messages deliver important information about the issue and encourage the target audience to think, feel or act based on a call to action.

Messaging should also:

» Demonstrate the importance, urgency or magnitude of the issue

» Show the relevance of the issue

» Illustrate the human story

» Be tied to specific audience values, beliefs or interests

» Reflect an understanding of what would motivate the audience to think, feel or act

» Be culturally relevant and sensitive

» Include a call to action

» Encourage changes in attitude or behaviour

» Counter negative preconceptions and misinformation

» Be memorable

DEVELOPING MESSAGING

When preparing the messaging:

>> Begin with a series of statements created and agreed on by the campaign team, which should preferably include representatives from target audience groups. Statements should be overarching and not too detailed.

>> Develop slogans attached to the statements – memorable phrases, mottos or straplines.

>> Develop talking points that can become the basis of radio shows, posters or fact sheets.

Evidence suggests people's attention span has shrunk over time, affected by the increasing volume of information available. There is a limited window to capture audiences' attention; to do so means vying for attention and standing out in an overcrowded and noisy space. For messaging to be effective, people must first receive information, understand it, believe it, agree with it and, ideally, act on it.

Messaging needs to be:

Clear: Use straightforward, active language, avoiding technical or bureaucratic terms, jargon and lengthy text.

Accessible: Provide information in the appropriate language, using images, colours, phrases and words that resonate with audiences and are representative of their context. Information needs to be visual and text should be minimal.

Consistent: Use imagery and wording that is repeated throughout all campaign materials. This is particularly important for the campaign's visual identity. The call to action, information and messaging need to be reiterated for audiences to take in the information, process it, share it and act on it.

Concise: Convey important facts rapidly, get to the point quickly, be striking and be visual, in order to capture audience attention.

Credible: Ensure the source of the information and messengers are believable and trustworthy.

Relevant and targeted: Messaging should be based on what target audiences perceive as important to them and respond to what they want to know.

Before finalizing the campaign design, messaging should be tested with representatives from target audience groups to see if it works.

PRETESTING

Pre-testing messaging is necessary to find out whether campaign materials are effective and resonate with the people the campaign intends to reach. It is an opportunity to gather representatives from target audience groups and measure their reaction to planned campaign materials. Pre-testing is usually organized as a focus group discussion with about 6–10 participants. It allows for feedback from audiences on materials such as:

» Logo and visual identity

» Images and animations

» Video content, cartoons, animation and storyboards

Pre-testing sessions should allow enough time for all participants to give their feedback. Pre-testing participants should not have been involved in the design of the messages so as to give objective feedback and a spontaneous reaction. Recruitment of participants can be carried out through existing networks, community-based organizations, health facilities and other public places. It is essential people feel welcome and at ease in the place where the focus group discussion is to be held.

It might be necessary to divide the pre-testing participants into smaller groups, so people feel more at ease to express their opinions, particularly in contexts when power dynamics or cultural norms preclude the participation of certain groups of people. For example, this would be the case in places where women and men do not typically participate in public activities together, or where young people do not feel free to give their views when older or authoritative figures are present.

Questions for the focus group discussion should cover the following areas:

COMPREHENSION	Are the messages / materials understood by the audience? Do they recognize the benefits of taking suggested action? *What do you think the campaign is telling you to do? Are there images or words that you do not understand?*
ATTRACTIVENESS	Do the materials capture the audience's attention? *What did you think when you first saw the campaign? Did it capture your attention?*

MOTIVATION/ PERSUASION	Do audiences understand the calls to action and are they inspired to act? *Do you think the message is strong? Does it inspire you to follow what it says? If not, why not?*
INVOLVEMENT	Does the audience identify with the campaign material? Does it 'feel right' to them? *Do you think the campaign reaches the right people? If not, why not?*
ACCEPTANCE	Do you think there is anything wrong with the campaign? Do you think it could offend people? If so, how? *Offense could be caused by unintentional religious references, people shown as helpless and lacking agency, mixed genders or ages interacting together and depictions of violence, death or illness, to name a few examples.*
BELIEVABILITY	Are the materials believable and realistic? *Do you trust what the campaign says? Do you think it is believable or realistic? If not, why not?*
IMPROVEMENT	Is there anything that can be done to improve the campaign materials, language and images? Any specific suggestions? *Can you think of ways the campaign could be better, stronger or more believable?*
RELEVANCE	Are the materials related to the issues faced by the audiences? *What type of people should read or follow the campaign? How are they different to you?*

To analyse results, look for trends or patterns in the responses around areas such as language used, the call to action, images and the concept. Compile feedback and provide responses to the campaign team to inform the redesign of materials.

FIGURE 4: PRETESTING STEPS

1 Before first draft	**2** After first draft	**3** After final draft
Concept testing	Pretesting Stakeholder Review(s)	Field testing

Source: Compass, *"How to conduct a pretest".*
Available at www.thecompassforsbc.org/how-to-guides/how-conduct-pretest.

WORKING WITH A PUBLIC RELATIONS COMPANY, CREATIVE AGENCY OR CONSULTANT

In certain cases, the campaign team may decide to collaborate with a creative agency, public relations (PR) company or creative professional to design and deliver the campaign. This can bring specialist technical expertise and equipment that are not available internally, such as audiovisual content production or artistic skills to run activities like painting or participatory theatre workshops.

This type of collaboration can shape and deliver a better communication campaign, but it is also important to consider potential pitfalls and challenges before going down this route. Follow the IOM general procurement principles and processes.[20]

TIPS:

- Hand over some control to the creative service provider and allow space for creativity to thrive.

- If possible, do not involve donors in the more flexible creative process but do follow their guidance and seek necessary approvals.

- Ensure the creative provider understands the difference between visibility and awareness-raising. People can produce content they think will appeal to the commissioning organization rather than target audiences.

- Ensure there is a team member with experience managing and commissioning PR agencies or creative professionals.

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[20] International Organization for Migration, "General procurement principles and processes". Available at www.iom.int/iom-general-procurement-principles-and-processes.

SETTING THE BUDGET

» Ensure there is sufficient budget to commission the services needed to deliver the campaign.

» Account for time and funds to brief the external agency or creative professional and to allow for development of the work or content and build in reasonable time for review to make necessary changes.

SELECTING THE RIGHT PROVIDER

» Carry out research to find out which agencies or creative professionals are active in the target region and if they have experience in humanitarian and migration fields.

» Ask to see samples or a portfolio of work, if not available online.

» Ask colleagues to recommend trusted suppliers.

» Conduct due diligence checks to assess whether the company or individual is aligned with IOM principles. If working directly with children or young people, check the company or individual has relevant experience and all the necessary background checks and professional references to work safely.

» Find out about the billing structure of the creative agency or PR company – how is the agency or individual billing for their time? Ensure that all deliverables and the timeline are stated clearly in the service agreement or consultancy contract to avoid any miscommunication.

WRITING A REQUEST FOR PROPOSAL OR CREATIVE BRIEF

» Assume the company or individual is not aware of IOM work. Provide a clear description of the Organization and its mandate, including detail about the specific field of work relating to the campaign. Avoid using acronyms and technical terms that are not commonly used outside the humanitarian or development sectors.

» Set out a clear objective or scope of work. Explain what IOM is seeking in terms of services and clear deliverables: outputs, activities and the time frame for responding to the brief.

» Define target audiences and explain in detail who the campaign seeks to reach and influence. Break down the different audience groups and provide further detail

about information needs, knowledge gaps and other useful context-specific data that will guide people in responding to the brief.

» Provide a section on the messaging that the campaign seeks to share.

» Provide a timeline for the work and approximate budget.

» Include a section where potential collaborators can share their qualifications and examples of work.

TEMPLATE: REQUEST FOR PROPOSALS

1. INTRODUCTION	
Purpose of consultancy	IOM seeks to commission the services of… (summarize the scope of work). Explain what the campaign is about, the impact it seeks to achieve and why.
Overview of IOM	Provide a description of IOM mandate.
Overview of the specific team, region or workstream	Provide further detail about the team, office or mission managing the campaign.

2. INSTRUCTIONS FOR BIDDING	
Time frame and contact	Provide the deadline for submitting the bid and email contact.
Supporting documents	Create a checklist of documents needed to support the bid – CV, covering letter, references, relevant work samples or links to work and budget.

3. TERMS OF REFERENCE

Description of service provider's role/scope of work	Explain what the service provider's scope of work in more detail in relation to the project and with whom they will be working.
Description of the campaign	Provide a clear description and breakdown of audience groups. Provide sample messaging the campaign will follow or call to action.
Outputs/Activities	The service provider will be required to propose an approach to deliver the following outputs: List outputs and explain this is not a definitive list but bidders can also include additional outputs/activities in their proposal.
Relevant information for reference	List links to information the service provider can access online to support the bid relating to the campaign topics, themes and IOM's areas of focus relating to the campaign.
Qualifications	List desired and essential qualifications.

4. COST

Indicate the figures or rates quoted include all costs (services, travel, expenses, insurance and other liabilities)

Output/Activity	Daily rate	Proposed number of hours/days	Total cost (Currency)

IMPLEMENTATION

4. IMPLEMENTATION

DONOR VISIBILITY AND BRANDING

Questions often arise among campaign teams about how and when to brand a campaign, with regard to donor visibility and organizational branding. Broadly speaking, donor visibility depends on the target audience. Strengthening donor relations is a central component of communicating the value of the work of the Organization, as enabled by its donors. Nevertheless, with campaigns that seek to involve and engage specific audience groups directly, it may be the case that the campaign would merit placing donor and IOM logos less prominently and focus on placing messaging and images at the forefront.

Donor visibility and prominence of logos is always a process of negotiation with key stake-holders and is managed on a case-by-case basis. It is essential the campaign is not misleading and is clear about its provenance or source. This means striking a balance between impact and transparency by finding effective ways to engage with target audiences and fulfil donor or partner requirements. Large logos taking up too much space can deter the purpose and weaken the campaign. For awareness-raising campaigns, the goal is never likely to be donor visibility as it is unlikely that target audiences will define this as one of their needs.

Some IOM campaigns have been "unbranded", such as Migrants as Messengers, or have found ways to promote partners or donors in the background without losing transparency, as was the case with the Aware Migrants campaign. The campaign team should initiate a discussion with the donor early on and produce research or examples that demonstrate the value and importance of not placing logos in a prominent position. Another useful way to manage this discussion with the donor is by thinking about proportionality: assessing the size and positioning of logos or text against the overall size of the communication product. For example, promoting a partner or donor for 10 seconds during a 30-second radio spot is out of proportion, but using a 40 cm × 40 cm logo on a billboard is proportional.

Consider contexts or situations whereby branding and visibility could create security or protection issues and determine the appropriate level of visibility to minimize negative reactions or fallout.

The campaign's visual identity needs to be consistent through all content formats and platforms. Social media assets — banners, videos, quote cards, images, infographics and posts — need to be closely tied to all other forms of communication materials — adverts, flyers, videos, billboards and web content. (Check reference, pages 49-50)

All campaign materials need to follow IOM brand guidelines, which serve to represent a unified identity, mission and purpose to audiences, as well as assuring quality in the way that the Organization communicates. There is a huge range within the Organization's branding that allows for creativity and originality. Using logos, colours and fonts that do not conform and are of a low quality can confuse audiences and weaken the campaign's ability to achieve its objectives.

IOM PRIMARY COLOR	SECONDARY COLORS	
		SHADES

IOM OFFICIAL COLORS

A secondary colour should cover less surface than the IOM blue.

Gill Sans Nova Light
Gill Sans Nova Regular
Gill Sans Nova Semibold

IOM PRIMARY TYPEFACE

When the primary typeface is not available, Calibri can be used as an alternative

To receive a copy of the IOM Brand Guidelines, contact: brand@iom.int

https://lookforwardgiveback.iom.int/

"If we don't act now, our islands will disappear and we Marshallese will lose our home."

Jason, Age 12, Marshall Islands

Support action to address climate change and migration

www.DoTheRightThing.iom.int

"I want to say to people in places where the effects of climate change are not as evident - Don't just think about yourself; think about others."

Takjab, Age 13, Marshall Islands

Support action that addresses climate change and migration.

www.DoTheRightThing.iom.int

"We, Marshallese, rely on the sea for our food and our lives. We have a saying, 'whatever you take from the sea, you should give back to the sea.'"

Mila, Likiep

"Children these days know more about hunger than I did at their age. Never had these long dry spells before so we would always have food."

Theresa, Likiep

"We are still fighting, because we want to still keep this land for ourselves and we don't want to show that we are hopeless."

Theresa, Likiep

https://dotherightthing.iom.int/

SOCIAL MEDIA

About 3.4 billion people in the world used social media in 2019.[21] With a steep rise in the use of smartphones and a proliferation of social media platforms, it is an increasingly powerful means to engage diverse audiences, generate ideas, amplify messages, galvanize action, disseminate information, foster dialogue and create positive change.

IOM uses many social media platforms to communicate with different audiences across the world. The main platforms are: Facebook, Twitter, LinkedIn, Snapchat, WhatsApp, Instagram and the recent video-sharing platform, TikTok. Video remains the most popular and effective content format.

VIDEOS

Videos are produced for social media in three formats: square, vertical and horizontal. Vertical and square formats work best when content is viewed on mobile devices, which are the most widely used devices for accessing and sharing information.

Videos need to follow specific dimensions for each social media platform, as shown in Table 1.

TABLE 1: VIDEO DIMENSIONS FOR SOCIAL MEDIA

PLATFORM	DIMENSION	LENGTH (SECONDS)
Facebook	Vertical – resolution: 1080 × 1350 or 1080 × 1920 Square – resolution: 1080 × 1080	60–120
Facebook stories	Vertical – resolution: 1080 × 1350 or 1080 × 192	0–15
Twitter	Horizontal – resolution: 1920 × 1080 Square – resolution: 1080 × 1080	30–120
Instagram TV	Vertical and horizonal – resolution: 1080 × 1350 or 1080 × 1920	At least 60
Instagram stories	Vertical – resolution: 1080 × 1350 or 1080 × 192	0–15
Snapchat	Vertical – resolution: 1080 × 1350 or 1080 × 192	0–15
YouTube	Horizontal – resolution: 1920 × 1080	60–420
LinkedIn	Square – resolution: 1080 × 1080	60–120

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[21] We are social, "The global state of digital in October 2019", 23 October 2019.
Available at https://wearesocial.com/blog/2019/10/the-global-state-of-digital-in-october-2019.

People's attention span tends to be short on social media, at about 9 seconds. People are selective; content on social media needs to capture people's attention in a matter of seconds. Therefore, the first few seconds are crucial to generate interest. Every video should begin with a clear headline and focus on the human story rather than the Organization or details about the campaign. Use common sense and assess if this is content that the intended audience would want to see and engage with. If the content does not appeal to people, they will quickly move on to the next post.

TIPS: ▬▬▬▬

- Messaging should always be clear and concise.

- Be selective about audiences and do not try to reach everyone everywhere.

- Telling a powerful human story is the most effective way to engage people.

- Images, text and script should be engaging and high quality.

- If it is necessary to mention a donor, this information should come at the end of the video.

- Videos need a headline like a newspaper headline – a concise and strong sentence that draws the viewer in and tells them what the film is about.

- Avoid technical language and acronyms.

- Subtitles make the video easier to follow, especially on smartphones.

- A great video is pointless without a powerful call to action.

- Explain and visualize data creatively.

- Pick the right social media platform for the intended audience. Each platform has different video requirements. Edit the video according to the audience.

- The video is likely to be accompanied by a short description and should be no longer than 10–12 words in length.

Useful apps and links to produce short videos include the following:

- Instagram In Built Stories

- Over

- Adobe Spark

- Cut story

- Story Cutter

- In shot

- Magisto

Social media works best when content is designed for each platform with a specific audience in mind. For campaigns, social media content needs to have a coherent narrative and visual identity across all platforms. The first step to achieving this is to create a strategy and plan.

FIGURE 5: KEY STEPS TO ENSURE SOCIAL MEDIA WORKS FOR THE CAMPAIGN

1. STRATEGY

2. CONTENT PRODUCTION

3. DISSEMINATION

4. AMPLIFICATION

5. ENGAGEMENT

6. REPORTING

"Social media monitoring" and "social media listening" are terms that are used interchangeably, but there is a difference:

Social media monitoring: Monitoring social media for messages directly related to the campaign and responding to those messages appropriately.

Social media listening: Understanding the audience and improving the campaign strategy by accessing the full spectrum of conversation around the industry and brand, and any topics relevant to the brand.

Platforms like Facebook and Twitter offer built-in analytics tools. Social listening tools including Brand24, Brandwatch, Mention, Keyhole and Hootsuite are offered on a subscription basis. Social media management tools include Hootsuite, Buffer, Sendible, Agora Pulse and Sprout Social, and are offered on a subscription basis. The IOM global Social Media Unit has access to Agorapulse and can provide guidance on how best to listen to conversations about the campaign on social media and respond to negative comments or feedback.

INTERACTING WITH AUDIENCES

For many campaigns, social media is one of the main ways to reach, inform and influence target audiences. Data are widely available at the country level on levels of usage, channels and demographics. This type of information is necessary to understand how the campaign will utilize social media, the type of content needed and what channels to use to reach specific audiences and achieve the campaign goal.

Encourage user-generated content: Social media is an opportunity to drive interaction with and participation of audiences. The use of polls, competitions and surveys can generate user-driven content with a simple call to action that people can respond to by sharing their stories or opinions with photographs and videos.

There is no one audience. Specific audience groups will respond differently to messages and content formats via a v ariety of channels. Audiences tire of repetitive messaging quickly. It is important to plan content and messaging over the duration of the campaign directed at specific audience groups.

Follow current trends and join existing conversations to maximize reach.

Online reputation: Social media provides opportunities for people to express their opinions, personal stories, concerns and views. These are shared in a variety of formats and sometimes with the intention to disrupt, spread misinformation and disinformation, and offend, as is the case with "trolls". Social listening allows the Organization to understand the positive and negative responses to the content it shares and devise strategies to manage criticism, hate speech and misinformation constructively.

IOM has developed a five-step model to manage positive and negative interactions:

MODEL 1	POSITIVE POSITIVE	Audience is supportive and likes and comments positively on the content.
	RESPONSE	Like their post and add affirming comment.
MODEL 2	POSITIVE NEUTRAL	Audience likes the content but does not comment.
	RESPONSE	No response is required unless they comment and then follow Model 1.
MODEL 3	POSITIVE NEGATIVE	Audience agrees with message but feels information is missing.
	RESPONSE	Acknowledge what they have said and try to provide additional information.
MODEL 4	POSITIVE NEGATIVE	Audience disagrees with aspects of the message but supports the campaign or Organization overall.
	RESPONSE	Respond by explaining that the goals and views between the Organization and person do not differ greatly and explain why.
MODEL 5	NEGATIVE NEGATIVE	Audience is highly critical of the content or message and the Organization.
	RESPONSE	Stick to the facts and provide supportive data. Do not engage in confrontation. Stop the conversation if the situation escalates. If the conversation goes viral, bring it to the attention of a supervisor and the Social Media Unit at IOM Headquarters.

BRANDING

Assets for social media like banners, videos, images, quote cards and campaign logos with a call to action should be aligned with IOM brand guidelines and made available to campaign partners, media and influencers to share and use, along with a list of suggested posts. Visual identity is an essential part of the campaign and needs to represent campaign themes or issues, but it should also align with the Organization's brand guidelines and be clearly identifiable as IOM.

CREATING A HASHTAG

Hashtags can increase visibility significantly if used wisely. Before creating a campaign hashtag, carry out research to see which hashtags are already in use. Brainstorm with the campaign team a unique and catchy hashtag that captures what the campaign is about or the call to action. Promote the hashtag by using it in all communication materials. If the target audience is active on social media, consider including it on printed materials such as flyers, posters and t-shirts.

The campaign will benefit from using common hashtags in existence that will also engage broader audiences, such as #ForMigration, #WeTogether and #GlobalGoals. Or, any of the United Nations official hashtags (for example, #Health4All, #WithRefugees and #GenerationEquality) can be joined. Monitor how people use the campaign hashtag using analytics tools.

TEMPLATE: SOCIAL MEDIA CONTENT CALENDAR

CAMPAIGN TITLE - PROJECT / TEAM / OFFICE / PROGRAMME - CONTACT						
	DATE	TIME	CONTENT (Text)	URL Linking to webpage or video	LINK TO IMAGE	PLATFORM Instagram Facebook Twitter
PRE-LAUNCH						
LAUNCH						
ONGOING						
CLOSE-OUT						
FOLLOW-UP						

Social media content calendars can be useful for structuring campaign content, and planning and scheduling content ahead of time.

CRAFTING MESSAGING

Content and messaging must drive and sustain momentum and should be phased to cover the run-up to the launch, the launch itself, the duration of the campaign, the closure and to follow up with audiences after the campaign has ended.

Not everyone uses social media or has the means to connect via mobile devices or the Internet. Research repeatedly shows face-to-face communication is most powerful in contexts where people have limited means to connect.

Avoid setting up a new account on social media as this will fragment audiences and potentially confuse people. Use established, existing accounts with plenty of followers to reach more people. Consult the IOM Social Media Unit if the team feels setting up a new account would be beneficial.

CASE STUDY: HOLDING ON CAMPAIGN

This campaign features the stories of internally displaced people, focusing on specific possessions people have taken with them. This awareness-raising campaign uses 360° storytelling to bring to light moving, short, impactful stories shared via YouTube and live exhibitions to diverse audiences. These stories allow viewers to reflect on the meaning of "home" and "belonging" when they are taken away or disappear, and what people hold on to for hope. Visual storytelling is a powerful means to raise awareness and mobilize action, but requires professional quality images and footage, and a strong call to action or message, to have the desired effects.

https://holding-on.iom.int/

DIGITAL CONTENT

- **Think mobile**
  Content will be displayed on mobile devices and less on computers.

- **Think visually**
  Posts with strong infographics, images or videos always engage more people. Photographs and videos should be professional and submitted in high-quality formats (at least full high definition). Videos should always be in a square or vertical format, unless they are to be published on YouTube only. Videos should always include subtitles.

- **Think different audiences**
  Content should be tailored to different audiences on different platforms. Captions should be short and easy to understand.

WORKING WITH MEDIA

Working with national and international media outlets is a powerful means to reach large audiences and offers the opportunity to potentially increase credibility and influence. To do this well, it is important to develop a media engagement strategy to think through what the pitch is to journalists, and why it will be of interest to them. Identify topical news trends or global days when interest in the campaign issues is at higher levels, such as International Migrants Day, or if a particular news outlet is running a long feature on human trafficking.

To attract media interest, it is necessary to find a topical angle or alternatively put forward a story that has yet to become known and suggest interviewees willing to share their story with the media to highlight the campaign. In places with limited connectivity, radio is one of the primary sources of information, and radio adverts in local languages or phone-in talk shows on the campaign topics are effective ways of engaging people.

MEDIA OUTREACH

Journalists are usually inundated with story ideas and are working under pressure to meet tight deadlines, so the "pitch" to them needs to be brief and catchy. Ideally, offer data, photographs and video content, spokespeople or interviewees to support the pitch. Video content should be "clean" interviews or "B-roll" without graphics or music, so the media outlet can edit a short package or conduct interviews.

Communication colleagues can support and oversee media outreach but will need strong materials and a plan outlining content, events, spokespeople and case studies (interviewees). Research which journalists or media outlets have previously covered the campaign topics to create a targeted list of media. The campaign team will need this list, with relevant national and international contacts. After pitching to media, it is worth following up with a phone call to gauge and prompt interest.

Promoting the campaign in the media involves sharing content and information in different formats, including blogs, spokespeople or interviewees, photograph essays, short films, events or paid media, such as adverts and placed opinion pieces.

To alert media to the launch of the campaign or invite journalists to an event, issue a notice in the form of a news note, press release or media briefing note. It has to be newsworthy. The campaign team needs to assess whether the campaign is newsworthy at the national and international levels.

TEMPLATE: MEDIA ENGAGEMENT PLAN

DATE	STORY (HEADLINE) OR SUBJECT	KEY MESSAGE	AUDIENCE	MEDIA OUTLET	CONTENT TYPE	CONTACT
Content release date	Story angle	What the campaign wants to get across, tailored for different media outlets	Who is likely to see it	TV, radio, online, print	Blog, press release, photograph essay, advert	Journalist contact

PAID MEDIA

This is marketing that is paid for in the form of advertising on social media, billboards, print adverts, placed opinion pieces, radio spots or TV commercials. In digital marketing, paid media covers social media adverts and search engine marketing, which is a strategy to increase visibility by paying for the advert to appear at the top of search engine results.

Before using paid media, conduct an assessment as to whether the investment will increase the likelihood of the campaign achieving its objectives.

APPROACHING INFLUENCERS

Approaching influencers to amplify the campaign can improve impact, but this needs careful planning to identify the appropriate person. People may have a personal story and stake in the campaign themes or issues or an interest. The right influencer may be willing to lend support by using their reach and influence, which could be millions of followers. Here are some pointers:[22]

> » Conduct a due diligence assessment on the influencer. Are their values aligned to the Organization? Do they have a personal investment in campaign issues or themes, or have they posted appropriate content on the same or related topics before?

> » Develop a pitch and start out by highlighting the influencer's work that is aligned to the campaign goals and what benefit their involvement will bring. Try to be conversational in tone and avoid technical terms and acronyms they may not understand.

> » Summarize the "what, why, where, who and how" of the campaign in one clear paragraph.

> » Be specific about the influencer's involvement – what they will need to do and over what period. Make sure the request is simple, time bound and concise.

> » Persevere with a follow-up message if they do not respond immediately and provide clear actions.

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[22] SocialMediaToday, "How to approach Instagram influencers the right way", 19 October 2019. Available at: www.socialmediatoday.com/news/how-to-approach-instagram-influencers-the-right-way-infographic/565378

PARTNERS AND STAKEHOLDERS

Identify and build on local capacity and knowledge by working with partners closely connected with target audience groups and with in-depth knowledge of the campaign issues. This could be returnee migrant associations, civil society groups, government, local celebrities or NGOs. It is likely the campaign issues will have been addressed before by another organization, the government or the private sector – all of whom could be approached as a potential partner.

Partners are likely to fall into the following categories: technical or implementing partners (who are allocated a portion of the funding to deliver certain elements of the campaign) and influencers and amplifiers (who will share content to increase reach and influence through their public profile either as an ambassador or long-term supporter).

It is important to carry out initial research and map out which partners would be best to work with to increase impact and develop closer connections with target audience groups and ensure there is a follow-up and an exit strategy in place. Before approaching partners, assess whether they are suitable and aligned to the Organization's values and standards, what they could bring to enhance the campaign and what level of involvement they would have.

Partners usually have a direct role to play, while stakeholders are likely to have a special interest in the campaign and constitute internal supporters or interested parties.

TIPS: ▬▬▬▬

- Identify relevant partners
- Carry out an assessment, including involvement in campaign issues
- Identify partner/stakeholder strengths and weaknesses
- List the resources or expertise the partner/stakeholder would bring
- Determine what their role would be and how this would be coordinated

TEMPLATE: STAKEHOLDER POWER / INTEREST ANALYSIS

GROUP A Keep satisfied	**GROUP B** Encourage and influence
GROUP C Monitor	**GROUP D** Keep informed

HIGH

POWER

LOW ← INTEREST → HIGH
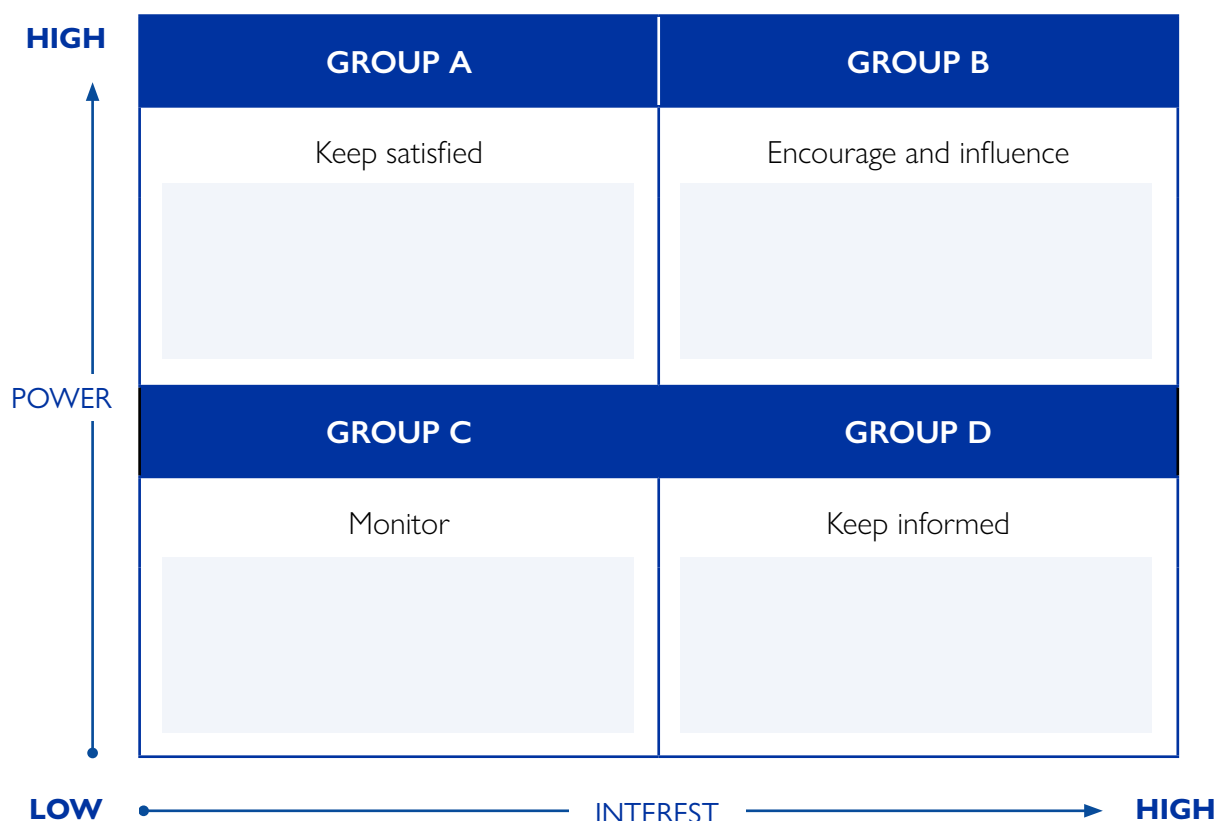
CREATIVE IDEAS

Involving target audiences in the design, delivery and evaluation of campaigns is a recognized way to improve relevance and impact. There are many ways to do this creatively. IOM campaign teams use a wide variety of co-design and engagement strategies to build connections with audiences through different media: theatre, dance, radio, animation, gamification, music and 360° storytelling.

EXAMPLES OF CREATIVE IOM COMMUNICATION CAMPAIGNS

A Using theatre to raise awareness about human trafficking in Nigeria

B Participatory painting to strengthen social cohesion between migrants and host communities

C Mobile, outdoor cinema brings information to communities about the dangers of irregular migration

D First-hand accounts of what it means to be a migrant from across the world

E Sharing information about irregular migration using gamification techniques

A Using theatre to raise awareness about human trafficking in Nigeria

Open-air performances were given in Benin and Nigeria, to raise awareness among people about human trafficking. Dozens of participants and actors explored issues and the first-hand experiences of communities. This resulted in a series of performances given in public places. Training was provided to participants in theatre-making techniques and topics related to human trafficking. People watching the live performances reported that the stories had a significant impact on them.

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B Participatory painting to strengthen social cohesion between migrants and host communities

This project aimed to strengthen and improve relations between migrants in transit and host communities through participatory painting activities in urban areas. The project was implemented in several countries in West Africa, including Côte d'Ivoire, Ghana, Mauritania and the Niger. The project's local partners sought "to bring colour where it is not expected, with the inhabitants, and for the inhabitants, by promoting dialogue and all possible interactions".

© IOM MOROCCO / STREET ART SANS FRONTIÈRES

C Mobile, outdoor cinema brings information to communities about the dangers of irregular migration

Cinema Arena is a long-standing project that uses mobile, outdoor cinema to bring information to communities about irregular migration. Events also involve returnee migrant speakers, music and public debate about migration, reaching thousands of people in urban and rural locations. The initiative joined with the Aware Migrants campaign to share first-hand accounts of people who had survived dangerous migration routes.

© IOM NIGERIA / CINEMARENA 2018

D First-hand accounts of what it means to be a migrant from across the world

Along similar lines to Humans of New York, the I am a migrant campaign gathers and promotes personal accounts of what it means to be a migrant from people around the world. It is driven by user-generated content, forming a mosaic of powerful and positive stories to promote the diversity and inclusion of migrants in society.

© IOM

E Sharing information about irregular migration using gamification techniques

The campaign is aimed at informing young people about the dangers of irregular migration, led by facilitators who carry out scenario- and choice-based role-play activities with young people. At the end of the workshop, the facilitators reveal that the scenarios the young people have enacted are based on their real-life experiences.

'The Backway Theatre' Self-Guided
Created By João Pedro Martins · Current Version ˅

'The Backway Theatre' Self-Guided

START COURSE   DETAILS ˅

© IOM / 'THE BACKWAY THEATRE' SELF-GUIDED

MONITORING AND EVALUATION

5. MONITORING AND EVALUATION

OVERVIEW

This section offers an introduction and overview of some of the tools and methods used in the monitoring and evaluation (M&E) of communication campaigns, including how to produce a Theory of Change (ToC) and an example of an impact evaluation conducted by the IOM Global Migration Data Analysis Centre. The aim is to provide an overview of IOM M&E approaches to strengthen design, planning, impact and evidence.

M&E has many different functions and benefits. It can help assess and demonstrate effectiveness in achieving expected change, contribute to evidence-based and effective learning, ensure accountability to donors and key stakeholders, improve internal processes and decision-making, and influence policy and donor funding.

For communication campaigns, M&E can be useful to assess and demonstrate whether the campaign is progressing towards its intended results and if the results have been achieved. It can also help identify the causes for success and challenges. Research shows that little evidence exists about the efficacy of migration communication campaigns. This is partly because changes in perception and behaviour are difficult to measure, and, to do so, requires rigorous, intensive and often costly data gathering and analysis.[23] Nevertheless, applying M&E will support a better understanding of what communications work for different audience groups, what the effective channels are, to measure uptake and response and how to overcome barriers to engagement, reach and audience participation.

Communication campaigns require close monitoring as situations unfold and target audience responses or information needs change, particularly in emergency settings. Continuous monitoring allows the campaign team to assess progress towards planned results. This can help identify challenges and shortcomings during implementation and bring them to the attention of key decision makers to enable the introduction of corrective measures. In turn, this can result in improving the effectiveness of the campaign. Success in raising awareness and bringing about some degree of change in people's perception and behaviour happens over relatively long periods and can continue several months after the end of the campaign.

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[23] J. Tjaden, S. Morgenstern and F. Laczko, Evaluating the Impact of Information Campaigns in the Field of Migration: A Systematic Review of the Evidence and Practical Guidance (International Organization for Migration, Geneva, 2018). Available at https://gmdac.iom.int/sites/default/files/papers/evaluating_the_impact_of_information_campaigns_in_field_of_migration_iom_gmdac.pdf.

DEFINITIONS

Monitoring: Monitoring asks the questions: "What has been done?", "How has it been done?" and "When has it been done?". Monitoring is often confused with reporting. While reporting refers to the compilation, transfer and distribution of information, monitoring focuses on the collection and analysis of the information required for reporting. Monitoring can be seen as the tracking of all the steps that were planned to achieve the desired results.

> **IOM definition:** *Monitoring is an established practice of internal oversight that provides management with an early indication of progress, or lack thereof, in the achievement of results, in operational and financial activities.*

Evaluation: Evaluation helps to answer the questions of why and how well it was done. Evaluation allows a more critical look at interventions. Some evaluations also help answer why one effort worked better than another. Evaluation provides information that is not readily monitoring systems, such as relevance, efficiency, outcome and sustainability, as well as recommendations for management actions. While monitoring and evaluation are closely linked and complement each other, evaluation is seen as a part of an integrated approach to project management, which consists of planning, implementation, monitoring, reporting and evaluation.

> **IOM definition:** *Evaluation is a systematic and objective assessment of an ongoing or completed project, programme or policy, and its design, implementation and results.*

THEORY OF CHANGE

> **IOM definition:** *Theory of Change (ToC) is essentially a comprehensive description and explanation of how and why a result or desired change is expected to happen in a particular context.*

A Theory of Change (ToC) focuses on mapping out what a programme or change initiative does (its activities), and how these activities lead to results (outputs, outcomes and objectives). In this way, a ToC articulates a hypothesis about how change happens, by explaining the connection between an intervention and its effect. It does so by surfacing the logic and rationale for an intervention and articulates the assumptions inherent in the approach. It can be used to measure the complexity of transformation and change, as it acknowledges that social change is not linear but dynamic and complex.

Different terminology can be used when discussing a ToC: objectives, outcomes, outputs and activities; long-term, intermediate and short-term outcomes; or outcomes and preconditions. At IOM, the terms objectives, outcomes, outputs and activities are used, as these are common IOM M&E terms.

ToC diagrams are generally flexible in format and may be simple or complex. They can be vertical, horizontal or circular. Although a ToC can be illustrated in different ways, it is most often defined as illustrating a link between an intervention's activities and its results such as outputs, outcomes and objectives. This thereby creates a chain of results, referred to as the pathway of change, or the causal pathway. The logic can be tested using "if…, then…, because…" statements. A ToC acknowledges that change is dynamic and complex and can therefore show different pathways that might lead to change.

The process of developing a ToC should be participatory. Ideally, it should happen at the project design phase, and involve the main stakeholders. It is built on a series of critical thinking exercises that help project teams identify and examine assumptions and articulate where logical steps need to be taken to achieve the end goal. It is a collaborative process that can encourage discussion around questions such as:

» Why will this change happen?

» What evidence is there to support it?

» Is this logical?

» What assumptions are being made?

A common challenge when designing an intervention is the presence of logical leaps and gaps. There is often a disconnect among strong problem analysis and seemingly unrelated activities. This can be reflected in a causal pathway with weak links among objectives, outcomes, outputs and activities. Through surfacing underlying assumptions, the ToC provides a bridge between analysis and programming.

Generally, a ToC can be articulated using the "If X, then Y, because of Z" formula. That is, "If X action/activity occurs, then Y result will occur, because of Z assumption(s)". The process of looking at the underlying assumptions can help identify where logical jumps are made in the change process. To support developing a ToC and results matrix, it can be useful to use a problem tree analysis.

TIPS: ▬▬▬▬▬

- Do not make it too complicated;
- Sketch it out on paper;
- Make the process consultative – involve key stakeholders;
- Think about how to measure success;
- Avoid using acronyms and technical terms people will not understand.

ADDITIONAL RESOURCES Center for Theory of Change, "ToC examples".
Available from http://www.theoryofchange.org/library/toc-examples/

LOGICAL FRAMEWORK / IOM RESULTS MATRIX

A Logical Framework (also known as Log-frame) formulates intended results, outlines targets and specifies how to plan for success and achieve results. At IOM, the Logical Framework is called the Results Matrix. As its name suggests, the Results Matrix summarizes the results an intervention aims to achieve. It is the strategic management tool to facilitate planning, monitoring, evaluating and reporting on the implementation of a project and the progress towards achieving its results. It helps to transform a project idea into a logically structured format that is widely understood by stakeholders.

IOM uses the terms objective, outcomes, outputs and activities to describe the vertical logic. Other organizations, agencies or donors may use different terminology for what is essentially a similar process of logical construction.

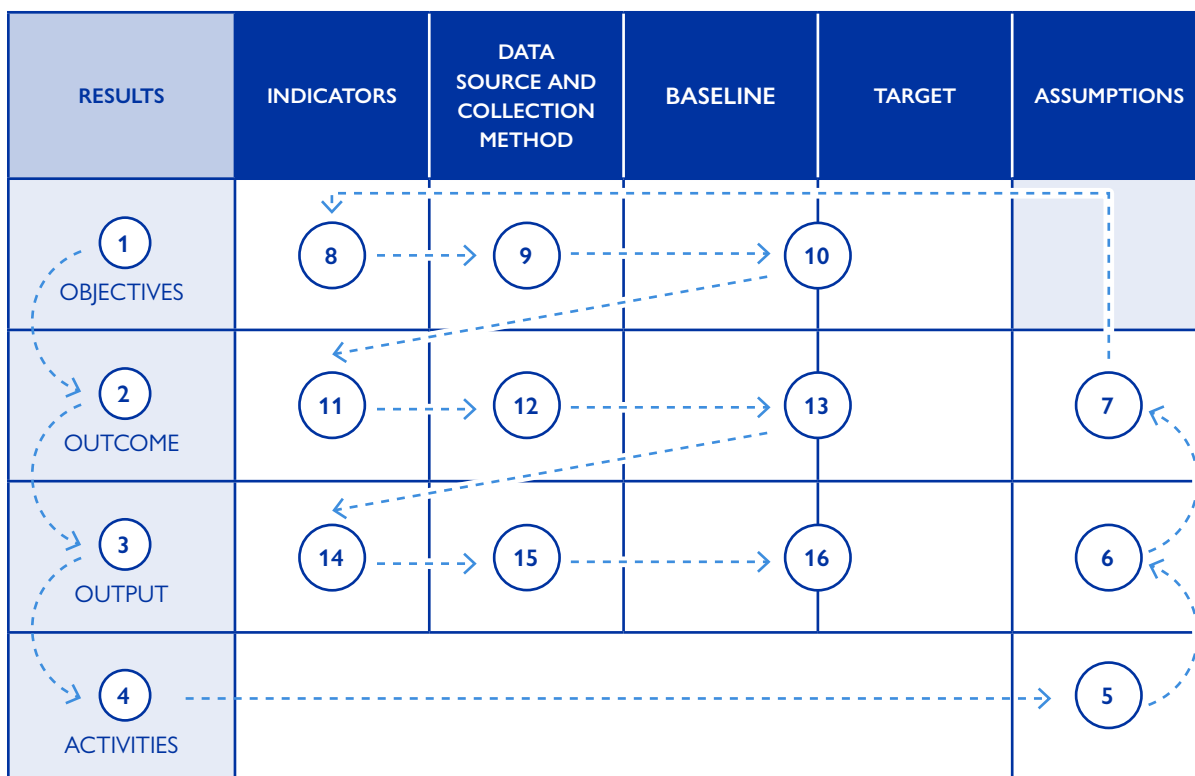# FIGURE 6: VERTICAL LOGIC FOR IOM RESULTS MATRIX

OBJECTIVE

» The most significant, realistic goal to which the project can contribute
» Seeks to align to a broader, longer-term strategy, whether internal or external
» Beyond the direct control of the project
» Addresses the political, economic or social conditions of the society, at the national or international level
» Attainable only in the long term and with involvement of a large number of stakeholders

OUTCOMES

» The intended change in institutional performance, individual or group behaviour or attitudes, or the political, economic or social positions of beneficiaries
» Results that the project can influence
» The project has no full control over outcomes and cannot fully guarantee their achievement
» Achieved by the institution/group – not by the project alone – but with the help of the project
» Reasonably expected to occur in the medium term after implementations
» Evaluation usually focuses on these
» This component refers to the application of the newly acquired skill, product, service

OUTPUTS

» The intended change in skills or abilities of beneficiaries, or the availability of goods or services as a result of project activities
» Results that the project can control
» The project has full control; guaranteed delivery
» Achieved within the time frame and resources of the project
» This component refers to the acquisition of a new skill, product, service

ACTIVITIES

» Coordination, technical assistance, training, production, delivery, transportation, and other tasks that are organized and executed under the project
» Actions done to deliver the tangible products and services of the Output
» Sample verbs used: *build, engage, train, facilitate, distribute, assist, conduct, organize*

Source: IOM Project Handbook 2011.

▶ **Objective** is the most significant, realistic goal to which the project can contribute. It seeks to align to a broad, long-term strategy, whether internal or external.

▶ **Outcomes** are the intended changes in institutional performance, individual or group behaviour or attitudes, or the political, economic or social position of the beneficiaries. The project does not have full control over the outcomes and cannot guarantee their achievement.

▶ **Outputs** are the intended changes in the skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.

▶ **Activities** include coordination, technical assistance, training, production, delivery, transportation and other tasks organized and executed under the project. Assumptions are the necessary and positive conditions that allow for a successful means–ends relationship among the different levels of results. Indicators measure results. They are the quantitative or qualitative factors or variables to measure achievement or to reflect expected changes.

The *IOM Project Handbook* states that "horizontal logic defines how each of the levels in the vertical logic will be measured and the assumptions that are required for the means-ends relationships to hold true." In other words, horizontal logic helps complete the Results Matrix by identifying what assumptions are required for the results to occur and how progress on each of these results will be measured through indicators. The process of developing a Results Matrix should be collaborative, engaging the views of key stakeholders, including people the intervention seeks to benefit.

FIGURE 7: IOM RESULTS MATRIX

RESULTS	INDICATORS	DATA SOURCE AND COLLECTION METHOD	BASELINE	TARGET	ASSUMPTIONS
1 OBJECTIVES	8	9	10		
2 OUTCOME	11	12	13		7
3 OUTPUT	14	15	16		6
4 ACTIVITIES					5

1. Formulate the objective into a single statement

2. Formulate the chosen outcomes

3. Formulate the outputs

4. Formulate the activities

5. List the positive conditions for the activities to result in the outputs

6. Move up to complete the assumptions at the output level

7. Do the same at the outcome level

8. Define the indicators at the objective level

9. Define the data source and collection method for the objective

10. Define the baseline measurements and targets

11. Define indicators

12. Define the data source and collection method at the outcome level

13. Define baseline measurements and targets at the outcome level

14. Do the same at the output level, inserting indicators

15. Define the data source and collection method at the output level

16. Define baseline measurements and targets at the output level

INDICATORS

Indicators measure results. They are the quantitative or qualitative factors or variables to measure achievement or to reflect expected changes.

Indicators are important project monitoring tools that make it possible to demonstrate progress when things go right, and to recognize at an early stage when things are not going as planned. There are several different types of indicators such as the following:

» **Quantitative indicators**, which are used to measure things that are inherently objective or fact based rather than subjective.

» **Qualitative indicators**, which are used to demonstrate, describe or measure things that are subjective in nature, such as experiences, opinions or perceptions.

» **Binary indicators**, which can be qualitative or quantitative and serve to verify the existence of a specified tangible variable that did not exist before the project was implemented – an existence that can be confirmed by a "yes" or "no" answer.

» **Proxy indicators**, which refer to a measurement that is indirect, or more accurately, that stands in for the direct measurement. For instance, the number of women in positions of authority in various national governments can be used as a proxy indicator for perceptions of gender equality in those various countries.

» **Indicators need to be specific, measurable, achievable, realistic and time bound.**

TABLE 2: COMMUNICATION CAMPAIGN INDICATORS

MIGRATION CAMPAIGNS			
Awareness and recall	Response to campaign messages	Intention	Practice
Demonstrate a good understanding of campaign messages	Respond favourably to messages	Intend to find out more information	Seek further information or assistance
Can name or describe information products they have seen	Discuss campaign messages with family and/or friends	Recognize new behaviour can have a positive effect and meet need	Report changed behaviour
Recall specific messages	Make suggestions to change behaviour based on campaign message among family and friends	Intend to change behaviour	Continue use of new behaviour
Report an increase in awareness levels	Irregular migration is perceived as a high-risk behaviour		
	Attitude towards irregular migration is predominantly negative		
COUNTER-TRAFFICKING CAMPAIGNS			
Trafficking: how does it occur?	Trafficking is perceived as a high-risk behaviour	People are less inclined by a significant amount (15–20%) to resort to trafficking	Fewer people resort to trafficking or are trafficked against their will
What happens to victims of trafficking?	Trafficking issues are discussed more		

(Left vertical header: TARGET AUDIENCES)

Source: International Organization for Migration, *IOM Evaluation Guidelines* (Geneva, 2006). Available from https://www.iom.int/jahia/webdav/site/myjahiasite/shared/shared/mainsite/about_iom/eva_techref/Evaluation_Guidelines_2006_1.pdf.

Reporting against communication campaign indicators is commonly carried out before, during and after the campaign using pre- and post- questionnaires or surveys with selected groups of people to measure to what extent, if at all, the campaign had an effect.

IMPACT EVALUATIONS

Impact evaluations seek to answer cause-and-effect questions such as "What is the impact (or causal effect) of a programme on an outcome of interest?". They aim to detect the changes in outcomes that are directly attributable to the programme and not to some other, alternative factor(s). This distinguishes impact evaluations from conventional ex post evaluations.[24]

There are ethical and resource considerations to assess before deciding to conduct an impact evaluation. Using control of information and programme benefits for one group and not another raises ethical considerations. To warrant investment in this type of evaluation, the campaign needs to be large in scale, multi-country, for example. To justify allocating the necessary technical and financial resources to conduct an impact evaluation, the World Bank recommends that the programme [campaign] should meet the following criteria:

Innovative: It will test a new, promising approach.

Replicable: It can be scaled up or can be applied in a different setting.

Strategically relevant: The evidence provided by the impact evaluation will inform an important decision concerning the intervention. This could relate to programme expansion, reform or budget allocations.

Untested: Little is known about the effectiveness of the programme or design alternatives, globally or in a specific context.

Influential: The results will be used to inform policy decisions.

The IOM multi-country, peer-to-peer communication campaign Migrants as Messengers included an impact evaluation, which found statistically significant effects on information levels and risk awareness among potential migrants participating in the campaign in Senegal.[25] Findings showed 25 per cent of people were more aware of the risks after engaging with the campaign. The following recommendations were issued based on the findings:

» There is a need for migration information. One in three of the campaign participants reported they were not well informed about the risks associated with migration.

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[24] Ibid.

[25] International Organization for Migration, *Migrants as Messengers: The Impact of Peer-to-Peer Communication on Potential Migrants in Senegal – Impact Evaluation Report* (Geneva, 2019). Available at https://publications.iom.int/books/migrants-messengers-impact-peer-peer-communication-potential-migrants-senegal-impact.

» Peer-to-peer messaging is effective. Target audiences perceived returned migrants as a trusted source of information.

» Tailoring messaging for different audiences like young people is key.

» Follow-up actions can strengthen messaging. One-off events are not sufficient to respond to questions people raise as a result of engaging with the campaign. Follow-up activities are needed to support people to access further information.

» Evaluation should not be an afterthought and should inform the design and implementation of the campaign.

ADDITIONAL RESOURCES

World Bank, "Development impact evaluation (DIME)".
Available at http://www.worldbank.org/dime.

BetterEvaluation, "Impact evaluation".
Available at https://www.betterevaluation.org/en/themes/impact_evaluation.

ANNEXES

PESTLE ANALYSIS

Analysis to assess the political, economic, social, technological, legal and environmental factors that could affect the campaign

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	LEGAL	ENVIRONMENTAL

COMMUNICATION INFRASTRUCTURE ASSESSMENT

Communication infrastructure assessment to understand people's communication means

Mobile phone usage % (country, region)

Mobile network providers

Areas with mobile network coverage

Popular social media channel

1.

2.

3.

National Regional Media (Most popular)

Newspapers

TV

Radio

Online News

Public places and/or events where information is shared, i.e. health centre, marketplace, NGO/UN facility or office (list)

Trusted messengers (public figures, celebrities – sports music TV, migrants, religious leaders)	Level of Internet usage %
	Internet providers:

National communication regulations	Infrastructure challenges

National/Regional Literacy Rates	Country ranking in *United Nations Human Development Index*

Ranking in World Press Freedom Index	Population Size
	Average GDP

IOM PUBLIC COMMUNICATION CAMPAIGN TOOLKIT

INFORMATION NEEDS ASSESSMENT

Information needs assessment to establish how people access information

1. Where do you get information about migration?

TV	Friends, family
Radio	Community leaders, agents, organizations
Newspapers	Other (Write in)
Social Media	

2. Which sources of information do you trust?

TV (Specify channel)

Radio (Specify channel)

Newspapers (Specify)

Friends and family

Internet (specify websites)

Social Media (Platform)

Community leader

Religious leader

Health professional

Government

Police

International Organization (NGO, UN)

Do not know

Other – make notes

3. What is preventing you from getting information?

No access to electricity

No access to Internet

Limited mobile network

My device is damaged

TV	Radio	Mobile phone	Computer

I do not trust the source of information

The mobile network is down (disaster situations)

Local radio and TV stations are down

I do not have mobile phone credit

I do not know

Other – make notes

4. How would you prefer to communicate with IOM?

Social media	SMS
Face-to-face	Phone Call
Email	Letter
Feedback box	Do not know
Other – make notes	

5. How would you prefer to receive information from IOM?

Radio	TV
Social Media	SMS
Face-to-face	Phone call
Email	Website
Letter	Do not know

Other – make notes

IOM PUBLIC COMMUNICATION CAMPAIGN TOOLKIT

SOCIAL MEDIA CONTENT CALENDAR

Social media content calendar to develop a content plan before, during and after the campaign

CAMPAIGN TITLE   PROJECT TEAM   OFFICE   PROGRAMME   ANNEX 4

	DATE	TIME	CONTENT (Text)	URL Linking to webpage or video	LINK TO IMAGE	PLATFORM Instagram - Facebook - Twitter
PRE-LAUNCH						
LAUNCH						
DURING						
CLOSE-OUT						
FOLLOW-UP						

CONTACT

MEDIA ENGAGEMENT PLAN

Media engagement plan to organize the different types of content to offer media

ANNEX 5

DATE	STORY (HEADLINE) OR SUBJECT	KEY MESSAGE	AUDIENCE	MEDIA OUTLET	CONTENT TYPE	CONTACT

STAKEHOLDER ANALYSIS

Stakeholder analysis to determine which partners or actors to approach to support or be involved in the campaign

	GROUP A	GROUP B
HIGH	Keep satisfied	Encourage and influence
POWER	GROUP C	GROUP D
	Monitor	Keep informed

LOW ——————————————— INTEREST ——————————————— **HIGH**