IFEX CAMPAIGN TOOLKIT

6 steps to creating effective free expression campaigns

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Choose your issue and plan your campaign

1. Building a campaign strategy

THE BASICS

Every organisation—no matter its size, aim or budget—wants to be successful. That means setting goals, realising a vision for change and having an impact on peoples' lives.

The goals your organisation sets may be complex or challenging—from ending Internet censorship to protecting and freeing political prisoners to creating conditions for a society's access to information. The journey from setting aims to actually achieving results that will have an impact on people's lives is a demanding one.

Campaigns are one of the most proven methods for reaching those goals.

Here you'll find resources and strategies to help your organisation launch a campaign utilising:

- Coordinated actions
- Organised strategy
- Objectives laid out in a specific timeframe

At their core, all campaigns need to be informed by your organisation's overarching Vision and Mission. These are not the visions and missions of a specific campaign, but the vision and mission—the reason-for-being—for your organisation.

The Vision and Mission are the organisation's expressions of desire: what it wants to achieve and how it will achieve it.

For example, IFEX's overall Vision and Mission are:

Core Vision: The International Freedom of Expression Exchange (IFEX) strives for a world where freedom of expression is defended, respected and upheld.

Core Mission: As the leading global network defending and promoting freedom of expression, IFEX enhances its members' work by creating

Building a campaign strategy

distinct opportunities for capacity building, joint advocacy and increased visibility.

So, the issue you have chosen to design a campaign around should be:

- part of your organisation’s Core Mission
- informed by your broader Strategic Plan.

Designing a campaign that is aligned with your overall Vision, Mission and Strategic Plan helps you:

- Avoid frustration and failure
- Guide decision-making around the use of resources based on your organisation’s objectives.

PLANNING: THE KEY TO SUCCESS

With the campaign intrinsically linked to your organisation’s Vision, Mission and Strategic Plan, it becomes possible to begin planning a Campaign Strategy.

Having a solid Campaign Strategy in place helps

- Broaden participation
- Solidify support

KEY QUESTIONS TO ASK WHEN PLANNING YOUR CAMPAIGN STRATEGY:

- Are campaign activities working to achieve the campaign's overall objectives?
- Does it include measures for evaluating the progress and success of the campaign?
- Does it effectively communicate plans to other stakeholders, including fundraisers and other financial decision-makers?

Building a campaign strategy

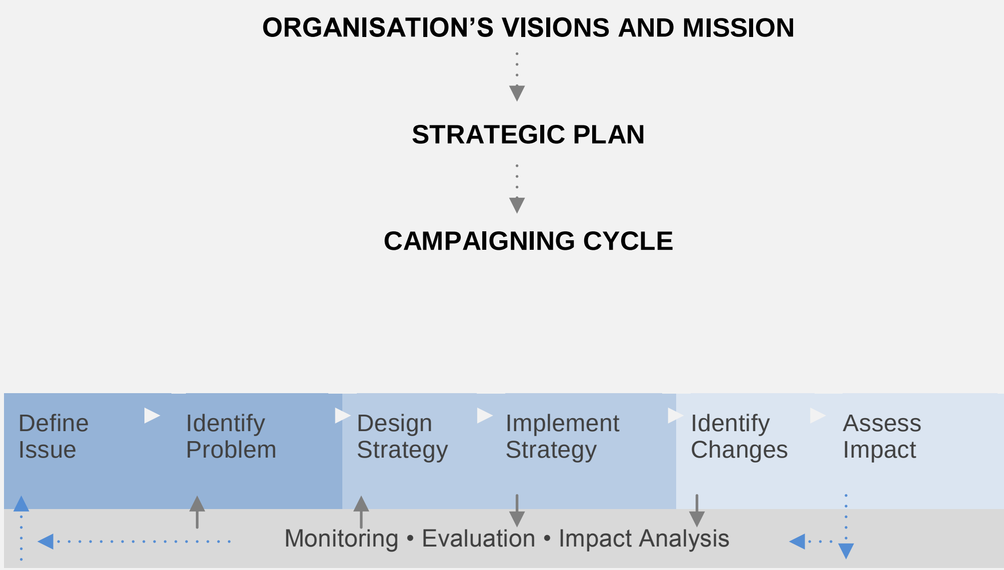
THE CAMPAIGN CYCLE

This section will map out a process for undertaking strategic campaign planning as part of the Campaigning Cycle (see Figure 1). The Campaigning Cycle helps an organisation, whatever its size, to develop a successful campaign and to become more strategic and efficient when designing and implementing campaigns.

By following the Campaigning Cycle, your organisation can ensure that its campaign is strategic, impact-oriented and safeguarded against being purely activity-driven. Ultimately, the success of a campaign is in its ability to produce changes in norms or practices that are measurable. Success will also mean that the impact of these changes is central to your organisation's Mission and Vision.

This section will help guide you through the steps you need to take to create a solid campaign cycle that will help your campaign achieve its goals.

Figure 1: The Campaign Cycle



Building a campaign strategy

As mentioned above, the campaign is framed within the Vision, Mission and Strategic Plan of the organisation. The Campaigning Cycle can be divided in three phases that each take into account the stakeholders involved and decisions that need to be made:

PHASE ONE:

The issue and problem to be addressed by the campaign are decided;

PHASE TWO:

The strategy is designed and implemented;

PHASE THREE:

The outcomes of the campaign are evaluated and its results are analysed.

PHASE ONE: DEFINE THE ISSUE AND IDENTIFY THE PROBLEM

3 KEY STEPS:

1. Decide on the focus of the campaign
2. Include input from members, board members EDs & senior managers
3. Include input from outside specialists where appropriate

DEFINE ISSUE

In the first strategic decision, the organisation must define the issue the organisation will focus the campaign on. This decision needs to be based on careful analysis of both external and internal factors. (See *What to Campaign on: Choosing Your Campaign Issue*).

IDENTIFY PROBLEM

There are many aspects to any one issue. For instance, the issue of Internet censorship includes the role of software providers collaborating with governments; the persecution and arrest of online journalists and bloggers; the banning of human rights-related websites, etc. To focus

Building a campaign strategy

resources more strategically, organisations should select only one or two of the problems related to the larger issue (See *What to Campaign on: Choosing Your Campaign Issue*).

PHASE TWO: DESIGN AND IMPLEMENT THE STRATEGY

This stage covers the design and implementation of the campaign strategy.

3 KEY STEPS:

1. Set concrete objectives of the campaign
2. Articulate the timeframe
3. Outline the activities, tools and resources to employ to achieve these objectives

DESIGN STRATEGY

With the campaign problem identified, you now need to identify the steps that will help you solve that problem.

3 KEY STEPS:

- Identify the SMART objectives for the campaign (See *Setting Campaign Objectives*)
- Create a plan of action that will deliver those objectives (See *Implementing Your Campaign Strategy*)
- Agree upon the monitoring, evaluation and impact assessment methodologies (See *Monitoring and Evaluating* and *Did Your Campaign Make a Difference? Assessing Impact*).

IMPLEMENT STRATEGY

Next, you are ready to implement your strategy.

3 KEY STEPS:

- Execute the campaign action plans
- Monitor progress made toward achieving the objectives

- Respond with adjustments to the strategy based on the evaluation and impact analysis. (See *Monitoring and Evaluating* and *Did Your Campaign Make a Difference? Assessing Impact*).

PHASE THREE: IDENTIFY CHANGES TO THE ISSUE AND THE PROBLEM AND ASSESS IMPACT

3 KEY STEPS:

1. Identify how the issue and problem have changed since the initiative got underway
2. Consider the impact of the changes
3. Assess the need for further campaign action

Changes may be immediately visible—for example, a new law was passed that meets your campaigning objective, but the impact that comes from this change may take some time to be clear. For example, impacts may only be gauged by measuring an increase or decrease in the numbers of licenses awarded to independent media houses (covered by the law) in the months or years that follow.

IDENTIFY CHANGES

The organisation undertakes to identify, analyse, and communicate the changes achieved and triggered by the campaign.

ASSESS IMPACT

The organisation assesses the impact of the changes on the problem and the issue over time.

Building a campaign strategy

TIP

To be effective and responsive, organisations should also systematically monitor and evaluate the implementation of the strategy and the achievement of campaigning objectives throughout all stages of the campaigning cycle. (See *Monitoring and Evaluating*).

By Rafael Barca, expert consultant on campaigning and organisational strategic development

Building a campaign strategy

NOTES

2. Worksheet: The campaign cycle

THE BASICS

Use this worksheet to capture your thoughts as you consider the three phases of developing your campaign.

PHASE ONE: DEFINE THE ISSUE AND IDENTIFY THE PROBLEM

1 A. What issue will you focus the campaign on?

1 B. How does this issue relate to your organisation's core vision and mission?

2. The campaign cycle worksheet

2 A. What specific problem or problems related to the larger issue will you focus your campaign on?

2 B. How do these problems align with your organisation's core vision and mission?

PHASE TWO: DESIGN AND IMPLEMENT THE STRATEGY

3 A. What are your campaign objectives? (See *Setting Campaign Objectives*)

2. The campaign cycle worksheet

3 B. What is your action plan to deliver those objectives? (See *Implementing Your Campaign Strategy*)

3 C. What monitoring, evaluation and impact assessment methodologies do you need to put in place? (See *Monitoring and Evaluating* and *Did Your Campaign Make a Difference: Assessing Impact*)

4 A. (To be answered post-implementation) What progress have you made to achieving the objectives?

2. The campaign cycle worksheet

4 B. (To be answered post-implementation) What adjustments do you need to make to your strategy?

PHASE THREE: IDENTIFY CHANGES TO THE ISSUE AND THE PROBLEM AND ASSESS IMPACT

5. (To be answered post-campaign) What changes have been achieved and triggered by the campaign?

6. (To be answered post-campaign) What is the impact of the changes on the problem and issue over time?

3. What to campaign on: Choosing your campaign issue

THE BASICS

It's important to step back and:

- Be strategic about your work
- Determine which issue(s) your organisation will most likely affect and achieve a positive change through campaigning

Choosing what issue to campaign on is the first strategic step in a successful campaign.

There are two major elements that this section addresses:

1. Defining the campaign issue
2. Identifying the problems inherent to the campaign issue that your campaign will address

By identifying the campaign issue and the problem, your organisation will have taken the first two major steps in the campaigning cycle.

Since most issues are multilayered and will have numerous related problems, the decision about whether a campaign is necessary—and what specific issue to focus on—is not always easy.

STEP ONE: DEFINE THE ISSUE

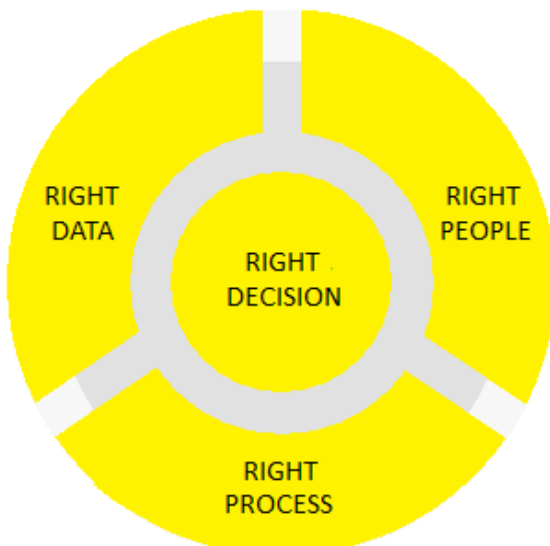
When defining the issue to campaign on, reflect on these questions:

- What are the changes you want to achieve?
- Is a campaign necessary to achieve these changes?
- How will these changes bring your organisation closer to realising its mission, vision or strategic plan?

What to campaign on: Choosing your campaign issue

KEY STEPS:

1. Identify the people involved in decision-making at various stages
2. Access key data that will fundamentally inform your decisions
3. Define a process that is transparent with clear deadlines



THE RIGHT PEOPLE

The individuals involved in making the decision about the campaign issue should be those with the highest political and operational responsibilities within the organisation.

Ultimately, these people are accountable for their decisions to the organisation´s supporter base (members, donors, etc). Therefore, final decisions about the campaign issue are usually made by

- board members
- executive directors
- senior managers

What to campaign on: Choosing your campaign issue

THE RIGHT DATA

No organisation or campaign can live in a vacuum. To make the best informed decisions, decision-makers need:

- External data
- Internal data
- Issue-related data

External data: Your organisation will need information about its external environment, including social, political, economical and cultural contexts in which a campaign will develop, and how these realities could have an impact on the campaign. For example, are elections coming up? What is the country's economic climate?

There are many analytical processes to help your organisation get this information. Among them is the **PEST** (Political, Economic, Social and Technological) analysis. A general PEST analysis might involve the following factors:

Political	Economic	Social	Technological
• Government organisation • Government stability and attitude towards the issue • Bureaucracy • Corruption • Wars and conflicts	• Economic growth • Local and overseas economies and trends • Inflation rates	• Population growth • Social mobility • Health • Education • Ethnic or religious factors	• Emerging technologies • Information and communication accessibility • Technology access, licences and patents

What to campaign on: Choosing your campaign issue

Internal data: Objective data helps inform key decision makers as they move towards identifying a campaign issue. Key internal data includes:

- The organisation's internal financial situation
- Staffing issues
- Information about its supporter base
- Media profile and presence

Issue-related data: Your organisation will also have to collect and analyse information on the issue it is considering campaigning on. This includes

- Previous work carried out by the organization
- Knowledge of the issue
- Understanding the capacity of the organisation to continue this type of information gathering for the duration of the campaign

TIPS RELIABLE INFORMATION IS KEY

It is also a good idea to have reliable information about the following:

- The people most affected by the issue
- Other organisations working on the same issue: Would there be value added by working together with them?
- Ethical considerations around the issue

Your organisation may choose to obtain this information with the help of internal or external experts and stakeholders.

THE RIGHT PROCESS

The campaign issue your organisation decides to focus on will impact, in one way or another, the organisation´s identity and the way internal and external stakeholders perceive the organisation. It's important to get the process right.

What to campaign on: Choosing your campaign issue

Decision-making processes vary from one organisation to another, depending on factors like:

- size
- political architecture (hierarchy, collective, or board)
- the experience and stability of the organization
- the local legal framework

3 STEPS ALL DECISION-MAKING PROCESSES NEED

The decision-making process should

1. Be as transparent as possible
2. Be defined in advance
3. Stick to a clear timeline

STEP TWO: IDENTIFY THE PROBLEMS

Inherent to your campaign issue is the fact that your organization is undertaking this effort because there are problems that need to be corrected.

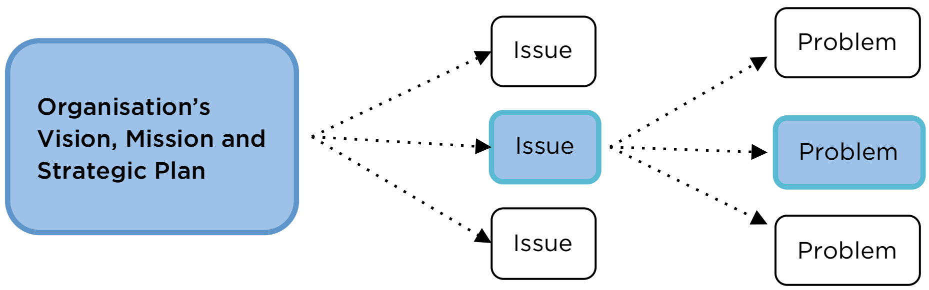
The decision to tackle a particular problem and not another in your campaign does not mean that the other problems are not important to your organisation, or that you would not choose to campaign on them in the future. Campaigning is a tactic that might not suit every problem at every point in time.

With that in mind it's time to lay out detailed information about the different problems within the issue.

Issue versus problem: Issue and problem are different concepts. There are many related problems associated with any one issue. For instance, problems related to the issue of Internet censorship include the role of software providers collaborating with governments; the persecution and arrest of online journalists and bloggers; and the banning of human rights-related websites. To focus resources more strategically,

What to campaign on: Choosing your campaign issue

organisations should select only one or two of the problems related to the larger issue to campaign on.



When deciding on the problems to focus on, identify:

- The significant actors for each problem
- The potential impact your organisation can have on the problem
- Your organisation's campaigning policies and capacities with respect to each problem

By Rafael Barca—expert consultant on campaigning and organisational strategic development

4. Setting campaign objectives

THE BASICS

Campaigns tackle very large and complicated issues, so it's important to know from the beginning what you want to achieve through a campaign, and how you are going to get there.

Here you'll find pointers on how to set **campaign objectives** so your efforts are:

- Focused
- Achievable
- Manageable
- Measurable

THE TOOLS: THE S-M-A-R-T APPROACH

Objectives have to be in line not only with the overall goal of the campaign, but also with an organisation's resources and capacities.

Campaign objectives need to be:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Setting campaign objectives

MAKING CAMPAIGN OBJECTIVES SMART AT THE VERY OUTSET WILL HELP YOU:

1. Set targets that are possible to realise
2. Focus your campaign team around recognised and understood goals
3. Stay on target to meet deadlines
4. Evaluate and reassess progress along the way
5. Use human and financial resources efficiently
6. Create effective and lasting social change

S IS FOR SPECIFIC

Where to Start with SMART Establishing a SMART objective involves stating what will be achieved within the campaign's timeline and what steps you'll take in order to make this happen. For example, it is not enough to set as an objective: *"To improve journalists' working conditions."* While that could certainly be the broader goal of the campaign, you need to lay out several concrete SMART objectives that are focused and achievable.

For example, with a goal of improving journalists' working conditions a SMART objective could define the progress one aims to achieve on specific fronts like:

- attaining the recognition of journalists' unions by the government
- establishing compulsory work contracts between journalists and editors
- setting national minimum wages and working hours.

To break it down further, for the first campaign objective—the recognition of journalists' unions—it is necessary to find out:

- if there is legislation on the matter that needs to be approved by parliament
- if there are any other relevant legal procedures underway or requiring initiation, according to specific timelines

Knowing what key pieces of legislation are on the horizon, and the timeframes at play will help inform your timeframes for your campaign objectives. A new bill may not get passed within the timeframe of a one-year campaign. But perhaps a declaration of support from members of

Setting campaign objectives

parliament or a draft bill passed by the relevant parliamentary committee would be possible, as the first steps to getting new legislation on the issue.

Thus, the specific SMART objective would be: *"To get a draft bill approved by the labour rights parliamentary committee, allowing journalists, including freelance journalists, to constitute unions."*

M&A ARE FOR MEASURABLE AND ACHIEVABLE

Measuring up Achievable campaign objectives make life easier when it's time to take stock of how your campaign is performing.

Even if a campaign is ambitious and it's uncertain whether it can be accomplished, the team needs to make sure it has established achievable objectives—you don't want to set yourself up for impossible tasks.

Milestones Specific objectives contain within them milestones that will indicate if things are on track. It will be easy to check if the parliamentary committee has or has not approved the bill but it is also relevant to know why this has not happened or why it may have happened earlier than expected in the campaign. By measuring the progress of a campaign according to specific objectives, campaigners can better analyse the reasons behind success or failure and make adjustments to the overall strategy along the way. (See *Monitoring and Evaluating*)

Assessing effectiveness To gain a good idea of whether you stand a good chance of achieving your campaign objective you will need to look closely at the internal and external factors that will have a direct impact on your work.

Internal factors These are influences within or related to your organisation and your campaign team, such as

- in-house skills
- human and financial resources
- relationships with key stakeholders

These factors can make parliamentary lobbying or forming a coalition easy tasks or monumental ones. It's important to assess if your team is able to achieve its objectives with the resources it currently has or with those it can reasonably procure.

Setting campaign objectives

External factors These are influences outside your organisation or team such as

- economic factors
- political conditions

Maybe it's not the right political moment to introduce a draft bill because attention is focused on another issue, or perhaps an election is near and the topic of protecting media workers under a legal framework could become politicised in the campaign in a way that could benefit the cause.

R IS FOR RELEVANT

A potential trap Sometimes opportunities may present themselves in the course of the campaign that appear to be a gain although their outcomes may be different than initially imagined. Be sure to assess whether that apparent opportunity is actually **relevant** to the campaign goal itself.

If the campaign objectives are established and understood in the first place it will be much easier to determine whether a potential opportunity that arises is relevant to your campaign goal.

T IS FOR TIME-BOUND

What are your target dates? Like campaign plans, the campaign objectives need to be **time-bound,** meaning a target date must be set by when specific objectives will be achieved.

If campaign plans and resources run from January 2014 to December 2015, you'll need to be specific as to when the objectives will be accomplished within this period. By monitoring and evaluating the external and internal factors that occur during the campaign, it will also be possible to determine whether you're achieving success within the imagined timeframe.

Rafael Barca—expert consultant on campaigning and organisational strategic development.

5. How to design a campaign strategy

THE BASICS

Now that you have decided what to campaign on (if you haven't, see *What To Campaign On*), you are ready to design your campaign strategy. A campaign strategy is the path you need to follow to achieve the changes you would like to see implemented. A good strategy will lead to a successful campaign.

BEFORE YOU START

It is paramount to identify the changes that need to happen to resolve the "problem" the campaign will address.

- Where will you have the most impact?
- Can you achieve all of your objectives?
- How—and with whom—will you do it?

At this stage, do an analysis of your organisation, as well as its relationship to the problem the campaign is focusing on.

One of the best tools to do this is a **SWOT** (Strengths-Weaknesses-Opportunities-Threats) analysis.

DO A SWOT ANALYSIS

1. Provides a picture of where the organisation stands in relation to the campaign's problem
2. Exposes where campaign actions should be directed to counteract weaknesses and threats
3. Builds on strengths and opportunities.

If an organisation decides to campaign on the need for a journalists' union in their country to improve journalists' working conditions, a SWOT analysis could look like this:

How to design a campaign strategy

Positive factors	Negative factors	
STRENGTHS Knowledge of the local legal frame Frequent contact and good relationships with journalists	**WEAKNESSES** Staff overworked Lack of knowledge of parliamentary procedure	**Internal factors**
OPPORTUNITIES Political support from the majority party in Parliament Strong international pressure	**THREATS** Conflicts with other unions General society has no interest in the issue	**External factors**

4 STEPS TO SUCCESS

A successful campaign strategy

- Can be a fundamental communications tool for engaging key supporters and stakeholders, including financial donors
- Provides people both within and outside of the organisation with a blueprint of the campaign
- Shows how your organisation is working to achieve its desired goals

Think of it in four easy steps:

Step 1: Set specific campaign objectives—what you want the campaign to achieve

Step 2: Do a stakeholder analysis: identify the people who have an interest in or influence over the objectives of the campaign.

Step 3: Create a plan of action: decide on the activities to be carried out that will directly impact the campaign objectives.

Step 4: Think about how you will monitor and evaluate your campaign. That way, you can assess the campaign's impact, and manage any risks that could affect the campaign or your organisation as a whole.

How to design a campaign strategy

STEP 1: SET SPECIFIC CAMPAIGN OBJECTIVES

Campaign objectives help you plan and design activities that will achieve tangible outcomes. They are also essential in monitoring and evaluating the effectiveness of campaigning work (see *Monitoring and Evaluating*).

Most importantly, campaign objectives need to be SMART: Specific, Measurable, Achievable, Relevant and Time-bound: (see *Setting Campaign Objectives*).

Remember, activities should not be considered as specific objectives. An activity, like launching a report, is not a campaign objective itself, but is an action you might carry out to achieve a specific objective, such as raising awareness among Parliamentarians so that they may be influenced to pass a piece of legislation.

STEP 2: DO A STAKEHOLDER ANALYSIS

When designing a campaign strategy you need to know which actors are related to the problem and to the campaign's SMART objectives.

- Who are the individuals, institutions and organisations related to the objective?
- What is their attitude?
- What is their influence and interest in the campaign's problem and objectives?

Some of these actors are existing or potential allies—or opponents—of the organisation and the campaign. Some of them will be undecided. All of them have some influence on your campaign, and can be influenced. So, who should you approach and how should you approach them?

Benefits of a Stakeholder Analysis: By doing a stakeholder analysis, you

- Prioritise who you should target to maximize your resources
- Plan suitable strategies for each audience
- Identify possible risks and ways to manage them.

Let's use the example of the journalists' union. If one of the campaign's SMART objectives is: *"By the end of the parliamentary calendar year 2015, the Labour Rights Parliament Committee will have discussed and approved a draft bill granting union rights to all journalists, including* *freelance journalists",* a first stakeholder analysis could look like the following:

Stakeholder	**Attitude** of the Stakeholder towards the objective	**Influence** of the Stakeholder over the objective	**Importance** of the objective for the Stakeholder
Chair of the Labour Rights Parliamentary Committee	3	4	3
Newspaper Owners	1	3	4
Freelance Journalists	5	2	5
Journalism and Media Teachers/Trainers	3	1	2

Rate **1** to **5**: 1 = the most negative or lowest score; 5 = the most positive or highest score

TIP

Keep in mind that allies and opponents can change their attitude and influence during the campaign, and new stakeholders can surface. Don't forget to monitor and evaluate the behaviour of campaign stakeholders for the duration of the campaign.

STEP 3: CREATE A PLAN OF ACTION

The plan of action is made up of the activities that will achieve the specific objectives you have set for your campaign. And the outcomes of those activities will determine if you have achieved the campaign's objectives.

How to design a campaign strategy

What the activities are and how they will be implemented depend on your organisation's environment, culture and campaigning and operational principles.

TIP

Plan activities that suit your organisation's identity and level of expertise, but don't rule out innovative ideas or allies that you haven't approached before—they might be necessary to achieve your campaign objectives.

STEP 4: MONITOR AND EVALUATE THE RESULTS OF THE CAMPAIGN STRATEGY

At this stage of the campaign planning cycle, when the campaign is open to multiple actors and influences, it is good to establish specific and clear ways to monitor and evaluate if you are meeting your campaign objectives (see *Monitoring and Evaluating*).

Monitoring is a continuous process of gathering and recording data. **Evaluating** is a periodic process of reviewing the data that has been monitored and drawing conclusions from it.

Benefits of Monitoring and Evaluating: Sometimes your campaign does not go as planned. But preparing for how to cope with emergencies and the unknown is possible.

Monitoring and evaluating lets you

- identify situations with possible challenges and opportunities
- react without losing focus
- adapt along the way to improve the chances for success

How to design a campaign strategy

TIP

Doing a **risk analysis** is a good place to start: identify what factors are more likely to make the campaign fail (staffing issues, funding, relations with other organisations, etc), and a way to manage the risks. This might even mean adapting the campaign strategy.

By Rafael Barca — expert consultant on campaigning and organisational strategic development.

6. Implementing your campaign strategy

THE BASICS

Without rigorous and effective campaign implementation, the most strategic of campaigns could fail to achieve their objectives and result in a lost opportunity. Here we lay out the steps you need to take to ensure all your hard work creating a campaign strategy rolls out as smoothly as possible.

STEP 1:
CREATE A CAMPAIGN OPERATIONAL PLAN

Creating a Campaign Operational Plan (COP) before your campaign launches is key.

INCLUDE IN THE PLAN

- what it is that the organisation wants to achieve (the objectives)
- what it is going to achieve it (the plan of action)
- who is responsible for each area (assignment of responsibilities)
- which tools will let you know if the campaign strategy is being implemented correctly
- which tools will let you know if it is achieving the expected results (monitoring and evaluation).

This COP shows that implementing the campaign strategy has both external aspects (meetings with MPs) and internal aspects (hiring and training staff).

Implementing your campaign strategy

Objective	Activity	Outcome	Responsible	Stakeholders involved	Timeframe
By the end of the parliamentary calendar year 2015, the Labour Rights Parliamentary Committee will have discussed and approved a draft bill granting union rights to all journalists, including freelance journalists	Meetings with Chair and members of the Labour Rights Committee	The Chair and at least half of the members of the Committee commit themselves to introducing and supporting a draft bill within the Committee	• Campaign Coordinator • Lobby Coordinator	• Chair and members of Labour Rights Committee • Freelance journalists	January 2014 to December 2015
	Media work on key dates involving editorials, opinion pieces and related interviews in three of the most influential political media	Political stakeholders (such as members of Parliament, etc) are aware of the campaign problem, the organisation's position and the call for a bill	• Press Coordinator • Campaign Coordinator	• Mass media • Journalists • Members of Labour Rights Committee	Key dates from January 2014 to December 2015
	Recruitment and induction of Lobby Coordinator	Professional lobby staff and strategy	• Human Resources • Executive Director • Campaign Coordinator	• Internal stakeholders	October to December 2013

Implementing your campaign strategy

STEP 2: IDENTIFY KEY DATES

An accurate calendar will prevent delays that can directly affect the campaign.

When you draft the COP, identify internal and external key dates to ensure your activities have the greatest possible impact. Key dates for the journalists' rights bill might include:

- national or international commemorative days
- elections
- when Parliament is open and closed
- report launch dates

You also need to work into your key dates major elements like hiring or training people to do key tasks. If one of the main activities is lobbying, and your organisation does not have qualified staff, include the recruiting, induction and training schedule of new staff in the timetable.

STEP 3: DRAFT KEY MESSAGES

A key message is not the same as a slogan, although some key messages could easily be translated into one.

A key message will:

- **Highlight** the main ideas that your organisation wants to communicate
- **Outline** the solution proposed
- **Detail** the necessary actions required for reaching that solution

You can be creative with how your key message is communicated. Options are:

- Images
- Music
- Website banners
- Viral Internet videos
- Posters
- Reports

Implementing your campaign strategy

TIP

Take into account the different audiences you will communicate with (mass media, NGOs, associates, donors and supporters, etc.) when deciding upon your key messages.

STEP 4: ASSIGN TASKS AND RESPONSIBILITIES

A fundamental first step is to assign tasks and responsibilities, as well as to define the decision-making process for the duration of the campaign. To effectively implement the COP you may need to make staff adjustments.

The person in charge of implementing the activities should develop a specific work plan that covers the different stages of each activity and which resources are required at each stage.

Main areas they should be overseeing include:

- Materials
- Training
- Staffing
- Technology
- Budget

Work plans should be approved and reviewed periodically, taking into account your monitoring and evaluation tools.

STEP 5: MITIGATE AGAINST POTENTIAL CONFLICT

Be aware of the possibility of conflicts and be prepared to manage them as they surface.

It's only natural that some internal conflicts may arise. Within every organisation, different programmes and individuals have their own priorities that can compete for the organisation´s resources and support.

For instance, the campaign may require the support of other departments in your organisation, like administration, fundraising or IT, that perhaps

Implementing your campaign strategy

had little to do with the campaign up to this point. To mitigate against potential conflict, conduct an introductory meeting inviting all internal actors involved in implementing the campaign.

STEP 6: USE YOUR MONITORING AND EVALUATION SYSTEMS

Finally, don't forget to implement the monitoring and evaluation systems you established in the strategy. Keep in mind two questions:

1. Is the strategy being implemented exactly as it was designed?

2. Are the results of the activities what was expected?

Keep focused on your objectives, constantly monitor and evaluate your implementation, and adapt your campaign strategy based on your findings. For more information, see *Monitoring and Evaluating*.

By Rafael Barca, expert consultant on campaigning and organisational strategic development.

Implementing your campaign strategy

NOTES

7. Template: Campaign operational plan

OBJECTIVE	Activity	Outcome	Responsible	Stakeholders involved	Timeframe

8. Monitoring and evaluating

THE BASICS

During the life of a campaign many things can happen that might have an effect, big or small, on its course. They can include:

- An unexpected election result
- A corruption scandal
- The departure of a key person in the team
- A funding cut

By monitoring and evaluating, campaigners can help themselves prepare to be able to react and to adapt strategies without losing focus and the chance for impact.

Developments outside of one's control can:

- make the campaigning objectives obsolete or the main actors irrelevant
- bring new challenges
- bring new allies.

To ensure that a campaigning plan can be adapted with speed and accuracy, monitoring and evaluating should be an integral part of the overall campaigning strategy.

WHAT IS MONITORING AND EVALUATING?

Monitoring is a continuous process of gathering and recording internal and external data.

Evaluating is a periodic process of reviewing monitoring data and drawing conclusions from it.

Monitoring and evaluating

3 KEY STEPS

1. Identify the internal and external data you need to monitor
2. Make sure what you are monitoring is relevant to the campaign objectives
3. Assign an individual to be in charge of monitoring and communicating with the stakeholders who will be evaluating the data

MONITORING IN ACTION

If one objective of a campaign for reforming media law is reaching a targeted number of members of the public through media coverage then campaigners should be tracking and filing all related media reports.

Similarly, one could **assess the success of a press conference** (one of the activities under the campaign) by analysing relevant data that has been collected through the monitoring process, such as:

- copy of the event press release (was the message on target?)
- text of the invitation to the press conference
- list of all the people and institutions invited, including their contact details
- documentation around how the invitation was sent and to whom it was addressed
- recorded number of responses; from where; how many attended; who attended
- media clippings and broadcast coverage of the event/issue reactions of target audiences or stakeholders
- reactions of the organisation’s partners or members (emails of compliant or congratulation, requests for materials or for setting meetings).

Gathering this data, and even recording it in a table or matrix for analysis later will allow campaigners to avoid future mistakes, improve on successes and establish a baseline for what works best.

Monitoring and evaluating

WHEN AND HOW TO MONITOR AND EVALUATE

Establishing the relevant data for collection should be undertaken during the strategy-building process. The monitoring and data collection could relate to the broad objectives of a campaign, as well, it could be undertaken with respect to a specific activity, such as measuring whether an information session on a bill was effectively organised.

Once the relevant data is collected, it needs to be evaluated in order to establish lessons learned and to make the changes necessary to secure the success of a campaign.

COMMUNICATING DATA

Continuous and systematic evaluation can take many parallel forms, including:

- weekly staff meetings
- periodic meetings of the campaign manager with her/his managers
- meetings of external "advisory bodies"

DIFFERENT TYPES OF EVALUATING

There are different methods for evaluating the information gathered.

Internal evaluation: Campaigners themselves and any relevant partners evaluate their own progress at an internal level through regular meetings and/or reports.

Internal & external: Organisations may wish to convene a meeting or a series of gatherings of external and internal experts on the campaign issue.

If the issue of a campaign is to improve journalists' working conditions, external advisors could include a labor lawyer, representatives from a union, a journalist, and a newspaper owner.

Meeting with the campaign team, these individuals could

- Meet every two months to review the latest changes at the political level
- Review declarations in favor or against your campaign
- Provide insights on the opinions of decision-makers or key players on the issue
- Check if the campaign objectives are realistic or way off the mark

Monitoring and evaluating

EVALUATE AND RECALIBRATE

For evaluation to be effective, evaluators will need the monitoring results, such as copies of the newspaper articles, a report on the latest parliamentary developments, and letters sent by the organisation to ministers and partners.

From all this data it might be concluded that a recalibration of the campaigning strategy is in order. At this juncture, there may be new opportunities or developments that were not there at inception of the campaign strategy.

Similarly, campaigning objectives need to be reviewed in case there are mounting challenges to one's efforts. An unexpected alliance of parliamentarians could be creating a barrier to the media law reform; perhaps internal problems within a partner or ally organisation are slowing down progress on activities or the public mood or sympathy toward journalists has shifted following a reporting scandal.

TRAPS

If one tries to answer all potential questions it might be tempting to give up on monitoring and evaluating. In order for it to work, monitoring and evaluation should be kept simple and relevant to the campaign´s objectives. And, where possible both processes should be integrated into the on-going work of the organisations or identify where this is already taking place, such as staff meetings or reports.

TIPS

Enough information—but not too much: It can be most helpful to keep records and monitor the responses of the main targets—the media, public or key decision-makers—to establish whether the campaign is reaching them or not. It's a good idea to aim for gathering enough information to draw a reasonable conclusion around impacts but it's not necessary to collect the data required for an academic paper.

Make someone responsible: It helps to identify someone to take responsibility for this area of work. The same way that it is always clear who will manage a project budget, it should be clear who is in charge of monitoring and evaluating the

Monitoring and evaluating

campaign strategy either personally or coordinating the overall exercise. A specific budget line for this should be set aside for this as well.

By Rafael Barca, expert consultant on campaigning and organisational strategic development

Monitoring and evaluating

NOTES

9. Did your campaign make a difference? Assessing impact

THE BASICS

As the campaign comes to an end, two important steps remain:

- evaluating progress made
- assessing how the issues have changed since the launch

This should include:

- documenting intended outcomes
- documenting unintended outcomes

Some of these changes might be obvious, such as the passage of a new law that meets your campaigning objectives, while other changes may not be immediately clear. For example, the impact of a new law governing media licences may only be evaluated over time by measuring the change in the numbers of licences awarded to independent media houses in the months or years following the enactment of the law.

Even though they may seem similar, **monitoring and evaluation** (M&E) and **impact assessment** are two different processes. M&E tells you what outcomes the campaign has achieved and what activities helped achieve those outcomes (see *Monitoring and Evaluating*). **Impact assessment**, on the other hand, informs you about the *real effects* of these outcomes.

Did your campaign make a difference? Assessing impact

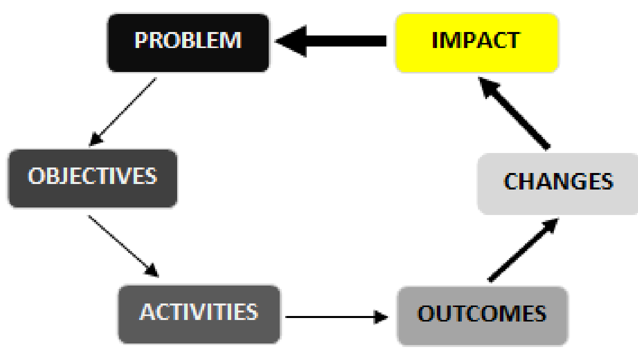
ASSESSING IMPACT

Impact assessment answers the question, "How have the lives of the beneficiaries been influenced as a result of the changes achieved by the campaign?

Impact can be

- positive
- negative
- internal
- external

Doing an impact assessment helps you decide what actions your organisation should take to continue advancing towards your ultimate goal and to identify and improve on the tools your organisation needs to achieve this goal.



Beneficiaries should ideally be part of the impact assessment process to analyse whether the outcomes have had any effect (positive or negative) on them.

Did your campaign make a difference? Assessing impact

4 KEY CONSIDERATIONS

Four key things to consider when assessing impact are:

1. Internal impact: Your campaign can have an impact on the internal workings of your organisation. For example, after having worked closely with a political party in order to advocate for a new law, your organisation might be identified with a political leaning, and thus lose the perception of political independence. You should implement internal feedback mechanisms and consider comments from key stakeholders such as donors, media, other NGOs, etc. in order to be aware of and avoid this kind of impact.

2. Baseline studies: In some cases, it might be possible to find trusted sources that could indicate the percentage of journalists working for the mainstream media that do not have written contracts. The same source could undertake a study of the percentage change at the end of the campaign. Keep in mind that establishing baselines can be a complicated and expensive exercise depending on the data that needs to be included.

3. Adequate implementation: While doing an impact assessment, you should also measure whether the outcomes achieved are being adequately implemented. A law that was passed as a result of your campaign might not be properly financed or regulated. You might also find that the legal interpretation of the law's key elements vary from one judge to another. This will affect the overall impact of the law.

4. Ad-hoc methodologies: Tools such as focus groups or baseline studies as mentioned above help to assess the impact of the expected outcomes. But since outcomes could also be unexpected, it is also necessary to include *ad-hoc* methodologies to assess impact.

Did your campaign make a difference? Assessing impact

FRAMING SUCCESS TO STAKEHOLDERS

Be sure to communicate to your stakeholders all of the campaign's initial outcomes. This will help

- **reinforce** your relationships with those who were involved
- **motivate** your internal constituency
- **strengthen** your ties with external stakeholders

Changes could be concrete, such as those that you identified in your SMART objectives (see *Setting Campaign Objectives*). They could also be unexpected, such as an increase in the number of journalists covered by life insurance or the adoption of a minimum wage requirement for journalists. Both changes directly relate to the objective of improving the working conditions of journalists

By Rafael Barca—expert consultant on campaigning and organisational strategic development

FUND IT

Find the money to get the work done

1. Writing funding proposals

THE BASICS

These tools and resources are designed to help you master the art of writing effective and concise funding proposals for free expression projects. While each funder has specific information requirements, this guide covers the elements that are commonly required by most donors. **Always check with a donor to see if they have a particular application format, and use theirs if they have one.** You should be able to adapt this format to any donor you are working with.

PROJECT PROPOSAL GUIDELINES

This section provides suggested guidelines for writing funding proposals for freedom of expression projects, based on the **sample project proposal template,** which includes the following elements:

- Cover Page Essentials
- Executive Summary
- Problem Statement
- Project Goal and Expected Outcomes
- Project Activities and Outputs
- Budget
- Project Participants
- Project Beneficiaries
- Project Management
- Risks
- Project Sustainability
- Gender Considerations
- Evaluation and Monitoring

Keep in mind that writing a project plan isn't necessarily a linear process. You may find it easiest to start with the sections that are most clear to you, and then come back to others that are more general, such as:

- Project activities

Writing funding proposals

- Budget
- Implementation plan
- Expected outputs
- Objectives
- Goal, etc.

TIP

Make sure you leave enough time to gather and compile detailed information about your project plan. The more concrete, specific and logical you can be, the stronger your presentation to the donor—and the better your chances of getting funding.

COVER PAGE ESSENTIALS

Keep it clean and simple with the key information a donor needs to find. You'll need the following:

Project title Create a name for your project. A common way of titling projects is to describe the project's result or effect, followed by the name of the activity. This format immediately gives the audience some information about your project mission.

SAMPLE PROJECT TITLES

- Building Democracy in Central Asia: Filling the Gaps in Free-Expression Monitoring, Training and Advocacy
- Strengthening Freedom of Expression in Latin America and the Caribbean–Building Effective Networks for Improving Violations Reporting and Advocacy

Project duration Include the planned time frame for the project

Submitted to Specify the name and title of the person to whom you're sending the proposal

Contact person Which person at your organisation is primarily responsible for developing and managing the project, and will be the main keeper of information about it? Are there other people who should be referenced? Give name, title, phone number, and e-mail address for each key contact.

Writing funding proposals

Mailing address Include your full postal address for correspondence.

Street address Include, if different than your postal address.

Email and website Include your organisation's website address and general email address

EXECUTIVE SUMMARY

LENGTH: 1/2 PAGE TO 1 PAGE MAXIMUM

This is the most important section of your proposal because donors rely on it to present the project to their colleagues. This should be the one-stop place where the prospective funder/partner can find:

- A brief but compelling explanation of why the project is necessary: what problem are you trying to address?
- Project goal
- Overview of project strategy
- Expected outcome or change that will result from your project being implemented successfully
- Specific $$ request of the donor (here you could reference any other donor or in-kind support you have already secured).

TIP

Prepare the executive summary after the rest of the project proposal is written, as it relies on information from all of the other sections.

Writing funding proposals

PROBLEM STATEMENT AND PROJECT BACKGROUND/CONTEXT

LENGTH: 1 PAGE MAXIMUM

Whether combined or separate, these sections explain why you think your project is a logical and necessary response to a set of circumstances. What is the problem your project is aiming to solve?

The background should explain how you arrived at this proposal—who did you consult, what did they say—and why you believe your proposal is the answer to the problem that needs solving. Where and how did your project proposal originate? If you have done surveys or have quantitative proof that there is a demand for this project, reference that. Consider including any detailed documentation in the Appendices (e.g., survey results summary). As part of the background, you may need to describe the particular context of a country or region.

PROJECT GOAL AND EXPECTED OUTCOMES

LENGTH: ABOUT 1/2 PAGE

The project goal should describe the main overall impact that you want the project to have. In one sentence, encapsulate the vision of the project by answering this question: What kind of meaningful change will result because of this project? Consider the following examples of concisely stated goals and outcomes:

Writing funding proposals

Sample Goals	Sample Outcomes
This project aims to provide free expression organisations in Central Asia, which face serious free expression and human rights violations, with a vital networking mechanism to help them develop independent and responsible media that can play a leading role in the development of democracy.	Relevant advocacy and awareness-raising initiatives at national and regional levels implemented through regional collaboration
This project aims to influence and achieve active participation and action on free expression issues by state parties, relevant intergovernmental agencies and civil society in Latin America and the Caribbean through strengthening tools for monitoring and reporting of violations and developments, generating mechanisms for effective state and intergovernmental dialogue and interlocution, and strengthening free expression networking at the national and regional level.	Standardised reporting mechanism for freedom of expression violations and developments in Latin America and the Caribbean

You'll know if your goal is worded appropriately when it reads as a general statement about a change or achievement that naturally evokes the question, "How?"

HELPFUL DEFINITIONS

- **Goals** are the major areas of work undertaken over five to seven years to fulfill an organisation's mission.
- **Outcomes** are medium-term results that are likely to be achieved over a one- to three-year period. For example, "Ways identified to work more strategically within regions to leverage strengths and avoid duplication of efforts."
- **Outputs** are shorter-term, more concrete achievements that will enable a result (outcome) to occur in the longer term (e.g., reports, training, handbooks, etc.).

Writing funding proposals

TIP

As you articulate your project outcomes, it is crucial to link them directly to your planned project activities. For example, if one of the anticipated project outcomes is improved free expression violations reporting, then the specific related activities could be: training workshops for correspondents, skills exchanges between organisations, development of customised free expression reporting templates, building a broader network of correspondents, increased translation capacity, etc.

PROJECT ACTIVITIES AND OUTPUTS

LENGTH: ABOUT 2 PAGES

In this section you will outline your specific strategy (activities, expected outputs and timeline) to achieve your project outcomes. Make sure your activities directly correspond with your expected outcomes.

Project activities

Describe concretely how you plan to achieve the project goal and expected outcomes. Sample activities may include:

- Training workshop
- Skills exchanges with other organisations
- Campaign website and downloadable 'take-action' toolkit
- Training activities on a specific theme or skill, or for a specific community or user group
- Radio programs on free expression issues
- A fact-finding mission in a country or a region, and subsequent report
- Online dialogue/consultation and a subsequent report or press release
- Public meeting, webinar/webcast and/or 'tweetup' on a particular issue
- Panel of experts at a public event
- Survey

When describing activities, indicate when and where they will take place, and who will participate. Be realistic about the timelines — no point setting up your organisation to fail. It's better to under-promise and over-achieve!

Writing funding proposals

Expected outputs
These are the 'products' that will result from your activities, e.g., website, training curriculum, case study, research report, infographic or data visualisation, plan for future activities or a strategy document, how-to booklet, poster, a declaration, a certain number of people trained, a policy intervention, etc. Be as descriptive as possible:

- Quantify your outputs (e.g., specify the number of people trained or copies of a booklet produced)
- List the languages in which outputs will be available
- Identify specific communities of people or geographic locations that will be served or affected, and your expectations of audience reach.

BUDGET

LENGTH: 1 PAGE

Check if the donor requires a specific format for presenting the budget (many organisations do). Make sure the budget relates to the activities and outputs you have presented, and organise it as much as possible according to the project outcomes, with estimated costs for each related activity listed under its corresponding outcome. Use these templates for sample itemised budgets.

TIP
Prepare the budget in the currency of the donor (e.g., $US, Euro, etc.). Make sure you know how the information you present in the project budget maps directly back to your organisation's annual budget.

Over and above the time needed for staff directly involved in delivering the project, don't forget to include overhead costs such as senior and financial management time spent on the project, rent, utilities, communications, office equipment and technical support, etc. Some funders have specific limits on the percentage of the budget that can be used for overhead, so check this beforehand, if possible. About 20% generally covers most costs to manage and deliver a project adequately, but many funders don't

Writing funding proposals

support more than 10%, so you will need to include your overhead costs in the budget in other ways.

TIP

Even if you think a donor will not cover overhead costs, it is important to include them in the budget, as these are an essential component of actually being able to do the work (e.g., if you didn't have an office, you couldn't undertake the project).

If you expect to have to raise funds from multiple donors, indicate in the budget section of your proposal where you will be trying to raise the additional funds. Think about these questions:

- Is there anything in the budget that your organisation can actually contribute? e.g., a mailing list; a workshop/training venue; a resource person; etc. Make sure you show the value of any contributions that you are making as part of the income/expense.
- Is there any funding you already have, or that any of your project partners have, that can be leveraged towards the implementation of this project? e.g., If you are going to adapt materials that have been developed in another project to your own purposes (rather than produce them from scratch), you can show these materials as contribution/income in the budget, and only show as costs those expenditures that you'll need to do the modifications.

PROJECT PARTICIPANTS, BENEFICIARIES AND MANAGEMENT

LENGTH: ABOUT 1 PAGE

Participants

Give an overview of everyone who will be involved in project activities, either as an implementation partner or as a direct participant in project activities (e.g., journalists at workshops, etc.). Direct participants are also referred to by some donors as "target groups." In this section you can consider how the project links to other related activities underway in the

Writing funding proposals

community or in the field. Are you involving other strategic partners in some way?

Beneficiaries

Describe who will directly and indirectly benefit from the project, and how will they be affected by your project activities.

Management

Identify who will be coordinating the project on a day-to-day basis, as well as who is responsible for financial management and governance. Will you have any advisory groups involved in implementation? If so, identify them and explain their roles.

Usually one organisation must be the project contractor (e.g., the organisation that signs the project contract with a funder or project sponsor). However, relationships between the project contractor and other organisations directly involved in project implementation should be explained in detail. While it is useful to do this for the sake of the funder or sponsor, it is even more important to do this for the sake of project success. Working out contractual and implementation issues between project partners before seeking funding is essential, to avoid confusion and misunderstandings later.

PROJECT PARTICIPANTS

OPTIONAL PROPOSAL SECTIONS

You could omit the following four sections in a first presentation to a donor, though most donors that go ahead with funding will want to see your thinking on these topics at some stage. So consider including them, or be prepared to elaborate on them later. Many donors do not consider these elements optional, and require them in any application.

1) RISKS

Identify the risks that could conceivably interfere with your ability to implement the project successfully. While it may seem counterintuitive to tell a potential donor that there is a possibility the project may not succeed,

Writing funding proposals

it is better to identify potential problems before you start. Donors often have suggestions for mitigating risks.

For example, perhaps you aren't sure how quickly you can find the best, qualified staff person to implement the project. Or maybe there is impending civil unrest around an election in the country that could prevent certain activities from taking place. Perhaps you are relying on unreliable communications systems to advance the work, and you should anticipate some delays in implementation.

Thinking through the project risks on paper helps you to develop contingency plans, which you can also present in this section.

2) PROJECT SUSTAINABILITY

Donors want to know what will happen to the project after their funding contribution is used up. What mechanisms are built into the project, or will be produced by it, to ensure lasting results? Consider the following:

Project context: Is this project part of a larger undertaking, or is it a distinct activity? Are subsequent phases expected?

Follow-up: Are there any follow-up activities/programs that will benefit from the results of this project?

Support: To what extent does the initiative have the ongoing support (including financial) of key domestic and international stakeholders beyond the end date presented to the donor?

3) GENDER CONSIDERATIONS

Many donors—especially, but not only, government donors—require that projects address gender issues. (Governments often also require other special issue interests such as poverty, HIV/AIDs, environmental considerations, etc. to be taken into account, so find out what these are and include them in your application.)

For gender accountability, identify what measures will ensure that the interests/needs of women, men, girls and boys will be addressed:

- **Planning:** What gender inequalities need to be recognised within the context of the project and what strategies will be developed to address them within the project design?

Writing funding proposals

- **Implementing:** What concrete actions will be taken to ensure the needs/interests of women, men, girls and boys are incorporated into project activities?
- **Evaluating:** How will women, men, girls and boys benefit from the intended advantages/gains of project activities, and how will this be measured?

4) EVALUATION AND MONITORING

How will you know if you have achieved your objectives? Funders will ask you to identify ways to measure success. Most importantly, you should set indicators for success at the beginning of the project that you can review midway through and/or at the end.

SAMPLE EVALUATIONS

Training sessions: Ask participants to state their expectations at the beginning of the session; at the end, ask them to fill out an evaluation telling how they will use the skills they have gained; follow up a few weeks or months later to see if they have used these skills. Document the results.

Websites and online information products: Show that there will be stakeholder involvement in the building of your communication vehicles, and also that you can measure how they are used, by whom, by how many, and where they are from.

Reports: If you are producing materials or a report, invite people to review outlines and drafts and comment on them.

Project resources: Survey the users and report on the findings.

As the project is being developed, it can be very useful to convene project advisory groups that you can consult.

Writing funding proposals

NOTE

Evaluations cost money, so make sure to budget for any you plan to undertake.

2. Sample project proposal template

Use this template when you are developing a project proposal. Refer to the **Project Proposal Guidelines** for descriptions of the information suggested for each section.

Cover Page

Project Title:

Project Duration:

Submitted to: [put donor agency name/programme/contact person here]

Contact Info for Proponent Organisation(s):

- Person 1 – name, title, phone number, e-mail address
- Person 2 – name, title, phone number, e-mail address
- Postal address
- Tel/Fax
- Organisation e-mail address and website

Executive Summary

Overall project description (½ to 1 page)

Problem Statement and/or Project Background

Why are you doing this project; what led to it, why is it the answer to the problem you are trying to solve? (maximum 1 page)

Project Goal and Expected Outcomes

Outline the overall goal; include 2 to 3 outcomes (maximum ½ page)

Project Activities and Outputs

What activities will you carry out to achieve the project outcomes? Describe

Sample project proposal template

each activity, who is responsible, who will participate, the expected schedule and the expected outputs. Organise the activities according to outcome (2 pages).

Project Participants
Describe project implementation partners and key stakeholders (½ page combined)

Project Beneficiaries
Describe who will directly and indirectly benefit from the project, and how will they be affected by your project activities.

Project Management
Outline who will be involved in project delivery, the organisation's capacity to deliver the project, and how it will be managed overall.

Risks (Optional)

Sustainability (Optional)

Gender (Optional)

Evaluation and Monitoring (Optional)

Appendices
- Summary of background information about the organisation: e.g., mission, profile, leadership, programmes, key successes or results, history, membership, strategic plan, annual budget, other funders, etc.
- Letter(s) of support, etc.

3. Sample itemised budgets

This section provides examples of the different kinds of budget lines you can use when presenting your project to a donor. The first example is a budget for an organisation's activities organized by input. Alternatively, you may want to present a budget that focuses on the particular activities in your project. Donors may specify which type of budget they prefer.

GENERAL ORGANISATION BUDGET

Use these broad categories to organize your project activities by 'inputs' (i.e., resources used in a project):

Sample itemised budgets

Category	Description of Item(s)	Budget ($USD)
Events/workshops/training		
Organisational development support		
Travel		
Consultants/contract		
Translation/interpretation		
Lease/venue rental		
Equipment		
Office maintenance		
Website management		
Communication		
Materials		
Bank charges		
Depreciation		
Evaluation & monitoring		
Salaries/benefits		
Total		

Sample itemised budgets

5 SAMPLE BUDGETS FOR SPECIFIC ACTIVITIES

Here are examples of the inputs that could be included in a budget for common types of freedom of expression project activities. Many of these activities could be combined into one project proposal. Feel free to mix and match!

1) MEETING/EVENT/TRAINING WORKSHOP

Budget for items such as:

- **Trainers/resource people/facilitator** Preparation time; on-site time; post-workshop reporting; materials production and translation
- **Participant expenses** Airfare; ground transportation; destination visa and transit visa; medical; per diem for travel days; accommodation if required layover en route; accommodation and meals on-site; per diem on-site
- **Workshop materials** Stationery for meeting participants; photocopying of workshop materials
- **Language interpretation** For workshop, public events
- **Note-taker** Find a volunteer or pay someone an honorarium
- **Networking/public events/publicity** Press conference; public meeting; refreshments (aka hospitality); public awareness-raising materials such as website, social media, posters, brochures, radio spots, newspaper ads, etc.
- **Communications** Telephone, fax, Skype, courier costs directly related to the event
- **Project coordination** Human resource time for facilitating resource people, agenda development and logistics coordination; securing venues, financial transactions on-site; donor liaison and reporting
- **Overhead** Senior and financial management time spent on project; rent; audit costs; general office communications and materials; technical support; equipment rental; calculate based on the proportion of project salaries and benefits to total organisational salaries and benefits.

Sample itemised budgets

2) MISSION / COUNTRY OR SITE VISIT

Budget for these possible line items:

- **Mission planning and coordination** Human resource time for agenda development and logistics coordination, securing meetings, financial transactions on-site; donor liaison and reporting
- **Participant expenses** Airfare; ground transportation; destination visa and transit visa; medical; per diem for travel days; accommodation if required layover en route; accommodation and meals on-site; per diem on-site
- **Networking/public events/publicity** Press conference; public meeting; refreshments (aka hospitality); public awareness-raising materials such as website and social media, posters, brochures, radio spots, newspaper ads, etc.
- **Mission findings report** Pre-mission outline; on-site documentation; post-mission report preparation; translation; dissemination (hard copy; online)
- **Communications** Telephone, fax, Skype, courier costs directly related to the mission
- **Overhead** Senior and financial management time spent on project; rent; audit costs; general office communications and materials; technical support; equipment rental; calculate based on the proportion of project salaries and benefits to total organisational salaries and benefits.

3) FREEDOM OF EXPRESSION VIOLATIONS MONITORING AND AWARENESS-RAISING

Possible budget items:

- **Monitor or researcher** To research, collect, prepare and circulate information on free expression violations, expressed in hours/days per week OR % time (e.g., 50% time; FTE, etc.)
- **Event to recruit/train correspondents** Refer to "1: Meeting/Event/Training Workshop" for budget inputs
- **Skills exchange with another organisation** For mentoring; travel (airfare; ground transportation; destination visa and transit visa; medical; per diem for travel days) accommodation if required for layover en route; accommodation and meals on-site; per diem on-site; honorarium for mentor organisation

Sample itemised budgets

- **Correspondents' fees** Monthly fee for research and investigation or payment per story, etc.; could also cover communications and/or travel costs for correspondents
- **Communications** Cost of email accounts and Internet provider fees (registration, ISP, WiFi, etc); telephone, fax, 1-800 line, Skype for correspondents and information gathering
- **Equipment** Computer (laptop) for coordinator, printer
- **Website development** Design, database creation, translation, social media, data visualisation and other infographic reporting tools
- **Website management** Human resources to upload and manage website/blogs, social media for data collection and reporting, mailing lists; domain registration; hosting costs
- **Communications specialist** To develop and implement targeted online and in-person communication strategy to engage key audiences in the issues and move them to action
- **Overhead** Senior and financial management time spent on project; rent; audit costs; general office communications and materials; technical support; equipment rental; calculate based on the proportion of project salaries and benefits to total organisational salaries and benefits.

4) AWARENESS-RAISING CAMPAIGN

Budget for these possible items:

- **Campaign coordinator** Time to develop campaign strategy; research, develop and circulate campaign materials; network campaign participants; and organise events
- **Campaign website development** Consultant(s) to develop design and functionality and specialised online communication tools for engaging audiences
- **Campaign website management** Human resources to upload and manage website/blogs, social media and mailing lists; hosting costs
- **Networking/public events/publicity** Press conference; public meeting; refreshments (aka hospitality); public awareness-raising materials such as website and social media, posters, brochures, radio spots, newspaper ads, etc.

Sample itemised budgets

- **Participant expenses** For invitees or stakeholders: airfare; ground transportation; destination visa and transit visa; medical; per diem for travel days; accommodation if required layover en route; accommodation and meals on-site; per diem on-site
- **Communications** Telephone, fax, Skype, courier directly related to the campaign
- **Overhead** Senior and financial management time spent on project; rent; audit costs general office communications and materials; technical support; equipment rental; calculate based on the proportion of project salaries and benefits to total organisational salaries and benefits.

5) PUBLICATION/REPORT

Possible budget items:

- **Editor/coordination** Human resources to coordinate content compilation and publication process
- **Commissions** Writers/contributors for art, photos, cartoons, essays, analysis
- **Layout and design** Time, for developing online/offline versions
- **Translation** Cost per word/page in number of languages; editor to review translations
- **Printing/publishing** Considerations: cost per copy; black and white vs. colour; binding
- **Online distribution** Layout/design for web version
- **Communications** Telephone, fax, Skype or courier costs directly related to the publication and communicating with contributors
- **Overhead** Senior and financial management time spent on project; rent; audit costs; general office communications and materials; technical support; equipment rental; calculate based on the proportion of project salaries and benefits to total organisational salaries and benefits.

4. Proposal writing tip sheet

Use the following practical tips to write a more complete and effective project proposal.

- Include a friendly and professional cover letter on letterhead very briefly summarising your request.
- Have someone proofread the proposal, especially if the language of your proposal is not your first language.
- Research potential funders carefully, and adapt your proposal to match their specific funding guidelines. If your proposal is already written, and preparing it for a different funders' guidelines is going to take a lot of rewriting, consider sending them a brief project overview or concept note (1-2 pages) to test their interest, before going to all of the effort of reorienting your project to their requirements. If the donor has an application format, make sure you follow it! They will be annoyed if they have to hunt for their format in yours.
- Make sure your proposal demonstrates your experience in the area, as well as involvement of key stakeholders in the planning process. Include links or hyperlinks to online references for further information or examples.
- Ensure a direct link between project outcomes, activities and the budget so the donor can "follow the money."
- Be as concrete and specific as possible and give real-life examples where appropriate.
- Include quotations from key stakeholders that encapsulate the value of your project.
- If your project proposes creating a new product (e.g., a news service, a handbook, etc.), demonstrate the demand for this product, and explain your plan to ensure it will be used by your intended audience.

Proposal writing tip sheet

- If there are examples of successful implementations of projects similar to the one you are proposing, reference those and indicate if you will be directly linking with those projects as part of your learning process.
- Donors are wary of projects that over-reach. If you are proposing something that will take place in multiple locations or be repeated a number of times, expect that the donor might be interested in funding only a small portion to see how it goes in the first instance. So go ahead and present a larger project, but be ready to scale back to a pilot version—and to tell the donor the implications of that scale-back.
- Donors will often ask about your whole organisation's budget, if you are fundraising for a project. Many will want to know how you make up the balance of the funds you need to operate annually. Be ready to show them your annual budget, as well as your most recent audited financial statements.
- Make sure to show what your organisation can contribute to the overall cost of the project, volunteer or otherwise. Be realistic—don't promise things you can't realistically do.
- If they are interested, expect the donor to ask you specifically:
    - Who will staff the project? (sometimes CVs are required as part of an application)
    - What will you do if you can't raise all the funds?
    - Who else are you approaching for funding?

- Ask the donor if they have any suggestions for other funders you could apply to. Get a specific contact name, and ask if you can reference the donor in your approach.
- Be as succinct as possible. Limit proposals to 5-10 pages unless otherwise specified.
- Make your proposal easy to read by using a large enough font, leaving sufficient white space and using bullets wherever possible.
- Present background information (in appendices) on how your organisation is currently staffed, funded and governed.

Proposal writing tip sheet

TIP

Make sure you leave enough time to gather and compile detailed information about your project plan. The more concrete, specific and logical you can be, the stronger your presentation to the donor—and the better your chances of getting funding

Proposal writing tip sheet

NOTES

ifex CAMPAIGN TOOLKIT

DIGITISE IT

Take your free expression campaign online

1. Introduction to e-advocacy

THE BASICS

Tools for communicating—such as cell phones and computers—are becoming more accessible and affordable. Many non-profit and activist organisations are benefiting from this shift by using online and mobile tools in their campaigns in an effort to communicate faster, reach a wider global audience and create more connected virtual communities.

The use of Internet-based technologies for activism, campaigning, fundraising, lobbying, and organising is called **e-advocacy.**

Digitise it features various e-advocacy tools including e-mail, blogging, list-servs, social networking sites, Twitter, multimedia and video-sharing through YouTube, to build subscribers and followers. We'll be updating this section in the year to come so please send us your online campaigning and e-advocacy stories.

THE STEPS: 6 QUESTIONS

1. Are you equipped to tackle e-advocacy? E-advocacy tools can be useful mechanisms to boost an organisation's public awareness-raising efforts, creating new ways to communicate about on-going advocacy. They can also add new dimensions to free expression campaigns. Online resources also provide potential platforms through which individuals and organisations campaigning for similar causes, in the same or different regions of the world, can connect.

Many online tools are free and user-friendly, and can complement or combine with the existing activities of your organisation to maximise impact. The Internet also makes it fairly easy to communicate with other freedom of expression or non-profit organisations engaged in similar e-advocacy work, so that you can learn and work together. Additionally, there are numerous resources available online to help you get started or work through any challenges you might encounter.

Introduction to e-advocacy

In order to use these tools, your organisation must have access to a computer and the Internet, and this may require a significant financial investment. Further, the *effective* use of e-advocacy tools can require a substantial investment of time and human resources, as well as a fairly high degree of technological literacy. As a result, it is important to think strategically before engaging in an e-advocacy campaign.

2. Is e-advocacy right for your campaign? It is important to think of e-advocacy as a means, not an end. Even if your organisation is equipped to run e-advocacy initiatives, this does not necessarily mean that you should. Your campaign strategy should dictate if and how you use e-advocacy, not the other way around.

To effectively assess if e-advocacy is right for you, your organisation should **first develop a strategy and objectives for the campaign as a whole.** (See *Building a Campaign Strategy*.)

CHECKLIST IS E-ADVOCACY RIGHT FOR YOU?

Once you have an overall campaign strategy, you can begin to think about whether e-advocacy will complement your goals. Consider the following five questions:

- What are the overarching objectives of the campaign? What do you want to achieve?
- Who is the target audience of the campaign?
- In what ways are you currently reaching this target audience? (e.g. alerts; publications; reports)
- Is e-advocacy an effective means of reaching the target audience(s)? (i.e. do the majority have consistent Internet access?)
- How would e-advocacy complement existing outreach activities?

3. What is your technological capacity? If you have determined that e-advocacy may fit well with your overall campaign strategy, the next step is to assess your organisation's technical capacity.

Introduction to e-advocacy

At the most basic level, you need to have access to a computer that can connect to the Internet. Since many e-advocacy tools thrive on frequent and consistent use, it's best if you can check and update them at least every other day. Some online tools (such as Twitter), require even more frequent engagement.

Even with these basic technological capacities, it is often daunting to familiarise yourself with new online tools. However, there is much support available—both online and offline. For **online support,** see helpful sources in *Top Resources for e-Advocacy.*

For **offline support**, consider engaging tech-savvy people in your community to assist and train your staff. For example, youth and students often have practical knowledge and familiarity with new technologies, and may be willing to train members of your organisation on a volunteer basis. If you have the financial resources, you might also look into hiring an external consultant to help you develop an e-advocacy strategy or conduct formal training for your staff.

4. How tech savvy is your staff? As mentioned in the section above, e-advocacy activities have the potential to be quite time consuming and labour intensive. As a result, you should consider whether you have sufficient in-house support and human resources to effectively use these tools.

Although technical skill is an incredibly important aspect of effectively using e-advocacy tools, you may also need to respond to public queries or comments, moderate messages, generate content, and so on. Someone who understands the campaign and can act as a spokesperson for the organization should perform these jobs. Communications is an essential component of this work, thus the ideal candidate for this role isn't a technical person.

With this in mind, you need to consider the new tasks that will need to be built into your organisation's workload, and decide whether you need to dedicate in-house staff members to bolster technology capacity and communications via e-advocacy. If so, you will have to see whether this is a realistic change that your organisation can make. For example, if you can't dedicate paid staff to e-advocacy, is there someone who can assist on a volunteer basis?

5. Which e-advocacy activities are right for your campaign? Once you have assessed your capacity to effectively use e-advocacy, decide which activities will help meet your campaign objectives:

Introduction to e-advocacy

- SMS/text messaging
- Viral/Online campaigns
- Online petitions
- Blogging
- Social networking such as Facebook, Twitter, MySpace, LinkedIn
- Media sharing (YouTube, Flickr, Podcasting) (For more information on this topic, check out the media strategy techniques in the Escalate It section of IFEX's Campaign Toolkit)
- Online advertising/banner campaigns (For more information on this topic, read about advertising strategies in the Tell It section of IFEX's Campaign Toolkit.)
- Email newsletters
- Website dedicated to your campaign
- Revamping your organisation's existing website to better host e-advocacy initiatives by:
    - > Putting up social media promotion buttons (share it buttons) to allow users to easily post your content to their personal pages.
    - > Including an RSS feed to help users more easily access and reproduce your content. This is a good idea if you run a site that consistently produces news items or updates.

6. How will you monitor impact? How will you monitor the effectiveness of your e-advocacy activities? This can be a key consideration in deciding what e-advocacy tools to use. It is important to be able to link the impacts of your e-advocacy efforts back to the overall goals of your campaign strategy.

Introduction to e-advocacy

TOOLS E-ADVOCACY MONITORING TOOLS

A variety of tools can help you track the effectiveness of your e-activities, including:

- Google Analytics An industry favourite for tracking and analysing website traffic. See it at http://www.google.com/analytics/
- Google Alerts Monitor Google results (web, news, etc.) for your webpage or campaign. See it at See it at http://www.google.com/alerts
- User surveys—Poll readers, members, followers and web users with tools such as SurveyMonkey.com See it at http://www.surveymonkey.com/

Introduction to e-advocacy

NOTES

2. Developing a social media policy

THE BASICS

An increasing number of social media platforms such as Twitter and Facebook are being used to coordinate campaigns and publicise events (see *Introduction to E-advocacy*). An organisation's online presence is an essential component of its image and overall e-advocacy strategy, and it should be built carefully. To create a credible online presence that is effective, efficient and fits within the parameters of your online strategy, it is important to develop a social media policy.

A social media policy outlines the agreed-upon principles and procedures your organisation or campaigns team will use in managing its online social presence. As social media continues to grow, the ability to reach out to more people also increases, and so does the potential for miscommunication and conflict. This carries risks for the image of a campaign or an organisation.

By engaging in social networking, you are participating in a public, two-way conversation. Creating a policy will help you engage effectively in the conversation by managing your time online. It should also help you determine the levels of access and permissions for those using social media in your organisation or on your campaigns team. For example, based on your objectives and campaigning purpose, you might determine that every team member should have the same access to your social media accounts, or you might designate certain individuals who will have more account access and responsibilities.

If privacy is essential for an organisation, they are likely to stick with using their website and blog as their primary communications tool and not engage in speedy Tweets or Facebook posts about sensitive topics. Other organisations look for a balance between privacy and rapid communication and will find that social media tools complement their campaigning and strategic organisational objectives. If this is the case for your organisation, this guide can serve as a basis for developing a social media policy for a specific campaign or for an organisation's overall online presence.

Developing a social media policy

THE STEPS: 13 THINGS TO CONSIDER WHEN DEVELOPING A POLICY

1. Be consistent Maintain consistency with other policies and strategies. Remember that any existing campaign strategies should inform the contents of a social media policy. If you already have a code of ethics, code of conduct or general Internet policy, make sure that your social media policy is consistent with your existing policies. It should also be linked to your organisation or campaign's overall mission, vision and principles.

2. Complement, don't duplicate Use social media to complement, not replace or duplicate, your website. Most importantly, the branding of your organisation or campaign should be clear and consistent across all platforms.

3. Consider timing Ideally a policy will be developed as part of your online or e-advocacy strategy-building process, but some policies are developed after the need for them becomes evident. Whether you're already using social networking tools or you're starting your first blog, the sooner you set the rules, the easier it will be to execute an effective online strategy.

4. Involve your stakeholders and staff It is a good idea to include the individuals who will be using social networking tools, as well as stakeholders who could be affected by them, in the policy brainstorming and decision-making process. Is everyone in your organisation going to need this policy or will specific people be maintaining an online presence? If everyone will participate in maintaining the online presence of a campaign or the organisation, then all team members should be clear on the principles and procedures that have been agreed upon. Ideally the policy is developed through a collaborative process.

5. Plan for problems Think about how to manage the work and mitigate potential problems. For many organisations, the foray into social media involves a readjustment in how the work is managed. The nature of social media is fluid and informal, and you will want to adjust the management aspect accordingly.

6. Assess human resources Who will be spending time on social networking for the campaign or organisation? Does the organisation have the financial and human resources available to train and support individuals and maintain a successful online presence? Note that human resources will be

Developing a social media policy

required both in terms of communications strategy and coordination, as well as technical support.

7. Consider frequency and etiquette How often will you use social media? If someone contacts you through Twitter or Facebook, there is an expectation that you will answer the message, just like you would answer a phone call or respond to an email. While an email can wait a day or two, your Twitter followers will expect a reply right away. As a general rule, Twitter followers are also used to more frequent updates, while those who join your Facebook group usually have a lower tolerance for many posts. Once a day on Facebook is considered frequent, while 2-5 times a day on Twitter is the average. Keep in mind that too many posts and infrequent use can both damage your online reputation and your campaign. Finding the right balance will depend on your organisation's campaigning needs and capabilities. For every new social media tool that you will be using, make sure to inform yourself of the user rules and responsibilities and the specific online etiquette that is associated with each site.

8. Know your audience Carefully consider your target audience in social media, and adjust your activities and expectations of social media tools accordingly.

9. Think about the personal use of social media If some members of your organisation are using social media, will they be doing so as individuals from their private account or officially from a dedicated organisational account? Expectations must be clarified on how administrators will represent themselves as public and private individuals since this can pose potential risks for the credibility of a campaign.

10. Be aware of the gray area between personal and professional posts
According to media giant Thomson Reuters' social media guidelines, "the distinction between the private and the professional has largely broken down online and you should assume that your professional and personal social media activity will be treated as one no matter how hard you try to keep them separate. You should also be aware that even if you make use of privacy settings, anything you post on a social media site may be made public."

11. Include disclaimers Consider whether team members should include disclaimers in their posts, clearly indicating that they are not speaking on behalf of the organisation. Will some people be able to speak on behalf of the campaign or organisation?

Developing a social media policy

12. Use images carefully Photos can go viral in minutes, so think about how you will protect yourself from copyright infringement and/or ensure that your own photos are properly credited.

13. Weigh recommendations vs. mandatory guidelines Do you need a binding policy that all team members must adhere to or does the organisation require basic guidelines that users may wish to follow in order to use social media successfully?

CHECKLIST ELEMENTS OF A SOCIAL MEDIA POLICY

- **Purpose and objectives**: As a group, identify the purpose of your policy. State how the policy is linked to the overall online or campaigning strategy and how members of the team should use the document. Make sure everyone understands the goals of using social media, what you hope to accomplish and what risk factors you are hoping to mitigate.
- **Principles:** Reiterate the mission, values and principles of your organisation, campaign, or profession and link this to how team members will engage in social networking.
- **Parameters and procedures:** If there are limits to the use of social networking, state them here. For example, will there be procedures for checking in or seeking permission with the broader team or a sub-group before posting or will a spirit of independence govern usage? What about cases where controversial commentary requires a response? This section of the policy can also specify how users mitigate risks and identify individuals or resources for support. It should also outline tips and recommendations.

RESOURCES

Social Media Policy Generator at http://socialmedia.policytool.net/
This tool requires you to answer a short questionnaire and provides you with a complete, customised social media policy for your organisation.

Creating your Organisation's Social Media Strategy Map at http://www.slideshare.net/kanter/creating-your-organizations-social-media-strategy-map-presentation Highly instructive slideshow from a blogger who writes about non-profits and social media

Thomson Reuters social media guidelines at
http://handbook.reuters.com/?title=Reporting_From_the_Internet_And_Using_Social_Media

Social media policy database of various organisations at
http://socialmediagovernance.com/policies.php

3. Campaigning through Facebook

THE BASICS

Facebook is a giant community, and a great place for communication and debate. Over half of all users log into their accounts every day, giving any organisation an excellent reason to occupy Facebook real estate. By creating a Facebook Page (see *Facebook Fast* for a quick overview on how to do this), organisations can raise their profile and share their information with millions of potential users, without much effort.

One of the major advantages of Facebook is that users willingly spend time there. Instead of having to attract visitors to your website, organisations can go to where people are congregating, and use mostly free tools to customise a campaign. However, Facebook has some flaws: it was not designed to support activism and it will not necessarily guarantee a successful result. This guide will outline the advantages and limits of campaigning via Facebook.

WHY USE FACEBOOK IN CAMPAIGNING?

Creating a Facebook profile for your organisation or for a specific campaign will depend on your strategy. Regardless, it is a good idea to begin by creating a space on Facebook to make sure you "own" your organisation's name and unique URL.

Once you determine how this fits into your campaigning strategy, make sure to set clear objectives. Do you want to build a network/supporter base? Is the goal to disseminate information and encourage action? Do you want to drive traffic to your website? Know whom you want to target and develop a plan to reach out to those individuals and groups.

For more information on developing a social media strategy, see *Introduction to E-advocacy.*

Campaigning through Facebook

THE STEPS

STEP 1:

Choose a Page or a Group

You have the option of creating a Page or a Group. In most instances, a Page is more appropriate because it allows you to customise the look and feel of the site and provide your own branding. It is not recommended that you start a profile for your organisation as a personal page.

Facebook Pages	Facebook Groups
For commercial use	For non-commercial use
Unlimited number of individuals who "like" the page	Unlimited number of members
No messaging capabilities	Full messaging capabilities
Your page's updates will appear on the news feed of individuals who "like" your page.	You must be friends with the people in the group to get their news. This limits the amount of news being shared.
Create events (organise a critical mass of people, promote panel discussions, conferences and key political moments)	Create events
Custom applications can be installed (useful for specific campaigns, i.e. take-action activities like petitions and letters)	No options for customisation
Personalised Facebook URL	No vanity URL option
"For public dissemination of information to anyone interested in following your organisation or campaign"	"For internal collaboration and sharing information with teams"

See *Facebook Fast* for more information on how to create a Facebook Page and options for customisation.

Campaigning through Facebook

STEP 2:

Designate a Facebook Page administrator

Identify experienced Facebook users to administrate your Page, and allow them to take the lead on organising your Facebook campaign. This will help ensure that the campaign runs smoothly and it also should be less time-consuming.

Ensure that the content you display on your Facebook Page relates to your overall campaign objectives.

Once you are happy with the content and the look of your Page, decide how you will publicise it. How will you promote the Page on your website and in other publications, products or social media sites?

Facebook will help you track the reach of your campaign by emailing administrators weekly statistical updates including the number of people who visited the page and number of new people who "liked" the page. Facebook's Insights tool also allows you to see more detailed information about the people who are visiting your page, such as their language or country, and if they are talking about you.

STEP 3:

Watch for pitfalls

While social media sites thrive on interconnectivity and debate, make sure you are always in charge of the conversation. This means allowing for debate, but also knowing if or when you will restrict comments if they become offensive or inappropriate. There is a fine balance, and your guidelines on moderation should be clearly defined in your social media strategy.

Security may also be an issue for your organisation. Know that you are using Facebook, which is not a secure site, at your own peril. Users can hack into your account and retrieve data on the fans of your Page. Include a disclaimer, and discourage the sharing of personal information.

In the past, government agents from countries where the right to free expression is restricted have been known to join the Facebook Groups and Pages of free expression organisations in order to find information on the individuals who "like" the Page. Given that most people use their real names and identities, some users may be concerned with the lack of

Campaigning through Facebook

anonymity. They might be in political danger if their information is found, so make sure that you make this explicit on your Page.

TIPS

- See what other organisations are doing and how they have presented their campaigns on Facebook. It is a great opportunity to see how other strategies are working, and what you might be able to replicate.
- Set up a system where you can measure your Facebook campaign's fulfilment of its goals and objectives. Evaluate inputs and outputs regularly. Your Page is like a television channel, and you can decide how you will direct the content.
- To avoid information overload, it is a good idea to limit your number of posts to two a day.

RESOURCES

Mashable.com's Facebook Guidebook at http://mashable.com/guidebook/facebook/

Digiactive.org's Introduction to Facebook Activism at http://www.scribd.com/doc/102090069/Digiactive-Facebook-En

4. Facebook fast: Quick steps to a Facebook page

ADD A FACEBOOK PAGE

To add a Facebook Page, visit Create A Page at https://www.facebook.com/pages/create.php

1. Select "Company, organisation or institution" for your organisation, or "Cause or community" for your campaign.
2. Choose a category for your page, and enter your organisation or campaign's official name.
3. Upload a profile picture, provide information about your organisation, and select your unique Facebook address. *NOTE: The Page name and address are permanent and cannot be changed, so choose wisely.*
4. Begin to populate your Page
5. Invite others to support the Page

CUSTOMISE A FACEBOOK PAGE

Add a profile photo of at least 160x160 pixels

Add a cover photo of 851x315 pixels

Include website in Info box with the full http//: to make the link clickable

Install FBML application (Facebook mock up-language for custom tabs)

Design a template or customise your own from the Fanpage Engine at http://fanpageengine.com/apps

Promote your page by adding Facebook to your website using Facebook icons (find some at http://www.iconspedia.com/search/facebook/) or Social Plugins (find some at https://developers.facebook.com/docs/plugins/)

Facebook fast: Quick steps to a Facebook page

MORE CUSTOMISATION RESOURCES

Fanpage Engine—Fee-based templates for customising your Pages at http://fanpageengine.com/apps

Welcome Tab for Pages at https://www.facebook.com/welcometab

Slideshare—App for adding slideshows to your page at http://www.slideshare.net/

My Countdowns—Add countdowns to your page at http://www.facebook.com/mycountdowns

divShare—Allows you to share MP3s, images, videos, documents and more on your Page at http://www.divshare.com/integrate/

Vpype Live Broadcaster—to live stream video in Facebook at http://vpype.com/

Create a custom username at http://www.facebook.com/username

5. Case study: Using celebrities and Twitter to fight for libel reform

SNAPSHOT THE TWITTER EFFECT

How Index on Censorship shook up libel laws in the U.K. with its Libel Reform Campaign:

- Asked for small favours from celebrated comedians, writers and others affected by repressive libel legislation
- Gained 50,000 supporters through celebs tweeting the campaign website to their followers
- Gathered Tweeters, bloggers and free-expression advocates to bond at pub discussion events
- Reached non-Twitter users through public figures and celebs pushing for reform on radio, in newspaper opinion pieces and on TV
- Raised £15,000 (approx. US$23,000) at a star-studded comedy evening
- Initiatives prompted support for libel reform from England's three major political parties, and sparked the government to change the libel laws

The background England's libel laws have been condemned by the UN Human Rights Committee for seriously hampering free expression. For good reason: Among other major issues, the legislation doesn't put the burden of proof on claimants to show statements are indeed false; there is no cap on the amount one can sue for; and there is scant mention of the public interest in the legal text. Foreign corporations and businessmen frequently choose to sue for libel in the United Kingdom (UK), where they're likely to get a favourable result. The practice is so common it has its own moniker: **libel tourism.**

The campaign It should also come as no surprise that UK-based IFEX member Index on Censorship (http://www.indexoncensorship.orgw)

Case study: Using celebrities and Twitter to fight for libel reform

launched an all-out war on the anti-free expression aspects of the legislation. With celebrities enlisted and Twitter as its most powerful weapon, the organisation teamed up with English Pen (http://www.englishpen.orgw) and Sense About Science (http://www.senseaboutscience.orgw) to launch the Libel Reform Campaign (http://www.libelreform.orgw) in December 2009.

Included among the campaign's supporters are comedians Stephen Fry and Shazia Mirza, fiction writer Monica Ali, physician and renowned columnist Dr. Ben Goldacre, and poet and novelist Sir Andrew Motion.

"Comedians understand freedom of expression, a lot of comedians use risqué comedy so it's a very easy issue to get them interested in," says Index on Censorship's Michael Harris, the public affairs manager of the libel reform campaign. When looking for big names to get behind libel reform, the groups focused on those who were most likely to be affected by repressive libel legislation: writers, editors, artists, broadcasters and even scientists whose research could "libel" corporations.

Organisations should choose celebrities who are truly passionate about the cause, says Harris, but they should use their time strategically and be careful not to ask too many small favours. Instead, organisations should prioritise their promotional needs so that celebrities can focus on the big, important events.

"You need to feel it out, get an idea of how much time they have to give," says Harris. "You don't want to ask too much."

Using Twitter as part of the campaign ensured that celebrities could have a big impact with a miniscule time investment. Big name supporters like Fry and others have sent Tweets to their followers that encouraged them to go to the libel reform website, attend fundraising events and sign the libel reform petition. By linking to reports or columns, the celebrity Tweeters can also educate their fans about the issue. Through piggy-backing on the fan base of celebrity Twitter accounts, the campaign has managed to attract around 50,000 supporters, a level of public support that wouldn't have been possible without the social networking tool, says Harris.

Not only can Twitter reach hundreds of thousands in a matter of seconds, it isn't confined by geography. "At our campaign events, we've spoken to people from all over the country," says Harris. "A lot of the times we've

Case study: Using celebrities and Twitter to fight for libel reform

been quite London-centric in our campaigns but with Twitter, users can be anywhere in the world."

The challenges Twitter has its drawbacks, however. People receiving Tweets are often on the go and may not be able to concentrate on much more than a single Tweet's 140-character limit. If your organisation needs people to devote their time and attention by, for example, writing a letter or attending parliament, Twitter may not be the best promotional tool. Instead, Harris says, "Twitter is very good at getting people to do a single action—click here, think about this, do this."

Harris also underlines the importance of hosting events where Tweeters, bloggers and technophobe free-expression advocates alike can meet in person. When fellow supporters meet each other, they become further galvanised and are more likely to work together on the web. "People will pass on messages far more readily if they have that real, social connection with the person who is posting something," says Harris. Recognising this, the campaign hosted a series of "pub discussions" that brought together long-time free expression activists, Tweeters and new recruits. "People get a stronger emotional involvement with the campaign when they meet other advocates," says Harris.

To compensate for Twitter's disproportionate focus on the young and tech-savvy, the campaign also employed different methods to reach out to non-Tweeters. Celebrities were asked to publish opinion articles in major newspapers that outlined the necessity of libel reform (sometimes these columns were ghost-written by the organisation). Public figures on board with the campaign talked about libel reform in their blogs, on the radio and on TV. The campaign also held several events, including a panel discussion on how the laws impact documentary films, and a star-studded comedy evening that raised £15,000 pounds (approx. US$23,000).

The results Thanks in no small part to the work of Index on Censorship, English Pen and Sense About Sciene, England's three major political parties now support libel reform, and the justice secretary said the government would change the libel laws. Among other reforms, he promised that claimants can't argue that damages have been "multiplied" when a statement is re-published on websites, blogs and picked up by other publications; procedural changes will address the "libel tourism" problem

Case study: Using celebrities and Twitter to fight for libel reform

and action will be taken to somewhat reduce the heavy legal cost on defendants. Many more reforms are required to ensure England's legislation no longer puts free expression rights in jeopardy at home and abroad, but these recent developments mark major progress. To those hoping to silence detractors in London courts—look out. Comedians, activists, writers and Tweeters aren't about to back down.

6. E-advocacy and YouTube

THE BASICS

What is YouTube? YouTube.com is a free website that allows you to watch and share videos on the Internet. Most YouTube videos last less than 10 minutes, and are short clips from mainstream media or videos made by Internet users, like you.

If you make videos, you can add them to the site and broadcast them to the world for free. When you share videos on YouTube, they are automatically filed together on a webpage called your *channel*. People all over the world can *subscribe* to your channel to get updates every time you post a new video. People can also comment on your channel or the videos you post, and even share *video responses*. YouTube's sharing functions also make it easy to embed your videos on other websites, allowing you to reach a broader audience.

How could I use YouTube in a free expression campaign? Video can be especially poignant in international campaigns, when you are striving to reach a global audience and illustrate how an issue—such as freedom of expression—transcends language and geography to touch us all. Quickly and cheaply, YouTube facilitates the sharing of film, images and ideas between people all around the world. As such, video and YouTube offer an opportunity for freedom of expression organisations to use the power of images to tell their stories to a global audience.

Using video in a campaign can help to engage audiences and act as a hook to interest people in learning more about the issue or your organisation (which can lead them to your website, for example). It is an opportunity to tell human rights stories in new ways and in a format that is compatible with mainstream media, which can facilitate mainstream coverage of your campaign.

Even with all of this potential, it is important to keep your use of video and YouTube clearly focused and in line with your overall media or e-advocacy strategy. Some ways in which these tools may factor into these broader strategies include:

E-advocacy and YouTube

- Starting a video blog
- Putting together a video that highlights your campaign or tells the story of your movement or campaign
- Filming footage at an action or protest, and posting it online
- Posting a video calling on a politician or organisation to respond to your campaign, and asking other YouTube users to post videos in support
- Use video interviews and personal testimonies to strengthen your message.

YouTube may not be ideal if…

- You don't have plenty of bandwidth, which is required for optimal viewing
- You, or the majority of your target audience, do not have access to high-speed Internet connections: without high-speed viewing YouTube videos is slow and difficult
- If this is the case, think about using another social networking tool for your e-advocacy campaign.

THE STEPS

1. WATCH VIDEOS ON YOUTUBE

What you need:

- A computer with Internet access.

On your computer:

1. Go to www.YouTube.com at http://www.youtube.com/
2. In the Search field, type in a name or topic you're interested in
3. Click on a video
4. Watch online!

On your mobile phone

Some mobile phones have Internet access, which means you may be able to watch YouTube videos on your phone. See if you can by visiting m.youtube.com at http://m.youtube.com/on your mobile phone, and try to watch a video. If it works, you're set!

E-advocacy and YouTube

TIP

Even though YouTube is free, some mobile phone companies charge more for using the Internet and sending/receiving data—such as videos—on your mobile phone. Watching videos and sharing on YouTube can therefore be expensive. Contact your mobile phone service provider about data costs and plans before starting to use YouTube on your phone.

2. MAKE A VIDEO TO SHARE ON YOUTUBE

What you need:

- A video camera, webcam, digital camera or cell phone that can record videos
- A computer with Internet access

What to do:

1. Shoot a video no more than 10 minutes long
2. Save the file (YouTube supports almost all video formats and file sizes up to 20GB, but the larger the file the longer it will take to upload and the more bandwidth it will require.) and make sure it is no bigger than 1G
3. Edit the movie, if you want to and have basic video editing software.

   TIP: Some basic video editing software comes installed on most new computers. *Movie Maker* comes free on Windows systems and *iMovie* comes free on Mac systems. You can also perform minor edits to the video once you have uploaded it to YouTube.
4. Get ready to share your video on YouTube!

E-advocacy and YouTube

3. SHARE VIDEOS ON YOUTUBE

On your computer	On your mobile phone
1. Go to http://www.YouTube.com 2. Create an account. Note that your username will be visible on YouTube, and is what people will use to find you. Consider using the name of your organisation; if creating a personal account, remember that you don't have to use your real name. 3. Select the "upload" button at the top of the page. 4. Follow the instructions to upload a video you've made. 5. Choose to make the video either public (everyone on YouTube can see it), unlisted (only those who have the direct URL of the video can see it) or private (only the users you select can see it).	1. Download the YouTube app, or go to http://www.YouTube.com mobile 2. On that page, you will see a unique email address that you can send your videos to (it will look something like example1234@m.youtube.com) 3. Write down/save that email address in your phone 4. Shoot and share a video on your phone: a. Take a video on your phone. b. Send the video to the unique email address you got above. c. Your video should be posted to your account within a few minutes!

TIP

We said it above, but it's worth repeating: even though YouTube is free, some mobile phone companies charge more for using the Internet and sending/receiving data on your mobile phone. Watching videos and sharing on YouTube takes up a lot of data, and can therefore be expensive. Contact your mobile phone service provider about data costs and plans before starting to use YouTube on your phone

RESOURCES

YouTube Creator Hub at http://www.youtube.com/yt/creators/: A comprehensive guide to creating content on YouTube.com

7. Joining the blogosphere

THE BASICS

Weblogs, now commonly referred to as blogs, are frequently updated personal websites about any given subject. Blogging has revolutionised the way activists engage with supporters, the media and the issues for which they are advocating. Like other cyber-activism tools, blogging has extended the potential reach of any advocacy campaign by providing easy and affordable access to a worldwide audience. Blogs can facilitate a type of dialogue that can be difficult for organisations to foster through another medium. A blog can serve as the centerpiece of a global movement or be combined with other tools to form a more dynamic campaign strategy.

Why Blog? Among the reasons to blog are the following:

- Free software allows Internet users easy access to personal websites that are quick and easy to upload
- Blogs eliminate the need for website software; can be uploaded from anywhere around the world without waiting for a webmaster
- Blogs can be a place to express ideas, distribute news and showcase your organisation's ongoing campaigning and advocacy
- They are another venue to highlight and distribute alerts, photos, videos and analysis your organisation may already be producing

Creating a blog does not require sophisticated technical skills and can often be done for free or at very low cost. However, blogging can take up a great deal of time, especially if it requires posting constant updates and responding to readers, so it's important to assess whether your organisation will be able to keep a blog's content fresh and interesting.

What's in a Blog? The potential impact of a blog expands exponentially when combined with other e-advocacy tools. A blog can include photos, videos and links to other resources that relate to your cause or campaign. Even more importantly, blogs can provide links to your organisation's website, Facebook page, Twitter page and other social networking tools, offering a variety of ways for readers to engage with your cause. Including a blog directly on your website can also increase the likelihood of people

Joining the blogosphere

finding your website or blog when searching online for related topics. Bloggers often put up links up to other blogs to support information-sharing on topics of mutual interest.

CASE STUDY: DEFENDING FREE EXPRESSION IN YEMEN

Blogs can be focused on a specific event, campaign or issue, or they can simply provide a new way to promote an organisation's mandate on the Internet. In 2004, Jane Novak, a political analyst from the U.S., created a blog called "Armies of Liberation" to discuss free expression issues in Yemen. She advocated for the release of journalist Abdul Karim al-Khaiwani who was charged for sedition after posting pictures on his website of the Houthi rebellion in the Northern region of Saada. At the time, journalists were banned from travelling to the area and coverage of the conflict was under heavy surveillance by the government. Novak's blog was celebrated by opposition journalists and human rights workers in Yemen for shedding light on free expression issues. It received massive attention within Yemen, which attracted international media coverage and thus more awareness-raising for the cause of human rights in the country.

CHALLENGES AND OPPORTUNITIES

Two-way conversations With its intimate tone and personal perspective, blogs can evolve into an engaging conversation between an organisation and its followers. Blogs often include a comment box in which readers share their thoughts and responses to individual posts. If you are concerned about the possibility of inappropriate reader comments, then choose to moderate these prior to publishing. The opportunity to frequently exchange ideas promotes a sense of community, and readers feel more connected to the organisation and the cause. As such, blogs possess a sense of immediacy that other media lack. As well, readers can become an important source of news and information that can inform your writing and posting.

The issue of credibility The informal nature of blogging can be problematic. Since many blogs are hastily composed, their credibility can sometimes be dismissed. Unlike a standard news website, there are often no editors and fact-checkers verifying the content. For example, even though Novak's blog (described above) was embraced by free expression advocates in Yemen,

Joining the blogosphere

Yemenite officials dismissed her opinions because she had no formal education or experience in Middle Eastern affairs. However, despite the attacks, "Armies of Liberation" became an important channel through which Yemenites continued to launch criticisms against their government, demonstrating how a blog can also act as a clearinghouse for people within a certain region or for information from credible sources, such as other free expression organisations.

TIP

Information can be sent from a repressive area to a person in a relatively safe place before being published online. Blogs about conditions in countries with severe censorship, such as Iran or Burma, often operate in this way. As opposition journalists and human rights activists became avid readers of "Armies of Liberation", the Yemenite government moved to ban the website within the country. But Novak's audience continued to send her tips via SMS messaging and e-mail. Because of her blog, this ordinary American citizen was able to engage with like-minded citizens on the other side of the world, providing them with an outlet to voice their dissent to a global audience.

REACHING OUT TO BLOGGERS

Even if your organisation is not interested in publishing or is unable to publish its own blog, engaging with bloggers can be a powerful publicity tool for a specific campaign or organisation. To gain exposure through traditional media, advocates may contact particular journalists who they think would be well-suited to write a story about their cause. Similarly, bloggers can be great champions for a cause and provide access to an established readership. The first step is deciding which bloggers to contact.

Find the right bloggers Use blog directories to search for bloggers who are already writing about issues related to your cause. Once you have chosen a few you would like to contact, familiarise yourselves with their blogs and understand their interests.

Engage in online conversation A simple way to get noticed by a blogger is to comment on one of their blog posts that relates to your cause, and include a link to your own organisation's website. The more familiar you are with the blog itself, the more informed and insightful your comment will be and the

Joining the blogosphere

more likely the blogger will take notice. Also, linking to their blog through your own website will definitely get their attention. Many bloggers track their success by the number of comments visitors write, and how often other bloggers or websites post links to their blog. These strategies can also be used by organisations publishing a blog to gain the support and attention of fellow bloggers.

Establish direct contact If you would like a blogger to publish something about your cause, contact her or him directly (many bloggers provide an e-mail address). Introduce yourself, provide basic information about your cause and organisation, and include a link to your website and contact information. Be sure to express why you specifically selected him or her to write about your cause. Since bloggers are more invested in their work than authors of media blogs, and are often individuals or small groups, it is critical to be familiar with their work before contacting them.

Though your proposal may include the same details as a press release, it should not read like a formal press release since blogs are informal. It should be a simple email that is personable, clear and direct. A blogger’s time is very valuable—they often are not paid for their work and usually hold another position in addition to being a blogger. Your proposal should be clear and concise enough that it could easily be re-written as a blog post and should also express a genuine interest and understanding of the blogger’s work.

Track what the blogosphere is saying about your organisation Prior to contacting a blogger, it is also important to be familiar with any other bloggers that have already written about your cause or organisation. The blogosphere is an incredibly interconnected community and it is likely that if something has already been written on another blog, be it negative or positive, the bloggers you send your proposal to are aware of it. It is important to be informed about the blogging community.

Joining the blogosphere

TIPS FOR GENERATING YOUR OWN BLOG POSTS

- **Be focused:** Just like your organisation, your blog needs a clearly defined purpose to help achieve your goals. Develop a list of possible topics to write about that relate to your original intent and keep it as a reference to generate ideas for future blog posts.
- **Be relevant:** Blog posts can be powerful when they are inspired by current events. Provide insight into important events, elections, protests and other milestones that relate to your cause, and update your blog frequently.
- **Be resourceful:** A post could consist purely of a link to another resource. Provide links to relevant articles, videos, photo galleries and other blogs.
- **Be diverse:** Blog posts should vary between short and long, original content and links to outside resources, reports on breaking stories and general information on your cause, as well as text-filled posts and media-based posts that may include photos, video or audio. Posts may also consist of questions that encourage debate and discussion on your comments board, or quotes that your readership may find thought-provoking.
- **Be responsive:** Pay attention to your reader feedback. Respond to questions and criticisms in a timely fashion, and be prepared to moderate discussions if they get out of hand. Positive feedback is also important. If a post receives a great response, feel free to write a follow-up post and link back to the original.

RESOURCES

Online blog publishing tool sites

These sites offer free software for the easy creation and maintenance of a blog as well as tutorials for first-time bloggers.

WordPress.org at http://wordpress.org/

Blogger.com at http://www.blogger.com

LiveJournal.com at http://LiveJournal.com

MovableType.com at http://MovableType.com

Video tutorials

These videos provide step-by-step instructions for starting a blog.

Blogger: How to start a blog at http://www.youtube.com/watch?v=bU4gXHkejMo

Joining the blogosphere

Blog directories

These directories allow users to search for blogs using specific tags or topics.

Technorati.com at http://technorati.com/

Blogcatalog.com at http://www.blogcatalog.com/

Some IFEX members with blogs

Canadian Journalists for Free Expression at http://www.cjfe.org/blog

Committee to Protect Journalists at http://www.cpj.org/blog/

Freedom House at http://blog.freedomhouse.org/

Index on Censorship at http://blog.indexoncensorship.org/

International Press Institute at http://www.freemedia.at/our-blog.html

PEN American Center at http://www.pen.org/pen-blog

Privacy International at https://www.privacyinternational.org/blog

More free expression–related blogs

Media Monitoring Africa at http://www.mediamonitoringafrica.org/index.php/blog/—Promoting ethical and fair journalism that supports human rights.

FACT Thai at http://facthai.wordpress.com/—Opposing Internet censorship in Thailand.

ACLU Blog of Rights at http://www.aclu.org/blog —Featuring daily entries on a variety of issues involving civil rights.

Free Expression in Asian Cyberspace at http://freeexpressionasia.wordpress.com/ —A blog resulting from a conference of Asian bloggers, podcasters and independent online news providers sponsored by the Southeast Asian Press Alliance (SEAPA) at http://www.seapabkk.org/

Other useful resources

Blog for A Cause at http://advocacy.globalvoicesonline.org/wp-content/downloads/gv_blog_advocacy2.pdf by Mary Joyce, founder of ZapBoom Consulting and Digiactive. This pdf article goes into depth about how non-profits and advocacy campaigns use blogs to their maximum potential.

8. Case study: Hong Kong and beyond: How blogging helped the Committee to Protect Journalists

SNAPSHOT THE BENEFITS OF BLOGGING

How the Committee for Protecting Journalists advanced free expression through blogging:

- Spread information beyond their usual media alerts, letters to government and statements on breaking news
- Quickly alerted readers to unfolding events
- Enhanced the message with embedded photos and videos
- Shared stories of journalists who have been jailed, censored or attacked
- Compiled and posted news roundups on press freedom issues
- Issued immediate reports from staffers and journalists in the field
- Encouraged more voices from around the world to discuss press freedom

By Andrew Levinson, Communications Assistant, Committee to Protect Journalists (CPJ)

CPJ's Bob Dietz was on the ground in Hong Kong during the 2008 Summer Olympics when John Ray, a reporter for ITV in England, was hauled off by Chinese police while covering a peaceful protest in Beijing. Dietz posted on the CPJ Blog about China's "tough talk" the next day, as officials denounced the arrest of Ray and admitted he was working within the rules afforded him as a journalist. Though positive, Dietz wrote that it was "too little too late" and kept the pressure on Chinese and Olympic officials to respect media freedom.

Case study: Hong Kong and beyond: How blogging helped the Committee to Protect Journalists

Blogging: A natural evolution Introducing our was a natural extension of CPJ's desire to remain current with the global move toward digital journalism. As an organisation of journalists who work on behalf of journalists, we must continually evolve to accommodate the shifting media landscape. Our blog is quickly becoming one of the most effective ways to spread information for CPJ, and has become the second most popular page on our site outside of the main homepage.

Beyond our usual means of distributing information—alerts that go out to media, letters to governments, short statements made to respond to breaking news—the blog gives us a method to share personal stories of journalists who have been jailed, censored, or attacked; post news roundups on press freedom issues; and issue reports instantaneously from staffers and journalists in the field. The blog allows staff to expand their work to cover cases closely, and quickly alert our readers to unfolding events. It permits us as an organisation to have dynamic visuals, such as embedded video, to enhance our message.

Flexible, real-time reporting The decision to send CPJ staff to blog from Hong Kong during the Olympics was part of our adaptation to the way journalism works now. Having staff on the ground meant that we were able to react in a timely manner to media issues, but it also allowed CPJ to pick up on stories that might have passed us by otherwise. Blogging allowed us the flexibility to be in the middle of the action and also report in nearly real time as events unfolded.

While the impact is difficult to measure, especially in a media-repressed country such as China, the mere fact that CPJ was able stay on top of the story and call out the government on abuses is a victory. China had hoped to shape their own story of the Olympics by quieting dissenting voices, but the work of CPJ staffers like Bob Dietz and Kristin Jones ensured that others had a chance to speak out about the 2008 Olympic Games.

A forum for dialogue We also used the blog as a forum for spreading information about the arrest of American filmmaker Andrew Berends, who was detained in Nigeria for 10 days in the summer of 2008. We posted updates on the situation and letters urging his release from New York Senators Hilary Clinton and Charles Schumer. We've written about the case

Case study: Hong Kong and beyond: How blogging helped the Committee to Protect Journalists

of Georgi Markov, a Bulgarian dissident journalist killed 30 years ago in London with a poison-tipped umbrella, and how the case relates to the current-day persecution of journalists in Eastern Europe, as well as how the Democratic Republic of Congo has spent more time considering the plight of goats in its jails than that of imprisoned journalists.

The blog has become a forum for our readers around the world to discuss press freedom and open a dialogue with our staff. The more voices we can encourage to speak about freedom of expression issues, the more awareness we can generate—and that is a significant key to our advocacy's success.

Case study: Hong Kong and beyond: How blogging helped the Committee to Protect Journalists

NOTES

9. Effective e-mail communications

THE BASICS: 5 TIPS FOR EFFECTIVE E-MAIL COMMUNICATION

1. BE DIRECT

- Explain the purpose of the e-mail in the first paragraph to capture the recipient's attention. Details can be added in subsequent paragraphs [1].

2. BE CLEAR

- Introduce yourself if it is your first time contacting someone. If this e-mail is a continuation of a previous conversation, remind the recipient of that discussion [1].
- Proofread your e-mail over before sending it to make sure it is clear and free of typos. Choose a font style that is easy to read.

3. BE FOCUSED

- E-mails often get a better response if they are focused on one subject. If the message has several issues, you are less likely to get a response. The subject line should reflect the e-mail's particular focus [2].

4. BE PROFESSIONAL

- Though e-mails are meant to be a more conversational form of communication, basic rules of spelling and grammar still apply, though the writing style may be less formal [1].
- If you are contacting someone for the first time, address them as Mr/Miss or Sir/Madame and not by their first name. As you correspond more with them, you may choose to use their first name [2].
- If you're sending the same message to several people, input their addresses to the blind carbon copy or 'bcc' line, so their addresses cannot be seen by other recipients [2].

Effective e-mail communications

5. BE RESPONSIVE

- Reply in a timely fashion to your e-mails.
- If you need a response urgently, or by a specific date, be clear about that in your initial e-mail (1).
- If someone does not respond to your e-mail, you may need to follow up with another one or with a phone call. But respect their time and avoid sending several e-mails or making unnecessary phone calls (1).

HOW TO MAXIMISE YOUR E-MAIL EFFECTIVENESS

Use these tips for group e-mails sent out to your organisation's members through an e-mail list or ListServ.

1. KEEP THEIR ATTENTION

- Divide each message into short paragraphs and use headings and sub-headings to guide readers. Many people do not read group e-mails carefully, so it is critical to highlight important information (4).
- Use breaking news stories that relate to your cause as motivation for a donation request or call to action (3).
- If an e-mail requires immediate action from members, send a short message strictly about that action. Remember, focused e-mails receive a better response (5).
- Explain why a campaign or issue is important by describing how it relates to your members' lives or community, and its relevance to current events.
- Include stories of individuals involved in your cause to engage and inspire your members.
- Provide links to interesting videos, photos or articles that relate to your cause (3).

If there is a prominent figure supporting your campaign, send an e-mail on their behalf (with their permission) that encourages members to join a current campaign (3).

Include your organisation's name, logo, and/or website as much as possible: in the subject line, introduction, and at the conclusion of the e-mail (5).

Effective e-mail communications

Avoid sending information that is not relevant to members. They do not need to know details about all aspects of the organisation or cause.

2. CREATE RELATIONSHIPS

- Emails should be sent out regularly, once a month or every six weeks, with brief, quality information. You don't want recipients to become overwhelmed with information or requests (4).
- Do not e-mail your members only when you need donations or participation in campaigns. Create a well-rounded relationship that includes updates on recent successes or breaking stories (3).
- Use inclusive language that creates a sense of community among your members such as you, our, us, we, etc. (3).
- Personalise e-mails as much as possible. If you have access to e-mail tools that allow you to address members individually when sending a mass e-mail, use this feature (5).
- Consider dividing members into groups based on shared interests or commonalities, and compose e-mails specifically for those groups. You could divide members by region or by their level of involvement in the organisation.
- Although e-mails are sent to a whole group, they should sound like they are written from one person to another. Each member makes a unique commitment to your organisation and e-mails should sound as personal as possible (4).
- Consider sending e-mails on behalf of a specific member of the organisation, for example: "Yours Sincerely, John Smith, Executive Director".
- When someone joins the e-mail list for the first time, send a message welcoming him or her to the organisation.
- Be sure to thank members who make donations or participate in campaigns and events, and follow up to involve them in future campaigns (3).
- Respond in a timely fashion when individual members ask questions or provide comments.

Effective e-mail communications

- Include contact information so members can follow up with a staff member for more information, questions, or comments. Make sure someone is checking the given e-mail address regularly.

3. AVOID TECHNICAL ERRORS

Do not include too many photos or any kind of file that is too large. Some e-mail servers do not allow images to be displayed, or will filter e-mail messages into a Spam or Junk folder if there are too many files attached.

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10. Online petitions

THE BASICS

Online petitions combine the effectiveness of a paper petition with the power of the exponential number of supporters that can be reached through the web. Online petitions rapidly expand an organisation's network, as they garner attention from political leaders, fellow NGOs, and the media.

GUIDELINES FOR CRAFTING A SUCCESSFUL PETITION

- **Begin with a simple request,** supported by a well-researched argument for making the request, and relevant links to documentation/facts.
- **Describe the situation,** suggest what is needed and explain why it is needed.
- **Be clear and concise,** and direct the petition to a particular individual or organisation, especially if it's a politician or prominent figure who likely receives hundreds, possibly thousands, of e-mails or letters per day. [1]
- **Highlight why the issue is important** to whoever it is addressed to, and why he or she should care about the opinion of its signatories. [3]
- **Link the petition URL** to as many websites and forums as possible for maximum exposure. [2]

Online petitions

THE STEPS

STEP 1:

Create your petition strategy

Petitions are an interactive way of engaging supporters and decision-makers, and signatories should represent a constituency that can influence decision-makers. For example, if an organisation is petitioning Thai authorities to disband Internet censorship laws in Thailand, having an online petition with thousands of North American signatories, who founded the petition on Facebook, may not have a great impact on the leaders being addressed. However, international opinion may be very important to certain administrations, in which case online petitions can be quite useful.

Petitions are also effective because users can easily view the list of signatories, so they can understand that their single signature has the potential for change because it is part of a greater collective of activists. Setting a goal for the number of signatures an organisation wishes to collect—like an initial 1,000—and publishing that goal, creates a sense of momentum. Many online petitions include an icon that measures the petition's progress toward that goal. Users can also include related videos or photos to make it more dynamic and presentable, and to create greater awareness about the cause. [1]

STEP 2:

Choose the right petition software

Organisations can upload their own petitions using petition-creating software, which either hosts petitions on its own site, or creates a URL that users can pass along through their e-mail and social networks. Along with the online petition comes an electronic form for signatories to fill out so they can virtually "sign" their name on the petition. Any Internet user can view the petition online, view the list of signatories, and sign it themselves.

A list of online petition sites is available at the end of this section. The software on these sites is free, and does not require sophisticated technical skills. Because online petitions are hosted on individual web pages, they can easily be linked through an organisation's website, e-mail list, Facebook or Twitter account, or any other social networking tool.

Online petitions

The site ipetitions.com at http://www.ipetitions.com allows you to create an online petition and customize it for your cause. The petition can then be linked to a website or announced elsewhere and people can add their signatures. This means a large group of people over a great distance can sign the same petition, but, like meet-up.com at http://www.meet-up.com/ it is only effective if it is used in conjunction with a larger campaign. Rather than posting a petition and hoping it will accrue signatures, it is better to use the site to administer a petition while you direct people to it.

CHECKLIST CONCERNS WITH PETITION SOFTWARE

- **Privacy** When users sign an online petition, they are usually prompted to offer some contact information. As such, an organisation can then add these same contacts to their own e-mail lists and networks [1]. However, some free software services will use the same information to send spam to a petition's signatories. This is an important point to investigate before choosing petition software. Organisations should ensure that the software company does not have the right to e-mail those who have signed the petition, and that they will not be charged a fee should they themselves wish to access it. In other cases, signatories may be given the option to sign up for further updates on the cause being petitioned, or the organisation's newsletter, in which case they give permission to be contacted via mail or e-mail. The privacy agreements for these software tools should be read carefully.

- **Advertisements** Uploading a petition with free software means that the petition page may include advertisements that finance the software, which is why organisations are able to use the tools for free. But ads may take away from the message and presentation of the petition itself. Both ipetitions.com at http://www.ipetitions.com/ and gopetitions.com at http://www.gopetitions.com/ offer premium services that allow petitions to be hosted without any ads, for a small fee. Other software may allow you to choose which ads appear on the petition. .

- **Fit with your campaign** Finally, test the petition to make sure it fits with your campaign: see if there is an automatic message sent from the software company to your subscribers, and find out if you can opt out of the automatic message.

Online petitions

STEP 3:

Follow-up appropriately

It is important to thank the petition's signatories, via e-mail or otherwise, and to keep them up to date with the campaign's progress. Making supporters feel that their contribution is valuable is essential. 1 After a user has signed on to a petition, demonstrating their commitment to the cause, organisations may want to follow up by asking for donations or further participation in the campaign or organisation as a whole. [3]

Though online petitions have the potential to go viral and reach millions of supporters, there are also challenges. As previously mentioned, petitions can become lost in the thousands of e-mails prominent figures receive every day. Having a clear message is one important step to solving this issue. Another is to follow up with officials via mail, phone call, fax, or in person to make sure the petition has been received or to discuss the issue further. Like any e-mail, online petitions could end up in someone's junk folder or be considered spam. To counter this pitfall, deliver a hard copy of the petition in person—after collecting signatures online—to the appropriate individual, and if possible, publicly at a major event like a rally. It's a great idea to pair a petition with a Media Strategy.

TIP ONLINE PETITION SITES

The following sites provide free software to create online petitions. However, some fees may apply for additional services as noted below. Please visit the appropriate website for more information.

gopetition.com/ at http://www.gopetition.com/ — Available in many international languages. Fee applies for premium services.
citizenspeak.org/ at http://www.citizenspeak.org/ — Available in English or Spanish. Fee applies to retrieve contact information of signatories.
ipetitions.com/start-petition/ at http://www.ipetitions.com/start-petition/— May also be used to collect donations and host online discussions. Fee applies for distribution of petition through ipetitions network, but do-it-yourself circulation is free.
thepetitionsite.com/ at http://www.thepetitionsite.com/
petitiononline.com at http://www.petitiononline.com/
Avaaz.org Community Petitions at https://secure.avaaz.org/en/petition/

Online petitions

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Online petitions

NOTES

11. The power of E-mail listservs

THE BASICS

When organisations create an e-mail list for supporters to subscribe to, it can be used to mobilise a community quickly and effectively. Engaging with supporters through e-mail allows an organisation to cultivate a powerful support base that can be drawn upon to strengthen campaigns.

E-mail lists, often called listservs, are electronic mailing lists to which users subscribe to join a particular group or access information about a specific topic. Subscribers can receive messages from anyone belonging to the same listserv and they can also post to the list by sending an e-mail to an automated address that sends the message out to all subscribers. Listserv software uses a single e-mail address that “contains” all the e-mail addresses of the subscribers. These lists can be set up by organisations or individuals [1].

There are many affordable or free listserv applications available online which are easy to use. However, free services may appear less professional since they are supported by advertisements that would be included on the listserv page. If your organisation is already hosting a website on a commercial-shared hosting service, a listserv application may already be included in your hosting package [2]. Listserv services are also available through e-mail management software.

THE STEPS

STEP 1:

Decide if your listserv is for announcements or discussions

Listservs can be divided into two major categories: announcement listservs and discussion listservs. Each type of list serves distinct purposes and involves different communication strategies and etiquette.

Announcement listservs make it easy for organisations to communicate with their members about upcoming campaigns, events and organisational

The power of E-mail listservs

news. E-mail requests can be sent for donations, volunteers, and participation in advocacy efforts such as signing an online petition.

A discussion listserv creates space for a community to respond to messages posted by an individual on the listserv; anyone can post a message and everyone will see it. You may set up a discussion listserv for your staff, event planning committee, volunteers or other activists so that participants can exchange ideas about upcoming campaigns, or simply pass on information more effectively. As well, if you belong to any sort of discussion list, consider publicising your cause through your participation in that listserv. Your decision to do so should be based on whether you think the other subscribers would be interested in the campaign. Furthermore, your organisation can create its own discussion list focused on your cause or particular campaign.

Creating a discussion list can foster a greater sense of community among your members and supporters, while promoting greater awareness about your cause. These lists can facilitate healthy debate that encourages members to be educated about the issues at stake, as well as forge connections between supporters from different regions.

Announcement listservs	Discussion listservs
Used by nonprofit and NGOS to communicate with the public	Any subscriber can write a message
Owner/creator writes all messages, which are sent to subscribers	Message is emailed to a single address and automatically sent out to all subscribers
Also known as receive-only listservs	

STEP 2:

Collect email addresses

E-mails can be collected both online or offline. Online, organisations can provide a link on their website through which users can join their listserv by entering their e-mail address. Alternatively, users may be prompted to e-mail a designated account with their e-mail address. The details of these

The power of E-mail listservs

online methods depend on the listserv application software, but are all equally easy to navigate for anyone who is familiar with e-mail.

Offline, organisations can take a more proactive role in building their subscriber list by using every opportunity to invite people to join the listserv. For example, whenever your organisation sets up an information table at an event, or hosts its own event, be sure to provide a sign-up sheet for people to join the listserv and provide their e-mail address. Include a form on all your organisation's communications materials to encourage sign-ups to your listserv as well (3). Continue to build your e-mail list at every opportunity. Subscribers can become donors, volunteers and dedicated advocates for your cause.

Once you have a list of subscribers, develop an e-mail communications strategy that will turn subscribers into committed supporters. Please refer to *Effective E-mail Communications*.

TIP

Be sure to check privacy regulations and legislation in your country to ensure that you are in compliance with regards to your policies and practices for your e-mail lists.

STEP 3:

Monitor discussions

Although a discussion list is a great tool, unrestricted access for subscribers raises some important concerns. As the creator, you may want to consider moderating the discussion. If the creator does choose to moderate the discussion, each message will be sent to the creator first, and then he or she can decide whether to post it or not (1). Any listserv application will provide the creator with the option to do this. Another process allows the creator to receive all the messages first and create new content based on what people have written, and then post it.

Moderated listservs allow the creator to control the email traffic subscribers are receiving, which can be particularly helpful for larger listservs. Sometime lively discussions can generate a lot of traffic, or even become heated and devolve into personal attacks. If listserv owners choose

The power of E-mail listservs

not to monitor discussions, they may want to develop rules to encourage respectful discussions among subscribers.

Listserv owners may also choose to restrict subscribers to a single post per day, forcing subscribers to read others' opinions before responding themselves. Because discussion lists can be very active, listserv owners should give subscribers the option to receive messages immediately (every time a subscriber posts a message) or to receive one e-mail per day containing all the messages from that 24-hour period (4).

If your organization favours open discussion and debate, you may opt not to moderate your list. Also, because the moderating process takes time, unmediated discussion can allow for more efficient communication among subscribers.

Discussion Etiquette Messages to a listserv should be as brief as possible and they should be well written emails or postings. See tips on this in *Effective E-mail Communications*. Keep in mind the audience receiving your postings and refrain from sending messages directed at only some members of the list. It is important to give everyone the opportunity to speak and not lecture others on your own opinion. Take time before responding to ensure you do your part toward achieving a thoughtful and meaningful discussion on a listserv.

RESOURCES

If your web hosting service does not include a listserv application, check out these free services for listserv management:

MailMan at http://www.gnu.org/software/mailman/index.html

Majordomo at http://www.greatcircle.com/majordomo/

The following tools allow anyone to create a listserv for free:

Googlegroups at http://groups.google.com/

YahooGroups at http://groups.yahoo.com

Topica at http://lists.topica.com/

Groupsite at http://www.groupsite.com/

The power of E-mail listservs

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2. Idealware (2008), A Few Good E-Mail Discussion List Tools, Tech Soup

3. ONE/Northwest (2004), Gathering and Using E-Mail Addresses From Your Members, Tech Soup

4. Cowan, R. (2002), Controlling Listserv Overload, Tech Soup

The power of E-mail listservs

NOTES

12. Top resources for e-advocacy

GENERAL

720 Strategies at http://www.720strategies.com/
A leading US-based Internet advocacy consulting firm.

Engaging Networks at http://www.engagingnetworks.net/
A leading provider of Internet software that enables organisations to run effective e-campaigns, raise funds and grow online communities.

Aspiration at http://www.aspirationtech.org/
Connects nonprofit organizations with software solutions that maximize impact.

Best practices for online fundraising, advocacy and email marketing (Convio) at http://www.convio.com/our-research/best-practices-guides.html#best_practices
A free guide featuring advice on online fundraising, advocacy and email marketing that can help you find new constituents and turn them into long-term, loyal donors.

ICT4Peace.org at http://ict4peace.org/
Facilitates improved and sustained communication between peoples, communities and stakeholders involved in conflict prevention, mediation and peace building through Information Communications Technology (ICT).

ITrainOnline.org at http://www.itrainonline.org/itrainonline/english/index.shtml
Internet training resources in English, French, Spanish and other languages.

The Advocacy 2.0 Guide—Tools for Digital Advocacy (Global Voices Advocacy) at http://advocacy.globalvoicesonline.org/projects/advocacy-20-guide-tools-for-digital-advocacy/
Describes some of the best techniques and tools that digital activists can use in online advocacy campaigns.

Network for Good at http://www.fundraising123.org/
Providing tips and resources for online advocacy and fundraising.

Top resources for e-advocacy

TechSoup.org at http://www.techsoup.org/

Offers nonprofits a one-stop resource for technology needs by providing free information, resources and support.

The Virtual Activist 2.0 at http://netaction.org/training/

An online training course.

http://webofchange.com/

Connects the foremost thinkers and doers in social media, technology and social change.

PRIVACY AND PROTECTION

How to Circumvent an Internet Proxy at http://www.howcast.com/videos/90601-How-to-Circumvent-an-Internet-Proxy A video that demonstrates various ways to bypass censorship on the Web.

Martus.org at https://www.martus.org/
A secure information management tool that allows you to create a searchable and encrypted database and back this data up remotely to your choice of publicly available servers. Martus is used by human rights workers, attorneys, journalists and others who need to secure their information from eavesdropping, theft or equipment failure.

ProtectionOnline.org at http://protectionline.org/
A one-stop website on protection to be used by all human rights defenders, and by those seeking to contribute to their protection.

Psiphon.ca at http://psiphon.ca/

A censorship circumvention tool that allows users to access blocked sites in countries where the Internet is censored. Psiphon turns a regular home computer into a personal, encrypted server capable of retrieving and displaying blocked content.

BLOGGING

Blog for a Cause! (Global Voices Advocacy) at http://advocacy.globalvoicesonline.org/wp-content/downloads/gv_blog_advocacy2.pdf

Top resources for e-advocacy

Explains how you can use blogging as a quick and inexpensive way to create an online presence for your campaign to disseminate information about a cause, and to organise actions to lobby decision-makers.

MULTIMEDIA

GraffitiResearchLab.com at http://www.graffitiresearchlab.com

Laser graffiti art is one creative campaigning tactic that angered the Chinese authorities during the 2008 Olympic Games. This form of art and technology protest uses a 400 milliwatt handheld green laser with micro-stencils to beam simple messages and images up to three stories high on surfaces such as billboards, buildings, and bridges.

Independent Mind
A 90-minute documentary about freedom of expression that features interviews with people who have been persecuted for exercising their right to free expression. Filmmaker Rex Bloomstein used IFEX contacts in his research for the film and hoped to see it screened as an advocacy tool and a catalyst for debate in 2008, the year of the 60th anniversary of the Universal Declaration of Human Rights. For more information contact Sarah Greene at sarah.greene@rexentertainment.co.uk.

OneWorldTV at http://oneworldgroup.org/tv

A unique public platform for filmmakers, video journalists, NGOs and just about anyone with an interest in video and a concern for a better world. Members from across the globe come together to form an online community for sharing experiences, opening debates and expanding the horizons of audio-visual communications. OneWorldTV is an extension of OneWorld.net, one of the fastest-growing civil society networks online, supporting people's media to help build a more just global society.

Online Campaign Samples
Inter American Press Association at http://www.impunidad.com/.

International Day to End Impunity at http://daytoendimpunity.org/

IFEX's annual anti-impunity campaign

Top resources for e-advocacy

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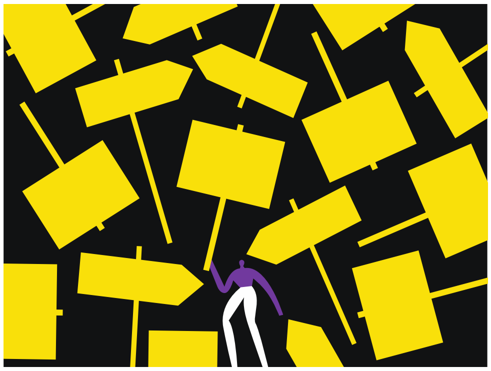
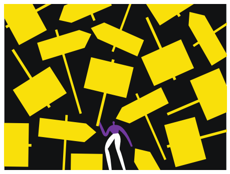
ifex CAMPAIGN TOOLKIT



SUPPORT IT

Smart ways to strengthen and support your campaign



1. Lobby effectively

THE BASICS

Lobbying is often associated with quiet words behind closed doors, but this is just one technique. It is usually necessary to use many other campaigning methods to persuade a government to listen seriously to those quiet words and take the desired action.

Lobbying can include:

- Visits or meetings with officials in the capital city, at the embassy or in local/district offices
- Discussions with officials at inter-governmental meetings (eg. United Nations conferences, African Union summits, Commonwealth gatherings)
- Trips or excursions organised for officials
- Letters, petitions and other forms of contact with decision makers

SNAPSHOT 5 REASONS WHY LOBBYING GOVERNMENTS IS IMPORTANT

- Governments have power: Politicians lead and follow public opinion.
- Governments can influence other governments.
- Governments compose and decide the actions of intergovernmental organisations (IGOs).
- Governments can strengthen international standards and mechanisms to protect human rights.
- Governments can change legislation and practice.

Lobby effectively

THE STEPS

1. DECIDE WHO TO LOBBY

The starting point for developing strategies is to **research and analyse** the situation you are in, the problems you are trying to overcome, the opportunities you may be able to take advantage of, and the resources you have available. Use these questions to pinpoint people to approach and opportunities to leverage. See *Who to Lobby*.

2. DETERMINE HOW YOU WILL LOBBY

Informing and persuading those with power or influence to protect and promote human rights involves a number of techniques. You may decide you need to use membership action, the influence of third parties and media publicity, or you might simply have a chat with the foreign minister over a coffee. In the long-term, success also depends on the following important steps outlined in our *How to Lobby Worksheet*.

3. CHOOSE WHERE TO LOBBY

Lobby at conferences. Diplomats at conferences like Commonwealth and United Nations summits usually expect to be lobbied on issues by domestic and international campaigners.

Work as a team. To begin with, meet with other campaigners from your country or region to establish your main lobbying points and decide on strategies to convince a diplomat to accept your position. Divide amongst the group diplomats and delegations to lobby.

When you first meet with diplomats and delegations, let them tell you what their positions are on various issues of concern. Then, in the discussion, if their position does not support your campaign, that is when you lobby. Campaigners should report the results of the meetings to the campaign group to ensure you are not duplicating efforts and can plan for further lobbying.

Lobby effectively

4. MONITOR AND EVALUATE

When preparing strategies, include ways you can monitor your progress and evaluate the outcome of the strategy. This means making sure that your objectives are specific and measurable.

TIPS FOR SUCCESSFUL LOBBYISTS

Establish yourself as a resource for policy makers by supplying them with information—newsletters, research papers, publications and the outcome of research. Express your willingness to help them find additional material or data.

Maintain your relationship with the policy maker by sending them information, thanking them when they voted appropriately on the issue you are concerned about and inviting them to events.

Encourage people to write personal letters to the policy maker and send copies of these letters to the press.

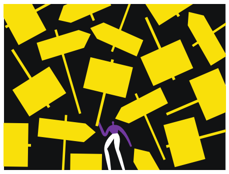
Organise a briefing for the policy makers at which an expert on the issue can talk about its importance.

REFERENCES

Amnesty International Campaigning Manual, 2001, at
http://www.amnesty.org/en/library/info/ACT10/002/2001/en

Lobby effectively

NOTES



2. Use letter writing to strengthen a campaign

THE BASICS

Letter writing has been a staple of human rights campaigning for decades. These protests are simple to organise and provide an easy way for people to take action and feel involved. Campaign messages can be targeted at different audiences in the home country as well as internationally. They cost little, and they take advantage of the way government bureaucracies often work. They are flexible and personal. They can boost morale, educate others and reinforce your image as a mass movement.

WHO SHOULD RECEIVE YOUR LETTERS?

The standard protest letter is addressed to a named government official in another country politely raising concerns and asking for specific action. However, letter writing is such a flexible technique that it can be used in many ways.

Groups to Target	Possible Results
Local officials, military commanders and others with direct responsibility for human rights violations	Apply pressure, expose concern, and stimulate them to think about and act on human rights
Newspapers and other media	Encourage increased reporting on a particular country, foreign affairs or human rights generally
Supporters of your organisation	Raise money

>

Use letter writing to strengthen a campaign

< Groups to Target	Possible Results
Embassies	Get the message to target governments
Government officials	Provide evidence of your concerns that they can use to press for change
Human rights non-governmental organisations (NGOs) in target countries	Offer moral support and encouragement, which can help motivate them to continue their work
Prisoners and their relatives	Boost morale and offer them an opportunity to communicate with the outside world

THE PLAN: ORGANISING A LETTER WRITING ACTION

A popular way to increase the volume and speed of a letter-writing campaign is through writing groups and networks. Groups of volunteers get together on a weekly or monthly basis to write and sign letters and possibly set up public booths to gain wider support. Using the Internet, you can also set up large networks of letter writers spanning many cities. You can send information on a particular case over an email listserv and have volunteers write original letters, or simply send out prewritten letters to be signed.

Use letter writing to strengthen a campaign

ASK QUESTIONS TO ASK

- How many letters would you like to send and over what time period?
- Are letters likely to be more or less effective if people mention that they are members of your organisation?
- Will letters from particular sectors of the community have more impact?
- How much do letters to different officials need to vary?
- Is it more important to send lots of letters, or fewer letters that are more individual?

ESSENTIAL INFORMATION

Groups need enough information to understand what is required from them and how to carry out your request. This usually means providing the following:

- Background material on the issue, country, the particular case and a summary of your strategy for addressing the issues
- Points of concern, possibly in the form of interchangeable paragraphs
- Your recommendations
- Addressees to write to, including titles and salutation
- Advice on the number of letters that should be sent, which addresses are the most important, how long the letters should be, how many points to raise in each letter, etc.

The background, guidance and points to be raised for a single letter writing action should not be more than one or two pages long. The specific things you need to include are likely to depend on whether it is part of a campaign pack. If your group is provided with basic information on the target country and the strategy for addressing the issues, you will be in a good position to decide which issues to highlight and the best way to make sure your letters have an impact.

Use letter writing to strengthen a campaign

Remember that if you include a draft letter, members are likely to simply copy this and you will lose the advantages of generating individual letters.

THE TOOLS: 6 TYPES OF LETTERS

1. High-impact letters

A letter from a former president, a sports star, a famous singer, a business leader, an academic, a judge or a general may have more influence on the addressee than a letter from your members or a member of the public. A joint letter from all or some of these can also be very effective. When deciding who is likely to have the most influence, take into account the issue that is being tackled, the society in the target country and any special links between the target country and your own.

It can be tempting to approach the same people for high-impact letters, or to ask people who have already made a public stand on human rights issues. But a letter can have impact partly because it comes from someone not usually associated with raising concerns about human rights; this illustrates, in a symbolic way, the extent of concern over a particular case or issue.

2. Open Letters

- Can be copied to newspapers for possible inclusion in letters to the editor pages
- Can help build your organisation’s image in your society as a respected organisation and thereby increase its influence
- Can help to attract support from others
- Can be the focus of other publicity, particularly if the signatory is willing and able to speak to the media about the issues
- May be combined with a “public signing” or another public event to which the media can be invited
- Can be copied to the embassy of the country in question and your own ministry of foreign affairs

Use letter writing to strengthen a campaign

3. Letters from the community

Letters from different sectors of your community may have a greater potential to influence situations than general letters from individuals. Lawyers, for example, are respected in many societies and therefore their letters may be more influential. If concerns are being directed towards military figures it may be that they are more likely to listen to fellow military professionals.

4. Personal letters

An individually written letter, rather than a standard appeal, is often more likely to get the attention of government officials. It also makes it more difficult for governments to adopt a standard response. The more informed, individualised and targeted the letters are, the better. Personal information to highlight can include the writer's profession or trade, whether he or she has visited the country, or details about the writer's own community to demonstrate the personal nature of the concern.

5. The prepared letter

One of the easiest ways to generate a large number of letters is to prepare them in advance. A simple standard text can be drafted, needing only the addition of a signature, return address, envelope and stamp. This sample can then be cheaply copied and distributed to your members.

The first of these letters to land on a government official's desk will have the most impact; the official will quickly realise that the subsequent letters say the same thing and are part of a campaign. Thereafter, the impact of the letters lies primarily in their quantity—the total number illustrating the level of concern. Distributing letters for signing and sending can also raise public awareness and offer a first step in getting people involved in defending human rights.

Some organisations set up public stalls—with prepared letters and envelopes addressed and stamped—and ask people to sign the letter, add a return address and make a donation to cover the postage. This has the advantage of guaranteeing that the letters will be sent. Other groups distribute the letters by handing them out at public meetings and

Use letter writing to strengthen a campaign

workplaces, etc. This allows for a wider distribution, but it is unclear how many letters will be posted.

Many organisations that have a large online supporter base have chosen to build letter-sending platforms into their campaign websites. This allows supporters to directly email form letters to decision-makers by simply inputting their email address and country of residence. This type of online advocacy is easy to track, easy to share through social media and can help an organisation increase its email database of supporters. However, it requires a certain level of in-house technological expertise, a secure website and human resources to manage the campaign and follow up with those who sent and received letters.

6. The pre-printed postcard

The pre-printed campaign postcard can be another way of delivering your human rights concerns and making sure your message stands out as it travels through postal systems.

Postcards can be sent to government officials. They can also be sent to human rights organisations as a gesture of solidarity, to encourage them in their work and boost their morale.

On one side, postcards can have anything from a picture to a very direct campaign message. On the other, they can outline your concerns in relevant languages and be pre-addressed so that all they require is a signature and a stamp. This is also an easy way of giving individual members something practical to do in support of a campaign. Sets of postcards can be inserted in newsletters or included in other correspondence to members.

Use letter writing to strengthen a campaign

THE RISKS: WHEN LETTER WRITING MAY NOT BE APPROPRIATE

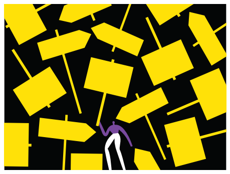
- Some targets are largely immune to international concern. For example, one government leader, on hearing how many letters of concern had arrived from Germany reportedly said, “When was the last time people in Germany voted for me?”
- Mass mailings of letters may be counter-productive if there is a poor postal system in the target country.
- Letters are of very limited use in situations of chaos or crisis where government systems are breaking down.
- In some societies, low literacy levels or high postage costs make letter writing inappropriate.

REFERENCES

Amnesty International Campaigning Manual, 2001, at
http://www.amnesty.org/en/library/info/ACT10/002/2001/en

Use letter writing to strengthen a campaign

NOTE



3. Call in the celebrities

THE BASICS

Celebrity sells. A star's endorsement of your campaign can make a real difference in media coverage, public awareness and pressure on the relevant organisations. Well-known personalities can set an example that others will follow, and they can add unique value to your organisation.

SNAPSHOT BENEFITS OF A CELEBRITY ENDORSEMENT

- Attract new audiences
- Raise funds by encouraging sponsorship and contributions
- Mobilise public opinion and involvement
- Contribute to the repositioning of an organisation in the public's perception
- Reinvigorate a long-running campaign

WHICH CELEBRITIES CAN HELP YOU?

What kind of celebrity do you want? Each one you consider will present certain advantages and disadvantages. Before approaching a star, weigh their motivations, how much effort it will take you to maintain their interest, and how much you believe they will serve your cause. Consider that you may not need an endorsement at all. What progress are you making without an endorsement, and what might a high-profile figure contribute?

- **Match targets** Target celebrities who will appeal to your organisation's target audience. Be careful that your choice of celebrity won't trivialise the issue or undermine the message.

Call in the celebrities

- **Do your homework** Investigate which celebrities are likely to be sympathetic to your cause. Your organisation is more likely to develop long-term relationships with those who have a genuine interest or personal experience in the cause they will be promoting. Research potential celebrity endorsers to ensure that their histories will not come into conflict with your organisation or generate negative publicity.
- **See who is already speaking out** Are there already high-profile figures speaking out in support of freedom of expression? If so, you might be able to elicit their support for your particular campaign.
- **Go local** Is your issue a matter of local concern? If so, you might want to contact a local luminary.
- **Add value** Celebrities should add value to your story. Think about how they will make a difference. Avoid seeking celebrity endorsements simply for the sake of having famous names tagged to your campaign.
- **Be pragmatic** Many celebrities view charity work as essential to their self-promotion thus not all those who accept your appeals for help will be altruistically motivated. However, this should not detract from the potential benefits that celebrity endorsements might offer your organisation. High-profile celebrities wearing your organisation's logo in magazine features, for example, will attract the kind of attention that both parties desire.
- **Be careful about complex roles** If you intend to employ celebrities as ambassadors or spokespersons—roles that take them beyond the remits of a promotional campaign—consider whom you approach. Certain celebrities are more adept at handling complex issues and will promote a cause better than others.
- **Be realistic** Be realistic about the size of your organisation, the issues you want celebrities to campaign for and the tasks you would like them to perform. A-list celebrities are unlikely to attend coffee mornings in aid of local charities, whereas C- or D-list celebrities might be more likely to oblige.

Call in the celebrities

3 STEPS TO RECRUITING A CELEBRITY

Every day celebrities and their agents receive requests to endorse charities and appear in advertising campaigns. To encourage a response, take a subtle but persistent approach and package your campaign well.

STEP 1:
Make contact

- Reach celebrities through their websites, agents, and your own personal contacts.
- Where possible, make direct contact. Many have agents who filter requests, which may present an extra hurdle.

STEP 2:
Explain your request

- Tell celebrities what your organisation can offer them. Highlight the potential publicity benefits available through involvement with your campaign.
- Be specific about what you want celebrities to do for your organisation. Will the celebrities simply be involved in one campaign or would you like to foster a relationship which sees them emerge as the face of your organisation?
- Quite often, the causes that celebrities lend their support to are long-term, such as child poverty. If your cause is finite, do highlight this point. Their support need not represent a long-term commitment.

STEP 3:
Show how their support matters

- Once you get a star to back your campaign, personalise the relationship and keep him or her informed about the campaign's progress.
- Follow up any celebrity activities with an appropriate acknowledgement and thank you.
- Consider making patrons of those celebrities who are especially involved in your campaigns or have made a long-standing contribution to your organisation.

Call in the celebrities

HOW TO USE CELEBRITY SUPPORT

Give celebrities a range of ways to be involved. Obviously the best-case scenario is if a star pledges her full support, but sometimes a statement for a press release is enough. Think creatively. Remember that celebrities are busy so you're more likely to gain support with something that isn't too time-consuming. Some suggestions are:

- Getting celebrities to sign (and write) direct-mail letters appealing for donations from existing and potential supporters.
- Asking them to appear in promotional activities and campaigning appeals for TV and radio.
- Speaking at press conferences and interviews or fundraising events.
- Participating in headline-grabbing activities that raise funds and awareness.

Asking them to use their contacts to get support for your organisation. The participation of celebrities in campaigning activities and media conferences can create media interest in events which might otherwise attract less publicity.

POTENTIAL PITFALLS OF CELEBRITY SUPPORT

While many charities enjoy successful relationships with their celebrity endorsers, be sure to consider the drawbacks:

- Certain campaigns do not lend themselves to attracting celebrity endorsement, and most stars are unlikely to support campaigns based around a taboo issue.
- Be wary of over-dependence on celebrity backers and ensure that fame and publicity do not overshadow your organisation's central campaign message.
- Devise a contingency plan in case celebrities attract unwanted and potentially damaging media attention. Be prepared to respond to the media and decide under which circumstances to support celebrities and when to distance your organisation from them.
- Prepare your approach for dealing with demanding celebrities. For high-profile and costly campaigns, consider asking celebrity backers to sign

Call in the celebrities

contracts which set out the terms and conditions of their work. In general, charities do not pay celebrities. You should, however, aim to cover expenses, including travel and accommodation.

TIPS WORKING WITH STARS

- Be clear about what you want done, when and why.
- Be clear about what support you are able to provide.
- Be clear whether or not a fee or expenses will be paid.
- Supply as much background information as necessary.
- Make sure the celebrity's contribution will be worthwhile, and be sure to highlight to the star the difference that she or he is making.

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©Amnesty International Publications.

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Call in the celebrities

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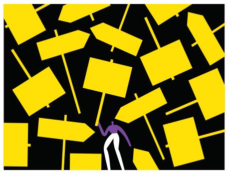


4. Case study: Using celebrities and Twitter to fight for libel reform

SNAPSHOT THE TWITTER EFFECT

How Index on Censorship shook up libel laws in the U.K. with its Libel Reform Campaign:

- Asked for small favours from celebrated comedians, writers and others affected by repressive libel legislation
- Gained 50,000 supporters through celebs tweeting the campaign website to their followers
- Gathered Tweeters, bloggers and free-expression advocates to bond at pub discussion events
- Reached non-Twitter users through public figures and celebs pushing for reform on radio, in newspaper opinion pieces and on TV
- Raised £15,000 (approx. US$23,000) at a star-studded comedy evening
- Initiatives prompted support for libel reform from England's three major political parties, and sparked the government to change the libel laws

The background England's libel laws have been condemned by the UN Human Rights Committee for seriously hampering free expression. For good reason: Among other major issues, the legislation doesn't put the burden of proof on claimants to show statements are indeed false; there is no cap on the amount one can sue for; and there is scant mention of the public interest in the legal text. Foreign corporations and businessmen frequently choose to sue for libel in the United Kingdom (UK), where they're likely to get a favourable result. The practice is so common it has its own moniker: **libel tourism.**

The campaign It should also come as no surprise that UK-based IFEX member Index on Censorship (http://www.indexoncensorship.orgw)

Case study: Using celebrities and Twitter to fight for libel reform

launched an all-out war on the anti-free expression aspects of the legislation. With celebrities enlisted and Twitter as its most powerful weapon, the organisation teamed up with English Pen (http://www.englishpen.orgw) and Sense About Science (http://www.senseaboutscience.orgw) to launch the Libel Reform Campaign (http://www.libelreform.orgw) in December 2009.

Included among the campaign's supporters are comedians Stephen Fry and Shazia Mirza, fiction writer Monica Ali, physician and renowned columnist Dr. Ben Goldacre, and poet and novelist Sir Andrew Motion.

"Comedians understand freedom of expression, a lot of comedians use risqué comedy so it's a very easy issue to get them interested in," says Index on Censorship's Michael Harris, the public affairs manager of the libel reform campaign. When looking for big names to get behind libel reform, the groups focused on those who were most likely to be affected by repressive libel legislation: writers, editors, artists, broadcasters and even scientists whose research could "libel" corporations.

Organisations should choose celebrities who are truly passionate about the cause, says Harris, but they should use their time strategically and be careful not to ask too many small favours. Instead, organisations should prioritise their promotional needs so that celebrities can focus on the big, important events.

"You need to feel it out, get an idea of how much time they have to give," says Harris. "You don't want to ask too much."

Using Twitter as part of the campaign ensured that celebrities could have a big impact with a miniscule time investment. Big name supporters like Fry and others have sent Tweets to their followers that encouraged them to go to the libel reform website, attend fundraising events and sign the libel reform petition. By linking to reports or columns, the celebrity Tweeters can also educate their fans about the issue. Through piggy-backing on the fan base of celebrity Twitter accounts, the campaign has managed to attract around 50,000 supporters, a level of public support that wouldn't have been possible without the social networking tool, says Harris.

Not only can Twitter reach hundreds of thousands in a matter of seconds, it isn't confined by geography. "At our campaign events, we've spoken to people from all over the country," says Harris. "A lot of the times we've been quite London-centric in our campaigns but with Twitter, users can be anywhere in the world."

Case study: Using celebrities and Twitter to fight for libel reform

The challenges Twitter has its drawbacks, however. People receiving Tweets are often on the go and may not be able to concentrate on much more than a single Tweet's 140-character limit. If your organisation needs people to devote their time and attention by, for example, writing a letter or attending parliament, Twitter may not be the best promotional tool. Instead, Harris says, "Twitter is very good at getting people to do a single action—click here, think about this, do this."

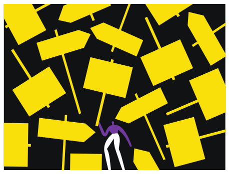
Harris also underlines the importance of hosting events where Tweeters, bloggers and technophobe free-expression advocates alike can meet in person. When fellow supporters meet each other, they become further galvanised and are more likely to work together on the web. "People will pass on messages far more readily if they have that real, social connection with the person who is posting something," says Harris. Recognising this, the campaign hosted a series of "pub discussions" that brought together long-time free expression activists, Tweeters and new recruits. "People get a stronger emotional involvement with the campaign when they meet other advocates," says Harris.

To compensate for Twitter's disproportionate focus on the young and tech-savvy, the campaign also employed different methods to reach out to non-Tweeters. Celebrities were asked to publish opinion articles in major newspapers that outlined the necessity of libel reform (sometimes these columns were ghost-written by the organisation). Public figures on board with the campaign talked about libel reform in their blogs, on the radio and on TV. The campaign also held several events, including a panel discussion on how the laws impact documentary films, and a star-studded comedy evening that raised £15,000 pounds (approx. US$23,000).

The results Thanks in no small part to the work of Index on Censorship, English Pen and Sense About Sciene, England's three major political parties now support libel reform, and the justice secretary said the government would change the libel laws. Among other reforms, he promised that claimants can't argue that damages have been "multiplied" when a statement is re-published on websites, blogs and picked up by other publications; procedural changes will address the "libel tourism" problem and action will be taken to somewhat reduce the heavy legal cost on defendants. Many more reforms are required to ensure England's

Case study: Using celebrities and Twitter to fight for libel reform

legislation no longer puts free expression rights in jeopardy at home and abroad, but these recent developments mark major progress. To those hoping to silence detractors in London courts—look out. Comedians, activists, writers and Tweeters aren't about to back down.



5. Call in legal experts

THE BASICS

The idea of human rights, including the right to freedom of expression, is more than a philosophical or moral concept—it is embodied in law. Human rights are defined by international law, while most human rights violations are also violations of national law.

Lawyers, judges, magistrates, academics, law students and others who are familiar with the theory and practice of law have a vital role to play in protecting the human rights to free expression.

ADVANTAGES TO GETTING LEGAL EXPERTISE

Getting legal experts involved in your campaign offers several advantages because the legal profession is:

- Influential within most countries
- Well informed and adept at communication
- Widely respected internationally
- Linked nationally through its national professional associations
- Linked internationally through personal and professional contact, professional associations and international associations

Lawyers and their organisations can benefit your campaign in many ways, including:

Providing technical advice They can work as legal consultants to campaign coordinators and those lobbying inter-governmental organisations and national governments.

Call in legal experts

Linking the freedom of expression movement and the wider legal profession
Lawyers can reach colleagues—through local or national law societies, bar associations and academic institutions—to raise awareness and encourage unified and, where appropriate, high-profile campaigning on specific cases or issues.

Defending victims of freedom-of-expression violations and promote legal reform They can make legal representations about individual cases or broader freedom of expression issues, presenting the legal arguments supported by international law.

10 WAYS LEGAL EXPERTS CAN HELP

1. Review or propose draft legislation

Having legal experts involved can be vitally important when new government legislation impacting on freedom of expression is proposed and requires comment, or when your organisation campaigns to promote new legislation.

2. Meet the media

Engaging a leading lawyer in a media event—for example, a press conference to launch a country report in which legal concerns are a major issue—can help you win coverage in the legal community and the wider media.

3. Make a statement

A public statement of support or concern by a respected legal organisation or individual lawyer can be specific or general:

- **A specific statement**—such as the need for detained journalists to have access to lawyers, doctors and relatives—can highlight an issue.
- **A general statement,** such as one supporting your organisation's work, can be quoted when needed, whether in seeking contact with government officials or support or action from individual lawyers.
- **A short statement** can be signed by all relevant organisations and individuals as a simple and quick way of showing the level of support on an issue.

Call in legal experts

4. Write a letter

An official letter written by a prominent legal organisation or member of the legal community to government officials and embassies can be a good indication of the level of concern within your community on a human rights issue. A letter from an individual lawyer on official paper looks impressive and immediately makes clear the status of the author. Such letters also illustrate that the wider community shares your organisation's concerns.

5. Promote professional solidarity

Ask lawyers or legal organisations in your country to contact their counterparts in a target country and offer their support as co-professionals on human rights issues. This demonstration of concern and professional solidarity may also lead to opportunities for exchange visits and the sharing of expertise and resources.

6. Publicise your organisation's concerns in the media

A regular human rights column in a legal publication published by your country's bar association or law society could emphasize the legal focus of appeal cases, or thematic and country issues. From time to time, space may be available for longer, feature-length articles by a lawyer, taking up human rights and freedom of expression issues from a legal perspective.

In the general media, a leading lawyer sympathetic to your organisation's concerns could write an opinion piece for a newspaper. Copies of articles on issues in other countries may be sent with a cover letter to the relevant embassy, asking for a comment or response.

7. Help raise funds

Your organisation could ask a respected legal figure to appeal to lawyers for donations as you plan fundraising events of interest to members of the international legal network.

Call in legal experts

8. Increase awareness

Arrange a presentation at a university during the induction period for law students. Sponsor a human rights lawyer to speak at a public meeting.

9. Contact others

Contact other professionals or organisations that may have a particular interest in a case.

10. Join a delegation

Where broader legal issues or individual legal cases are involved, it can be effective to have legal professionals join delegations that meet with government officials or travel to other countries.

9 QUESTIONS TO CONSIDER

- What national associations representing lawyers exist in your country?
- Do these associations have subcommittees or individuals with responsibility for human rights?
- Have leading lawyers' or legal organisations made public statements on domestic or international freedom of expression issues?
- Are particular lawyers or legal organisations likely to influence your government's policy in relation to freedom of expression?
- Are there lawyers or legal organisations in a target country with influence on freedom of expression issues? Have they made statements or taken a position on these issues?
- How do legal organisations in your country communicate with their members; for example, through what types of publications?
- Are there specialised legal media? Do the publications accept articles from non-lawyers?
- Are there particular lawyers who write media columns or provide editorial opinion in the general media?

Call in legal experts

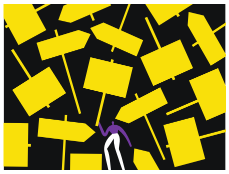
- Are lawyers or legal organisations affiliated to international bodies that may be able to take action, such as sending a letter raising freedom of expression concerns?

REFERENCES

Amnesty International Campaigning Manual, 2001, at
http://www.amnesty.org/en/library/info/ACT10/002/2001/en

Call in legal experts

NOTES



6. Working with coalitions

THE BASICS

Cooperation among NGOs is likely to become increasingly common in the future. Coalitions—that is, temporary alliances to execute a particular campaign—can be a very effective tool for campaigners.

6 ADVANTAGES OF COALITIONS

1. Pooling resources

Coalitions can make possible major campaigns that are beyond the means of any one organisation. They create opportunities for cost sharing, reduced duplication, and a division of labour that draws on the strengths of the various participants.

2. Sharing knowledge and contacts

Campaigns can benefit greatly from drawing on the varied expertise, local knowledge, connections and networks of contacts of the various groups involved in a coalition. Sharing databases and information technology can be mutually advantageous as well.

3. Getting the message out to multiple constituencies

The different coalition partners can disseminate the campaign's message and key documents to their members and constituencies, reaching a greater number and wider range of people than a single organisation acting alone.

Working with coalitions

4. Enhancing profile and credibility

A single organisation waging a campaign might be dismissed as a lone voice. A broad coalition shows that the campaign has widespread support. This can lead to increased access to decision makers and greater media attention. Being able to draw on the varied expertise of the participating organisations can allow a coalition to appear well informed and to be taken more seriously.

5. Complementing local and international efforts

Large international organisations may have expertise and financial resources that local groups lack. Meanwhile, local groups may have the local knowledge and ground-level contacts necessary for a successful campaign. In cases where human rights defenders are working under the threat of violence in their own country, it can be helpful to have people working on the issue in a second country.

6. Supporting all human rights

The right to freedom of expression is inextricably linked to other human rights—civil, political, economic, social and cultural. There is increasing recognition that these rights are indivisible. Participating in a coalition with NGOs that have a broad range of mandates can allow your organisation to show its commitment to the full range of human rights, even if its own work is more narrowly focused.

POTENTIAL DISADVANTAGES

Although coalitions offer very significant advantages, organisations need to be aware of the potential pitfalls before deciding to enter one:

- Some degree of conflict is inevitable when the various groups in a coalition bring to the table their own strengths, weaknesses, perspectives and personalities.
- Managing a coalition can be challenging and time-consuming. Without effective coordination and good internal communications, coalitions can break down.
- A great deal of time, energy, and dedication is often necessary to create and re-create consensus among the partners.

Working with coalitions

- Once a coalition is formed to run a campaign, individual organisations have to surrender some control over that campaign and turn it over to the coalition.
- Being associated with some potential coalition partners—for example, those that advocate or condone violent tactics—may generate controversy. Coalitions that include politically partisan organisations may not be in the best interest of groups trying to appear impartial.

BUILDING EFFECTIVE COALITIONS

Consider the following guidelines for running an effective coalition:

- Don’t immediately rule out unlikely allies. Organisations that disagree on one issue may be able to find common ground on another.
- Be flexible and have an open mind—other organisations might want to do things differently. At the same time, be conscious of your organisation’s “bottom line” in terms of the approaches and tactics it is willing to accept.
- Identify a limited number of objectives that the coalition will work toward over a given time.
- The coalition’s management structure will require considerable thought. Some coalitions create an executive board comprised of a representative from each member organisation to prevent any one organisation from dominating.
- Communicate regularly and share information.
- Share any publicity generated by the coalition to reduce competition amongst member organisations.
- Balance the workload fairly among coalition members.
- Do not publicly criticise the actions of another coalition member.
- Member groups should focus on the issue as a uniting factor, rather than competing among themselves.
- If, in the end, your group decides not to form a coalition, your campaign can still benefit from endorsements and loose alliances with other groups.

Working with coalitions

Organisations will vary in their commitment to a coalition. How organisations relate will range from total independence to a close-knit, structured coalition. The stages on this continuum are:

Independence: Organisations work in isolation on the same issues

Cooperation: Organisations assist one another on an ad-hoc basis

Coordination: Organisations always ensure that their activities take into account those of other organisations

Collaboration: Organisations work together jointly and continuously on a particular project towards a common goal

Coalition: Organisations have an overall joint strategy and function within an on-going structure, however loose it may be

Various organisations within the coalition will be at different stages of commitment on the continuum depending on how long they have been involved, their level of trust regarding other members, the amount of money/human resources they feel they can contribute, etc. [1]

QUESTIONS TO CONSIDER

Before entering a coalition:

- Are the objectives and mandate of the coalition compatible with yours?
- Are the objectives realistic?
- Is there mutual agreement on the issue and the approach to campaigning on it?
- Is there mutual benefit from working together with other organisations?
- Is there enough mutual trust among organisations and individuals to work together?
- Is this a 'one-off' collaboration to achieve a quick win? Or is the campaign a long-term one?
- Will your organisation have to give up an unacceptable degree of control?
- Is the work fairly divided among the coalition partners?

Working with coalitions

Evaluating coalition activity:

- Is the cooperation proving to be successful?
- Is it an effective use of resources?
- Are targets being reached?
- Have there been any negative effects so far?
- Is there a need to redirect efforts?
- Has the coalition benefited all the partners involved?
- Is the visibility/credit/power that comes from the coalition's accomplishments being shared fairly among partners?
- What lessons have been learned for future campaigns?

REFERENCES

"A Guide to Coalition Building" by Janice Forsythe, 1997.

Amnesty International Publications.
Amnesty International Campaigning Manual, 2001.
https://www.amnesty.org/en/library/info/ACT10/002/2001
1 Easton Street, London WC1X 0DW, United Kingdom

Working with coalitions

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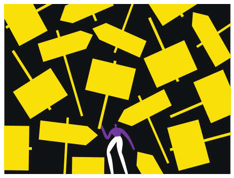

7. Initiating joint actions through IFEX

THE BASICS

The IFEX Campaigns and Advocacy Programme assists in coordinating joint actions—campaigning and advocacy activities involving collaboration between IFEX members. To date, the most common forms of joint action are collective statements or letters of appeal, which is what we will discuss in this section.

The IFEX Campaigns and Advocacy Programme staff work with members to ensure the joint action is ready for international public release, particularly in cases where support or signatures are being sought from other stakeholders, or the public at large.

IFEX helps to raise the profile and further promote joint actions by publicising them on the IFEX website (IFEX.org), including them in IFEX newsletters and supporting them with social media efforts on Twitter and Facebook.

SNAPSHOT ADVANTAGES OF USING THE IFEX NETWORK

Using the IFEX network for joint actions has the following advantages:

- It is a fast and effective way to rally international support among the IFEX membership for your organisation's local campaigns
- The response rate of IFEX members to an appeal is typically quite high
- The wide range of international support can give added force and legitimacy to a campaign
- There is little or no cost to members, other than the time spent drafting the appeal and distributing the final product, or signing on

Initiating joint actions through IFEX

- It builds relationships among IFEX members and can lead to future joint campaigns. (Keep in mind that a joint appeal does not have the same long-term effect as involving other members in a more comprehensive, multi-faceted campaign, so the relationships that develop may not be as strong.)

WORKSHEET:

PLANNING YOUR IFEX JOINT ACTION

1. BE CLEAR ABOUT WHAT YOU WANT OTHER IFEX MEMBERS TO DO

a) Think carefully and communicate clearly about the specific action that you would like other IFEX members to take. Is it to sign on to a letter, support the creation of a committee, or take action in some other way?

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b) Should they communicate with you or with IFEX?

c) Are you accepting signatures from organisations that are not IFEX members? If so, you may want to ask IFEX members to encourage other groups to sign on as well. Bear in mind that some IFEX members may be reluctant to add their names to a list that includes non-members with whom they are not familiar.

Initiating joint actions through IFEX

2. DECIDE WHETHER TO EMPHASISE YOUR GROUP'S INITIATIVE OR THE ACTION'S INTERNATIONAL NATURE

In most cases, it is appropriate to highlight that your group initiated the appeal and other members have signed onto it. But in some contexts where security is a concern, local groups may prefer to downplay their involvement to avoid reprisals and emphasise instead the international aspect of the action. For example, a joint action by all the signatories may list your group as just another signatory rather than as the lead.

3. LEAVE ENOUGH TIME FOR RESPONSES

Give enough lead time for other IFEX members to respond. A week to 10 days is ideal, though in urgent cases two to three days can be adequate.

Initiating joint actions through IFEX

CHECKLIST: DRAFTING A JOINT ACTION

⑥ **Ensure there is a clear link to freedom of expression in your appeal**

- It is within the mandate of many IFEX members to only sign on to appeals that clearly make this connection.

⑥ **Make it easy to read and understand**

- Briefly summarise the issue and express your position on it.
- Use plain language and avoid slang.
- Use short sentences and simple grammar.
- Break up long paragraphs.
- Define your terms, and provide the full names of political organisations, movements, etc. in addition to acronyms.
- Avoid repetition.
- Check spelling, and ensure names are spelled correctly throughout.

⑥ **Make it accurate**

- Factual accuracy is *essential*. Do your own original investigation to confirm the facts. Other IFEX members who sign on trust that your group has done the research properly. Inaccuracies reflect badly on everyone who has signed. They also reduce the likelihood that IFEX members will sign on to future appeals from your group.
- Other IFEX members who have received the appeal may point out inaccuracies before it is distributed externally. Getting it right the first time avoids having to correct the appeal and ask IFEX members to re-sign the new version. Also, it is highly unlikely that a second, corrected appeal will elicit the same response rate as the first one.

⑥ **Avoid making unsubstantiated statements**

- Unsubstantiated claims or vague hypotheses end up causing more harm than good. They undermine the credibility of the appeal (and that of the signatories).

⑥ **Explain the context**

- Don't assume that other IFEX members will be familiar with the details of your case.
- Provide the necessary background information and key facts in a concise manner.

Initiating joint actions through IFEX

- Explain the relevance to freedom of expression.

⑥ **Cite international treaties and national constitutions**

- Where appropriate, make reference to relevant points found in international treaties signed or ratified by the state responsible for the violation, such as Article 19 of the International Covenant on Civil and Political Rights and the Universal Declaration of Human Rights.
- Also refer to free expression provisions in the constitution of the country where a violation has taken place.

⑥ **Do a thorough edit**

- Solicit comments from other groups before getting final internal approval within your organisation and sending it out through IFEX.

7 STEPS TO A JOINT ACTION SIGNATURE CAMPAIGN

1. For assistance in writing a letter or declaration, see *Case Studies: Internal Appeals* or visit the IFEX website for other examples. If the letter will be addressed to a specific individual (recommended), include the appropriate salutation and an email address or fax number where the final appeal will be sent.
2. Write to campaigns@ifex.org to let the IFEX Campaigns and Advocacy Programme know about your plans.
3. Draft your appeal to the IFEX membership according to the checklist above.
4. Send your internal appeal to the IFEX Campaigns Programme (campaigns@ifex.org) indicating:
   > a deadline (day/time) for signatures
   > relevant contact information
   > IFEX members or other organisations leading the campaign
   > if necessary, who from your organisation(s) would like to be copied on the signatures sent by IFEX members
5. Collect signatures by members, or ask the Campaigns and Advocacy Programme to do it for you.
6. After the deadline, send the list of signatures to the IFEX Campaigns Programme so that lists can be compared.

Initiating joint actions through IFEX

Note: If collecting signatures from outside IFEX, send them to the IFEX Campaigns and Advocacy Programme at deadline to ensure they appear on the final item for release. Remember that IFEX members sign by organisation, not by individual.

7. Upon release via IFEX, promote and use the joint action in various campaigning activities. Be sure to send it to the campaign's target audience and key stakeholders, including the media.

GETTING A BETTER RESPONSE

1. FOLLOW UP WITH OTHER IFEX MEMBERS

- Once an appeal is sent out to the IFEX membership, follow up by phone or personal emails to raise your response rate, especially from those working in/on your country or region.
- If you are wondering why certain members have not signed on to your appeal, contact them to find out. This can help your group learn how to write more effective appeals and lead to stronger communication and relationships between IFEX members.

2. MAKE REVISIONS TO GAIN WIDER SUPPORT

- Sometimes members want to sign on to an appeal, but they object to a particular point within the text. Be open to revising if it allows more members to sign on. However, you may not want to alter your message significantly if it will reduce the impact on the target audience or make it necessary to issue a correction.
- To help avoid having to revise your appeal once it has been sent to the full list of members, ask for feedback from a couple of IFEX members beforehand.
- Decide how much your organisation is willing to revise the content of the appeal to gain additional signatures.

3. COMMUNICATE AFTER THE APPEAL

- After signatures are gathered and the joint statement is released it is important to thank the signatories. Following up encourages members to sign other appeals down the road.
- IFEX can send a copy of the final joint action to members so they can see who signed on and circulate it to their networks.

Initiating joint actions through IFEX

- Inform the IFEX Campaigns and Advocacy Programme of what your group did with the appeal and any results that came from it. These stories will be shared with other IFEX members and highlighted in IFEX Campaigns communications materials. They provide important information regarding the impact of our work to our members, donors and the general public.

TIPS WHAT NEXT? MAKING THE MOST OF A JOINT ACTION

Think about how you will use the joint appeal once all the signatures are gathered. In the past, members have:

- Issued a press release
- Held a press conference
- Presented the appeal to the authorities during meetings with them
- Sent a joint letter to authorities by e-mail, fax, etc.
- Conducted an independent inquiry after gaining the support of fellow IFEX members
- Developed national, regional and international contact lists to reach key stakeholders, such as diplomatic and government officials and media

Please note: The fact that a certain number of IFEX members have signed on to your appeal does not mean that the entire IFEX community has endorsed it. Keep this in mind when communicating about the joint appeal.

ALTERNATIVE OPTIONS:

THE INTERNAL APPEAL TO TAKE ACTION

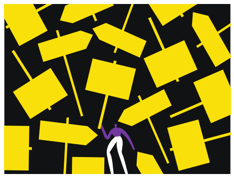
While the most common form of joint actions are collective statements or letters of appeal, the IFEX Campaigns and Advocacy Programme will support you in some other forms of action as well. Some examples include:

- Writing a similar letter to officials based on an example you provide
- Publishing advertising campaigns in print, broadcast and online media
- Joining a Facebook group or signing a petition

Initiating joint actions through IFEX

- Distributing videos, web banners or podcasts through email, social networking sites and website postings
- Organising a day of action or a specific event under a global campaign
- Sharing contacts and engaging in lobbying where they may have access
- Helping to organise a speaking tour in their country or region
- Sharing information or advice about best practices for legal reforms or handling other free expression issues
- Engaging in media outreach to journalists and editors
- Hosting an artistic exhibit such as a photography show, film or play
- Nominating a candidate for a human rights or free expression award

The advantage of direction action from IFEX members is that such initiatives may carry more weight. The disadvantage is the response rate is often lower since it requires more time and effort from other members. You will also likely need to follow up the internal notice with phone calls to encourage members to take action or report back on the outcomes of their initiative. It is up to your organisation to decide which option is likely to be most effective.



8. Case studies: Internal appeals

IFEX supports members who want to join forces with other free expression groups to take action. After you check out the examples below of a successful signature campaign and joint action letter, you may want to review *Initiating joint actions through IFEX*. Among other tips, the section highlights best practices on planning, drafting and getting a better response to your appeals and campaigns.

EXAMPLE #1:

JOINT ACTION SIGNATURE CAMPAIGN

SAMPLE OF AN INTERNAL APPEAL

Urgent: Reply to campaigns@ifex.org to sign on before Wednesday at 12:00 p.m. EST

IFEX—Campaigns and advocacy programme internal appeal

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5 September 2012

Internal appeal–Cambodia

Cambodia Centre for Human Rights seeks signatures on letter calling for release of human rights defender and broadcaster Mam Sonando

Please send your organisation's signature to campaigns@ifex.org before noon EST/16:00 GMT on Friday 7 September 2012

Source: Cambodia Centre for Human Rights (CCHR)

Case studies: Internal appeals

Dear IFEX members,

Since the middle of July this year, one of Cambodia's most prominent human rights defenders, Mam Sonando, has been held in pre-trial detention at a Phnom Penh prison relating to bogus charges of secession connected to a land dispute. If convicted, he could face up to 30 years in prison. Mr. Sonando is 70 years old, and suffers ill health.

Mr. Sonando founded Beehive Radio, which is one of only three independent radio stations in Cambodia and regularly broadcasts reports that are critical of the Cambodian government. On 25 July, Beehive Radio broadcast a report about a complaint brought to the International Criminal Court accusing the Cambodian government of crimes. The following day, Cambodian Prime Minister Hun Sen called for the arrest of Mr. Sonando. After returning from abroad on 12 July to answer to the charges filed against him, Mr. Sonando was arrested at his home on 15 July. He said from prison, "Even though I am incarcerated, in my heart I am free... I have done nothing wrong, therefore I will not hide."

The case against Mam Sonando is clearly political, and shows the Cambodian government's lack of respect for human rights and the use of the court system to silence critics.

We are asking IFEX members to sign the letter below calling on the Cambodian government to immediately and unconditionally release Mr. Sonando without charge. His case appears before the courts on 11 September 2012 therefore urgent action must be taken before he is sent to prison and forgotten.

Thank you very much for your support,

Cambodian Centre for Human Rights (CCHR)

The text of the statement CCHR is asking IFEX members to sign follows below.

For more background on the case, please follow these links:

- **CCHR outlines political context behind rights defender's arrest at http://ifex.org/cambodia/2012/08/03/mam_sonando/**
- **After US, ASEAN leave, media critic jailed at http://ifex.org/cambodia/2012/07/17/critic_jailed/**

Case studies: Internal appeals

H.E. Hun Sen
Prime Minister
Kingdom of Cambodia
Cc
H.E. Hor Nam Hong, Deputy Prime Minister and Foreign Minister, Kingdom of Cambodia
H.E. Ang Vong Vathna, Minister of Justice, Kingdom of Cambodia

Hillary Clinton, U.S. Secretary of State
Yang Jiechi, Minister of Foreign Affairs, China
Surya Subedi, United Nations Special Rapporteur for Cambodia

7 September 2012

Your Excellency,

We, the undersigned members of the International Freedom of Expression Exchange (IFEX), are writing to express our deep concern regarding the arbitrary detention of Cambodian human rights defender and radio broadcaster Mam Sonando. Mam Sonando was arrested on what we believe are unwarranted charges of secession on 15 July 2012, and has been held ever since at Prey Sar Prison in Phnom Penh. Mam Sonando is the leader of advocacy group the Association of Democrats and founder of Beehive Radio, one of only three independent radio stations in Cambodia.

The charges against Mam Sonando relate to a land dispute in Kratie province, located in the east of Cambodia, where 15,000 hectares of land were granted to the Russian company, Casotim, through an economic land concession. On 16 May this year, hundreds of armed police and military police stormed Pro Ma village in an effort to evict around 1,000 families living in the concession area. When villagers refused to move from their land the authorities then opened fire causing the death of 14-year-old Heng Chantha.

After the incident, police arrested a number of individuals from the area, who they said were secessionists, seeking to gain independence from

Cambodia. It was claimed by the Royal Government of Cambodia that the so-called secessionists had been plotting with the Democrat Association,

Case studies: Internal appeals

lead by Mam Sonando. Evidence for these claims has never been produced, and the so-called secessionists have denied any links with Mam Sonando or his organisation. Nevertheless, on 26 June 2012, Prime Minister, you made a speech at Phnom Penh's Koh Pich, in which you called for the arrest of Mam Sonando on the grounds that he was leading a plot to overthrow the government and attempting to establish a state within a state.

The day before your speech, on 25 June, a report was broadcast on Beehive Radio relating to a complaint made to the International Criminal Court (ICC) by the Khmer People's Power Movement (KPPM), accusing your government of crimes against humanity. This has lead to the belief that the charges against Mam Sonando are related to his exercise of the right to freedom of expression, which is protected under Article 19 of the Universal Declaration of Human Rights and under the International Covenant on Civil and Political Rights, to which Cambodia is a party.

We are further concerned because Mam Sonando is over 70 years old. He has become increasingly ill in prison, where he has been held in sub-standard conditions for more than six weeks. Despite his illness, and the fact that he returned from abroad to answer charges against him, two bail requests submitted by his lawyer have been denied.

Considering the arbitrary nature of Mam Sonando's arrest and detention, we call on your government and all the recipients of this letter to strive towards his immediate and unconditional release without charge. The hearing date for the case has been set for 11 September 2012. If Mam Sonando's liberty is not restored in the meantime and the hearing goes ahead, we urge you to do your utmost to ensure that this man, who has the right to be presumed innocent before proven guilty, will be granted a fair and open trial in order to clear his name.

Thank you and we look forward to hearing from you.

Sincerely,
Cambodian Centre for Human Rights

[More signatures to follow]
For more information contact:
Cambodian Center for Human Rights
No. 798, Street 99
Sangkat Boeung Trabek, Khan Chankamorn

Case studies: Internal appeals

Phnom Penh

The information contained in this internal appeal is the sole responsibility of the Cambodian Centre for Human Rights. This material is not for broadcast or publication.

EXAMPLE #2:

TAKE ACTION CAMPAIGN

INTERNAL APPEAL SAMPLE

IFEX—CAMPAIGNS AND ADVOCACY PROGRAMME INTERNAL APPEAL

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4 April 2008

Internal appeal—Sri Lanka

IFJ appeals for IFEX member support ahead of Global Day of Action

Source: International Federation of Journalists (IFJ), Brussels

(IFJ/IFEX)—The following is a 3 April 2008 IFJ internal appeal:

One Week Until the "Stop the War on Journalists in Sri Lanka" Global Day of Action April 10

Case studies: Internal appeals

Dear colleagues and friends,

Thank you to everyone who signed on to our "Stop the War on Journalists in Sri Lanka" joint letter.

More than 40 press freedom and human rights communities from five continents have joined forces in saying to Sri Lankan President Mahinda Rajapaksa that enough is enough.

It is now one week until our **Global Day of Action** for our colleagues in Sri Lanka on April 10.

As our colleagues and friends in Sri Lanka mark the Sinhala and Tamil New Year celebrations on April 12, the IFJ and Sri Lanka affiliate organisations invite all press freedom and human rights organisations worldwide to send them a message of hope and support.

Friends, affiliates and colleagues around the world can get involved in the Global Day of Action by:

a) Sending your own letters of protest to President Rajapaksa through local Sri Lankan embassies (see attached)

b) Sending letters to your government calling for their support

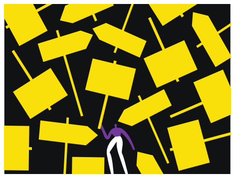
c) Displaying the "Stop the War on Journalists in Sri Lanka" image on your website, during rallies, on public display and in the press at any opportunity (see attached)

If there are additional actions that you would like to organised, please let us know at ifj@ifj-asia.org. We will send further updates as the date draws closer.

Please take photos, write blogs, add the campaign logo on your website and get your friends and colleagues involved.

Best wishes and thank you for your support,
IFJ Asia Pacific

For further information, contact FIJ Asia-Pacific, tel: +61 2 9333 0919, fax: +61 2 9333 0933, email:ifj (@) ifj-asia.org, or IFJ, International Press Centre, Residence Palace, Block C, 155 Rue de la Loi, B-1040 Brussels, Belgium, tel: +61 2 9333 0919, +322 235 2200 / 2007, fax: +322 235 2219, e-mail: ifj (@) ifj.org, http://www.ifj.org



9. Host a speaking event

THE BASICS

Sometimes, the most powerful way for an organisation to share its message is to call in someone from the frontlines. Freedom of expression organisations often provide platforms to survivors of human rights violations, human rights defenders, politicians or celebrities who are committed to a cause. Speaking events not only engage people who may not already know about an organisation's work, they also motivate and inspire long-time activists. Powerful speeches also tend to build the momentum behind fundraising efforts and are a great way to attract media attention.

SELECTING AND APPROACHING SPEAKERS

An organisation should be sure to choose a speaker who is likely to understand and advance the goals behind the event(s). Organisations may be lured by the prospect of a celebrity, for example, but if the objective is to educate the public on a complex issue like libel, it may be better to have a prominent lawyer speak on the issue or to pair a celebrity with a lawyer on a panel. As all but the most formal speaking events tend to be followed by a question-and-answer session, groups should make sure the speaker is educated enough about an issue to go beyond the script. Speakers will often also be required to answer media questions spontaneously before or after a speech.

The ask An invitation to the proposed speaker should ideally be sent out at least three months in advance. The speaker needs time to secure a visa, and the organisation needs time to approach an alternative speaker if the guest declines the invitation. An invite should include the following information:

- The purpose of the speaking engagement(s)
- A programme outline, including the length of the tour or event and location of venue(s)

Host a speaking event

- Details about accommodation, transportation, meals, etc., with a clear explanation of what the organisation is paying for and the costs that the individual will be responsible for (see 'practical considerations' below for more information on negotiating expenses)

TIPS WHAT TO DO WHEN A SPEAKER SAYS YES!

Once a potential speaker has accepted your invitation, send a follow-up letter to thank the individual and provide further information. The letter should:

- **Include an estimated timeline** of the speaking tour or event, including roughly when the events and interviews will take place. Although many speaking engagements are not confirmed when the information package is sent, organisations should try to delineate times when the individual may be required and when they will have free time.
- **Request a brief autobiography** and an electronic photograph, which will be important when seeking appointments, attracting media, preparing publicity materials and so on.
- **Include practical information** such as local weather conditions, airport pick-up arrangements and contact telephone numbers. The organisers should contact the speaker by phone to discuss logistical details and special needs, such as dietary restrictions or allergies the planners should be aware of.

PROMOTING THE EVENT AND ATTRACTING MEDIA COVERAGE

The media package A media package or press release should include biographical information on the speaker, which should explain why the person is speaking about the particular issue. Be sure to include facts and information on the human rights campaign behind the speech and newsworthy quotes made by the speaker. (Quotes can be elicited through an internal interview with the speaker.) Finally, provide details about the location(s) and time(s) of the speaking engagement(s), plus a contact number and name for those wishing to arrange interviews or get more information.

Host a speaking event

Expand your reach When approaching media outlets, approach those who may be interested in the speaker as well as those who interested in the issue. For example, a publication directed at the black community may be interested in covering a speech by a black activist. Make it clear in your press release that the speaker will only be available in the city for a limited time.

Expand your audience In addition to reaching out to media, organisations will want to specifically target the audience they wish to reach. If the target audience is university students, the organisation's representatives should approach student unions and student activist groups, residence halls, and campus pubs. Leaving flyers is a good idea but it's also ideal to personally approach leaders and organisers within the target community and ask them to distribute event information to their listservs and/or post it to a Facebook group.

CHOOSING A VENUE

It is difficult to precisely predict the turnout, so choose a venue that will allow for a larger or smaller audience than anticipated. Organisations should seek out venues that are willing to host progressive events for free. Be sure to discuss the lighting and sound system that will be provided by the venue, and those that the organisation will be responsible for. If the venue has hosted speaking engagements in the past, ask about technical problems that may have occurred. Finally, try to pick a venue in a neighbourhood or location where the target audience lives, works or frequents.

SCHEDULING A SPEAKING TOUR OR EVENT

Check for conflicts It is a good idea to discuss potential dates with contacts who are part of the audience your organisation wishes to reach. This way, you can be sure the event does not conflict with other major meetings or events.

Plan for rest time When a speaker is travelling a significant distance, try to keep the first day of the visit free for the speaker to rest, settle in and become familiar with the issues they will be addressing. In devising a programme for any speaking tour, remember that public speaking can be exhausting. The speaker may also be worn down by the journey, the

Host a speaking event

strange diet, adapting to being with strangers, or language difficulties. Therefore, it is best to avoid combining late-night interviews with early morning engagements, and to schedule in time for relaxation. If the visit lasts four days or longer, consider building in one complete day for rest.

Make room for questions Most speaking events, aside from the most formal ones, allot at least 10 minutes for a Q&A session following a speech. This encourages audience participation and is often a good way for individual audience members to find out about how they can get involved in a campaign. In a speaking tour with multiple engagements, schedule an hour or two after the first and/or second speaking event to discuss with the speaker any problems that may have arisen, answer any questions and recommend any changes to length or structure. Finally, be sure to allot more time than is necessary between speaking engagements or meetings to allow for transportation delays, events going overtime and other contingencies.

GETTING THE MESSAGE ACROSS

An added benefit to speaking events is that an organisation can attract an audience and media coverage based on the speaker alone. The challenge, however, is to make sure the take-home message doesn't get lost amid the hype over the celebrity or the compelling details of the speaker's story.

TIPS

- Have the speaker talk specifically about the hosting organisation, how others can get involved and why he or she supports the work of the organisation.
- Display your organisation's name prominently on flyers, invitations and other promotional material so that those who are inspired by the issue can contact the group.
- To ensure the speaker provides an accurate and appropriate portrayal of the organisation in media interviews, he or she should be trained on the group's overall mission and activities, as well as the specific issue or campaign the organisation is trying to advance.
- A representative of the organisation should also speak about the organisation's activities and advocacy before or after the main speaker.

Host a speaking event

Providing tools for action Usually, speakers should not only discuss attacks on human rights but also what individuals in the audience can do to fight these violations. Organisations may want to provide speakers with website URLs, names of political figures to lobby, and upcoming meetings or dates for demonstrations so they can share this information with the audience. In addition, groups should hand out clear, written information providing resources and advice for others hoping to get involved in the struggle. If the speaker is appealing to a small group of business leaders or government representatives, the speaker should be provided with information about the individuals so he or she can better target a lobbying message to the audience.

Focus your message To ensure a speaking event has a clear, take-home message, it is important for organisations to ask themselves, 'If you can only get one central message across, what is it in one sentence?' The answer should be clearly communicated with the speaker. It may be helpful to sit down with the speaker and structure his or her address to ensure that the key points are hit. For example, an organisation could suggest 15 minutes to present biographical information and personal story, 5 minutes to explain the broader picture of human rights violations (who is usually targeted, number of violations, countries in which they are taking place, etc), 5 minutes to discuss local and global responses to the violations and 10 minutes to discuss the role of the organisation within this movement.

SUPPORTING THE SPEAKER

Consider media training At the beginning of a tour or before a speaking engagement, it is often useful to organise some media training for your speaker so that the major themes and key points can be conveyed in "media-friendly" terms. You can also discuss and prepare for difficult questions that may arise. Check whether the speaker has experience in dealing with the media so you can take this into account in the training. Ideally this training would involve a sympathetic professional journalist, but it can also be done through a simple role-playing exercise.

Preview the speech Once the speaker has written his or her address, ask the speaker to deliver it before members of your organisation to ensure that it fulfils its intended purpose and does not go overtime. Remember that public speaking can be daunting; be sure to give compliments before suggesting areas that can be changed.

Host a speaking event

What are the speaker's needs? Finally, consider the benefits of the speaking engagement(s) from the point of view of the speaker. If appropriate, an organisation may also want to see to it that promotional material, such as a speaker's books or a flyer about an upcoming event the speaker wishes to support, are displayed on a welcoming table. An organisation's representatives may also want to sit down with a speaker to discuss his or her goals and challenges to see if they can introduce contacts or agencies that may help. Try to also schedule some free time for the speaker so that he or she may check out the sights or tourist destinations.

SAFETY AND SECURITY

If the speaker is someone who has received threats for their advocacy, be sure to discuss the security they require, the potential risks they may encounter on the trip and strategies to mitigate danger. Clearly communicate the precautions the individual should take and their role in ensuring their own security. Likewise, the organisation should detail the prevention and security measures that your group's representatives will undertake. This discussion should take place well before the start of a speaking tour or event.

Be sure to consider the legal and security implications for a speaker in terms of discussing a particular human rights violation. A speaker, especially someone who is young or inexperienced, may provide details to an audience or journalists that could threaten legal proceedings or put them in further danger. An organisation may need to sit down with the individual and a lawyer to demarcate the details about a particular incident that can be included in a speech—and those that should be left out.

PRACTICAL CONSIDERATIONS

SECURING VISAS

Once a speaker has agreed to the terms of the speaking event or tour, begin the visa application process right away. The organisation should prepare a letter of invitation for embassy or consulate officials. This letter should explain the purpose of the visit, accommodation details, and the flight and other costs being provided by the organisation, among other information. You can see what the Canadian government requires in a letter of invitation at http://www.cic.gc.ca/english/visit/letter.asp. Call an embassy official or

Host a speaking event

a search the embassy's website in advance to ensure that an invitation letter meets the requirements of the country he or she will be travelling to.

Given the complications with securing visas, it is best for organisers to have a phone conversation with embassy officials before the guest makes contact. Ensure that the guest has a passport that will be valid until at least six months after the trip has ended. It is a good idea to ask the speaker if he or she has ever been refused a visa to the destination country so that the organisation can gauge the level of intervention and support that is necessary. If the organisation is high profile enough to warrant the attention of embassy officials in the speaker's country, it is also advised to seek the guidance of these officials. Finally, flights should be booked well in advance and mailed to the speaker, as confirmed tickets for return or onward journey are often required for visa applications.

ACCOMMODATION

In the initial invitation or a follow-up information package, provide the speaker with the hotel name and contact info where he or she will be staying. However, if the speaker is comfortable with the language and culture of the place they are visiting, is known to the organisation's members and is likely to have experienced similar accommodation circumstances in the past, an organisation may consider having a representative host the person. Ideally, the representative should be able to host the individual for the duration of their stay in the city so that they do not have to readjust to a new location. Be sure that the individual hosting the guest has the schedule for the speaking tour, information about meal requirements of the guest and when and where they will be expected to meet the guest on a daily basis. The person billeting the guest should be on hand as a host whenever the guest will be in the house.

EXPENSES

Usually, an organisation covers all of the costs of a trip, including visa costs, flight costs, meals, accommodation and travel to and from events. However, the organisation may decide not to pay for certain costs if, for example, a guest is already visiting the country for another reason or is being sponsored by a partner organisation or grant.

While many speakers will be willing to donate their time to an organisation if they are passionate about the cause, some speakers require an

Host a speaking event

honorarium. Usually, someone who is engaging in self-promotion, perhaps for a film or book, will not expect an honorarium. If the organisation has a relationship with the individual they wish to invite to speak, it may be wise to informally discuss what the individual requires in terms of expenses and stipend. For example, the director of a partner organisation who is being invited to speak may have a relative he or she wishes to stay with in the host city. Alternatively, it is helpful to speak to NGOs that have hosted speaking events in your city to find out what kind of per diem and expense coverage is usually provided.

OTHER ISSUES

EMERGENCY CONTACTS

In case of a medical or other emergency, ask that the speaker provide emergency contact information. In addition, ask the person if he or she has any special health requirements that the organisation can help to accommodate.

SPEAKER'S ASSISTANT

It is useful to designate someone as the speaker's assistant who will be responsible for picking up the guest at their hotel, escorting him or her to events, meals and back to the hotel, and addressing any practical questions or concerns. As the speaker should have some free time, be sure to provide maps, transit information, recommended shopping areas, restaurants and sights as well as conveniences such as laundry.

LOBBYING

Arranging for an important visitor to meet your key supporters in government or other influential spheres can be an important way of attracting and consolidating support for your organisation. It is important to work out the lobbying objectives of any speaking tour well in advance. Consider who the speaker should meet from a strategic standpoint, including the key messages and/or requests that should be conveyed in the meeting. Remember to follow up with the contacts in the days and/or weeks after the meeting to ensure the momentum created by the speaker's visit is not lost.

Host a speaking event

FUNDRAISING

Speaking events also tend to offer income-generating possibilities. If appropriate, the speaker may be encouraged to directly appeal to the audience for donations to an organisation. Usually, this appeal will be made after a powerful speech that will make the reason for charity resoundingly clear. A fundraising dinner should be pursued if an organisation can be sure it will make enough money after costs to be worthwhile. Usually, fundraising dinners are appropriate when the speaker is someone who is renowned. For basic speaking events, entrance fees can be charged if they are not likely to discourage guests from attending. Encouraging “pay what you can” donations at the door helps to bring in money while also ensuring those who are struggling financially are not excluded.

If it is appropriate, consider asking the visitor to put their name to an appeal for donations that will be sent out to potential supporters. The speaker may be willing to provide quotes that explain the importance of the organisation’s work by drawing on personal experience.

TIPS MAXIMISING IMPACT

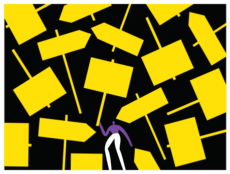
Here’s how to maintain the momentum the visit has given to your campaign:

- Take photographs, make videos, get quotes that can be used in subsequent communications
- Keep a record of who helped with the visit and make sure they are thanked
- Keep a record of who attended the different functions and events and invite them to join your organisation if they are not already members
- Encourage guests to sign their name and email so that the organisation can include them on its listserv to notify them of future events, campaigns, etc.
- Make sure that commitments made in meetings for follow-up action are fulfilled
- Keep in regular contact with the speaker afterwards so that he or she can continue to support the organisation’s work, and vice versa

Host a speaking event

RESOURCES

Amnesty International's article How to host a speaker



10. Case study: How speakers boost free expression at annual awards galas

SNAPSHOT THE BENEFITS OF GALAS

Awards dinners honouring courageous journalists help the winners, organisations and press freedom. Here's how:

- By raising substantial money to fund operating and program costs for the Committee to Protect Journalists and Canadian Journalists for Free Expression
- By deepening reporters' understanding of situations faced by counterparts around the world
- By connecting journalists with international reporters on the ground in another country
- By giving international journalists someone they can turn to for help and to publicize human rights situations
- By introducing international journalists to potential employers in North America
- By providing good media coverage of press freedom issues since the events target journalists

Since 1999, **Canadian Journalists for Free Expression** (CJFE) has held an annual gala dinner to honour journalists who face threats and persecution for doing their job. To Julie Payne, CJFE manager, one of the best things about the event is that it connects Canadian reporters with international journalists, and that both parties benefit from the solidarity of their fellow journalists across the globe.

Case study: How speakers boost free expression at annual awards galas

“When you have someone going back to a country where they could be put in danger again, it’s important that you’ve helped them find international contacts that they can turn to for help and to publicise the situation,” says Payne.

Meanwhile, Canadian journalists develop a deeper understanding of situations faced by their counterparts in different parts of the world, and they gain personal contacts for reporting on the ground.

Often, the connections made by CJFE and the Canadian and international journalists continue beyond the gala. For instance, 2011/12 award winner Luis Horacio Nájera of Mexico was forced to seek asylum in Canada after reporting about drug trafficking and corruption in Ciudad de Juarez. He told CJFE he was having trouble finding journalism work in his new country and that he wanted to use the trip to Toronto to meet with potential employers.

CJFE arranged for him to stay in the homes of several journalists and NGO workers in Ottawa and Toronto, who introduced him to many new contacts. The organisation also helped set up meetings with top media houses.

The gala also raises a substantial portion of the organisation’s operating and programmatic costs. Besides a huge army of volunteers, CJFE also relies on the support of two major Canadian broadcasting organisations that either sponsor the reception or create the videos presented during the ceremony.

The **Committee to Protect Journalists** (CPJ) also holds a successful annual awards dinner honouring courageous reporting. Robert Mahoney, CPJ’s deputy director, says it makes a big difference when the appeals to support CPJ are made by the journalists themselves. “It puts a face on the statistics. If you make an appeal to people on the basis of an individual, it will resonate much more than if you make an appeal based on statistics alone,” says Mahoney.

Case study: How speakers boost free expression at annual awards galas

MONTHS OF PLANNING

Both CJFE and CPJ have honed the reputations of their events over many years, which helps draw large crowds. And since each event is repeated annually, the organisations are saved from having to start from scratch each year. Nonetheless, the events always require months of planning. In January, just a few months after CPJ's awards dinner has passed, the group begins to think of the next one. The organisation performs rigorous background checks on the candidates and informs awardees by June. Winners receive packages that offer advice on what they should bring to New York, where they will be staying, and so on. A CPJ staff member will also call the award winners to explain the purpose of the award, what will be expected from the recipient, and what the winner can expect from the organisation.

Mahoney says that while all trip-related expenses will be covered, "we make it clear that this is not a monetary award; rather, the award is designed to further freedom of expression in their own country."

SECURING VISAS

Securing visas for the award winners is always a difficult and delicate undertaking, says Payne of CJFE. The organisation first sends an introductory letter to the Canadian embassy in the award winner's country explaining what CJFE is, why the individual has been chosen for the award, and why the award is important for championing the cause of press freedom. Often, CJFE will communicate with the embassy on a regular basis. Persistence is key, says Payne.

THE IMPORTANCE OF REHEARSING

When it comes to speeches, both organisations stress the importance of rehearsing. The staff at CJFE have the award winners read their speech aloud to ensure each speaker stays within the allotted time frame (usually from two to seven minutes each), which is very important considering the number of guests scheduled to speak. Plus, Payne points out that most of the reporters being honoured are used to telling the stories of others. Telling their own stories can take journalists out of their comfort zone and makes rehearsing even more necessary.

Case study: How speakers boost free expression at annual awards galas

The award winners are also reminded that they do not need to provide a great deal of background information in their speeches: their stories are told both in the gala publication and in videos which are shown immediately before they are presented with the award.

CPJ staff listen to their awardees' speeches a few days in advance so they have time to help shape them and ensure they will resonate with the audience. One of the key points staff members stress is to keep it simple. "Some journalists will have a lot of amorphous experiences they want to talk about," says Mahoney. "We try to get them to narrow in on one story or anecdote."

CONNECTING WITH EMOTION

The speeches tend to hit home when they highlight emotionally powerful stories while avoiding overly complicated information about legal systems or political history. "You have to appeal to the audience on an emotional rather than an intellectual level," says Mahoney.

This does not mean, however, that a speech need be overly sentimental. For example, Mustafa Haji Abdinur, a journalist from Somalia who was honoured by CPJ in 2009, captured the attention of the audience by very matter-of-factly talking about the day he walked out of his office with a colleague and watched as his colleague was shot dead directly in front of him. Wrapping up his speech, Haji Abdinur said, "Friends, if a journalist is killed, the news is also killed. Please don't forget us."

OPTIMISING MEDIA COVERAGE

Since both awards nights are targeted toward journalists, each organisation reaches out to larger audiences through the media. CJFE has discovered that the week of their event is so hectic they simply don't have time to respond to media requests and set up interviews. As a solution, they work with a public relations company which donates its services to handle those arrangements.

Getting the media to recognise the work of CJFE in their articles can be difficult, notes Payne. Often, the only coverage the organisation will get is that the name of the event or award will be mentioned. Since the event was

Case study: How speakers boost free expression at annual awards galas

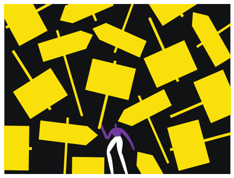
originally called International Press Freedom Awards, articles that mentioned the awards sometimes wouldn't include the name of the organisation at all. CJFE solved this problem in 2010, by changing the event's name to CJFE Gala: A night to honour fearless reporting.

CPJ's event also requires effective logistical planning around press interviews and meetings. Each award winner is assigned a staff member who can ensure the individual arrives on time to media interviews and other side events. CPJ also arranges meetings with U.S. congress people and diplomatic ambassadors representing the award winner's country, giving the awardees the opportunity to influence U.S. and international government interventions on press freedom.

Mahoney recognises that downtime is scarce, and the schedule can be arduous. Although the awardees find the trip "mind blowing and exhausting," Mahoney says the journalists are awed and greatly encouraged by the number of people they meet who are curious about and supportive of the press situation in their country. CPJ tries to keep the momentum going by continuing contact with the awardees after they have returned to their country of residence. "They become our eyes and ears on the ground," Mahoney says.

Case study: How speakers boost free expression at annual awards galas

NOTES



11. Trial monitoring

THE BASICS

Trial monitors are often lawyers, individuals with legal training or human rights experts. They observe the judicial process, take notes during court proceedings, interview legal actors and obtain legal documents to measure the extent to which the court follows fair trial standards and remains independent and impartial. In this way, trial monitoring promotes transparency and reinforces the right to a public trial. An observer's presence can impel judicial and governmental actors to better adhere to human rights standards. The evidence and information gathered can form the basis for calls to reform the justice system.

WHY HIRE A TRIAL MONITOR?

Organisations tend to hire trial monitors for one of three purposes:

1) To ensure that the defendant's right to a fair trial is upheld. For example, monitors can gauge whether the judge is not influenced by outside actors to favour the prosecution lawyers over the defense. This is especially important where political charges are involved, which is often the case in trials brought against human rights defenders and journalists.

2) To ensure that justice is carried out with regard to human rights violations. In this case, the observers aim to investigate the extent to which those responsible for human rights violations are brought to justice and punished in accordance with international law. For example, monitors may discover that the prosecution is failing to disclose evidence so as to not to implicate other political officials not involved in a trial.

3) To identify patterns across a large number of trials whereby human rights are violated. A systemic project, for example, may send observers to monitor every libel trial in a country over a period of several years in order to recommend changes in how the justice system approaches libel cases.

Trial monitoring

BEFORE THE TRIAL

SET OBJECTIVES

Laying out the objectives of trial observation helps organisations determine their methodology, select the monitors and cases, establish policies around publishing reports and meeting with officials, etc. In addition, clearly articulated objectives will often help organisations gain access to court proceedings and documents as well as interviews with judicial actors. See also *Setting Campaign Objectives*.

SAMPLE OBJECTIVES

The number of cases and duration of the monitoring project are determined by the goal of the project.

1. Single Trial Monitoring

- Ensure the accused receives a fair trial
- Raise awareness among the media, public and government about the application of international and human rights law
- Collect information for use as evidence to government and judicial officials when outlining the need for reform.

2. Systemic Trial Monitoring

- Assess the justice system's compliance with international fair trial standards
- Evaluate how rigorously the court upholds the burden of proof in libel cases

DETERMINE WHICH CASES TO MONITOR

The type and number of trials to be monitored depends on a number of factors, including objectives and capacities of the organisation, human rights and security situation in the country involved, and a whole host of other factors. Generally speaking, however, organisations that are monitoring one or a few trials choose them according to the political or historical significance of the trial, expected irregularities in proceedings (perhaps due to presumed official interference in the application of

Trial monitoring

charges); the precedent-setting possibility of the trial or the gravity of the charges or crime involved.

In systemic projects, it is necessary to determine the scope of a project. For example, organisations may wish to monitor all cases relating to freedom of expression, or only cases where journalists have been accused, or only cases that pertain to a particular law, such as libel cases. Human Rights Watch (HRW), which has undertaken systematic fair trial reviews in Rwanda, suggests determining the number of cases in accordance with the annual caseload of the courts to ensure that the sample is representative. For groups interested in broad justice system monitoring, HRW also recommends choosing trials from the country's various courts.

SELECT TRIAL MONITORS

Watch for conflicts of interest While experience as a practicing lawyer is helpful, it is important to ensure the individual does not have affiliations or relationships with lawyers or officials that could be perceived to pose a conflict of interest. Some organisations may choose not to use local observers and rely instead on international experts, due to the possibility of real or perceived bias.

Consider pairing local and foreign observers That said, local actors have advantages in terms of their understanding of local languages as well as domestic laws and trial procedures. To capitalise on the inside knowledge and adaptability advantages of local observers, as well as the international law expertise and impartiality of foreign observers, some organisations choose to have a foreign expert lead local observers in a monitoring project.

Provide monitors with support When monitors are not lawyers, it is best that a project be headed by a lawyer. In such a case, monitors generally record as much information as possible regarding proceedings, allowing the lead lawyer to pull out relevant information for use in reports. Where observers are inexperienced, organisations may wish to assign monitors in pairs so that they can help and learn from each other.

Other factors influencing selection include the candidate's previous experience conducting observations, ability to work with a team and availability on short notice (in some cases, hearings may be announced only days ahead). In addition, the Organisation for Security and Cooperation in Europe (OSCE) recommends that if organisations plan on

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partnering with judicial and governmental authorities in reforming laws, it is best if monitors have a full legal degree, as their observations and expertise will be taken more seriously.

PREPARE MONITORS FOR A TRIAL

Before a trial commences, provide a briefing package to monitors including the following:

- Methods to be used when monitoring
- Details of the case, including nature of the charges and relevant press reports
- Information on how to approach challenges to access
- Issues expected to be raised during the trial(s)
- Policies regarding sharing information or making public statements before, during, or after the observation

Carry out a risk assessment to determine the level of threat to observers and how dangers can be mitigated both by the organisation and the observer. The potential for risk and recommended safety measures should be clearly communicated to the observer. If risks cannot be mitigated by reasonable action, the organisation should not conduct the monitoring mission.

INFORM AUTHORITIES OF A MONITORING MISSION

To avoid trouble with authorities, organisations (especially international groups) usually notify government officials at the appropriate bodies, such as the Ministry of Justice, the Office of the President, the Supreme Court and/or General Prosecutor's office that they will be monitoring a trial. As trials tend to be public, it is often unnecessary to ask permission; instead, organisations should simply inform the proper authorities that they will be assigning a monitoring mission to the trial.

In the preparation stages, it is also useful to prepare a programme paper that outlines the objectives of trial monitoring, the approximate duration of the project, the specific case or number of cases to be investigated, the issues that will be focused on and if possible, the names of individuals who will be monitoring trials. Such a paper can be also helpful in securing access to court proceedings and documents as well as bringing officials on

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board with the aims of the project. (As a bonus, a programme paper can be a helpful briefing tool for monitors and is often useful in securing funding from donors.)

SECURING ACCESS TO A TRIAL

Check the state's laws First off, it is important to examine the state's laws regarding public access to court proceedings, including the legal reasons for which the public may legitimately be excluded from attending a trial. It is also important to refer to international law when an organisation's right to access is challenged. The right to a public trial is protected under Article 10 of the Universal Declaration of Human Rights (http://www.un.org/en/documents/udhr/), as well as under Article 14 of the International Covenant on Civil and Political Rights (http://www.ohchr.org/EN/ProfessionalInterest/Pages/CCPR.aspx).

Even where the right to public trial is overridden in the interests of protecting national security and/or witnesses, young people or victims, organisations should be able to secure access on grounds of their impartiality and role in protecting human rights principles. This argument has in the past permitted observers to attend closed military or security proceedings. The special right for human rights and legal monitors to observe trials is upheld by the United Nations Declaration on Human Rights Defenders (http://www.ishr.ch/un-declaration)

Make the case for access Monitors should be trained so they can explain to court officials the legal right to access trials as well as the objectives and purposes of the monitoring program and other legal actors. When access is denied, monitors should request meetings with the judge of the case or the president of the court. In meetings with the judge or any other actors, it is helpful to have a programme paper to present. Representatives of the monitoring agency should be polite and reasoned and should explain the purpose of the mission, emphasising that the assessment is independent and impartial.

Record reasons for denial If the request is ultimately refused by the trial judge or court president, monitors should ask him or her to explain the legal basis as to why the right to a public trial is being withheld. By including the judge's denial and reasoning in a monitoring report, groups may be able to draw wider criticisms to the refusal, thus spurring officials to grant more open access in the particular case; furthermore, reporting on

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such incidents can aid groups as they push for open and transparent trials more broadly.

DURING THE TRIAL

TRIAL MONITORS' CONDUCT

Non-intervention Non-intervention is the most important principle monitors should hold themselves to, so as not to undermine the independence of the court. Observers should never interrupt proceedings or interfere with the judicial process and should maintain impartiality at all times. Organisations should generally refrain from expressing opinions on the merits of the case (see exceptions to this rule in *Evaluating a Case on Its Merits,* below).

Neutrality To convey independence, monitors should sit in a neutral position in relation to the prosecution, defence and witnesses. In cases where this is not possible, observers may wish to request that an additional, neutral seat be designated for them in the courtroom.

Interaction It is recommended that trial monitors avoid interacting with the judicial actors inside the courtroom, though this may not always be possible. While some organisations may have a rule against engaging with legal actors in court proceedings, others may ask that if monitors must interact with the legal representatives of one side in a case, they should also introduce themselves to representatives on the other side to convey impartiality.

Confidentiality Monitoring organisations must also respect confidentiality when required by the court, for instance, to protect victims, young people or the accused. Judges will make it clear when information is protected by a publication ban, however when observers arrive late for court or acquire information or documents through secondary sources, they must be vigilant about ensuring that information is not protected by a publication ban before disseminating such information. Communicate the organisation's commitment to protecting private information verbally and in writing to a monitoring project's staff members. In addition, it can be helpful to include information about this commitment in a programme paper that can be distributed to administrators and officials who may be wary of releasing information.

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Professionalism Monitors should always conduct themselves in a professional manner and treat all court actors with respect. Observers should arrive early enough to ensure they can locate the courtroom, and will not disrupt proceedings by arriving late.

Transparency Finally, monitors should make their presence and role known to the court to influence actors toward fairness and due process. Generally, observers should strive to sit in a prominent position so that actors can see a monitor is engaged and taking notes. (In some countries, note taking is prohibited for members of the public; in such cases, monitors should meet with the president of the court or trial judge to request an exception.)

EVALUATING A CASE ON ITS MERITS

The International Commission of Jurists (ICJ) writes, "observers generally have no role in evaluating the evidence and arguments put forward by the parties or in weighing up the guilt or innocence of the accused." However, there are exceptions to this rule. One is when gross human rights violations have occurred (especially by high-level officials) and it is necessary to evaluate the evidence of the case to determine that the alleged crimes committed coincide with the seriousness of the charge. (For example, former and current government officials may be able to use their influence to downgrade charges.) In addition, evidence should be evaluated when journalists, human rights defenders, opposition members and others may be accused for political interests rather than in the interest of justice. Furthermore, when the proof behind charges is especially lacking, monitors will need to measure whether adequate evidence is presented by the prosecution.

CONDUCTING INTERVIEWS OUTSIDE THE COURTROOM

Court officials Generally, meeting with lawyers and other parties in a case is a helpful practice. Lawyers and other actors may be more willing to provide information and documents outside of the courtroom, and meetings provide monitors the opportunity to ask questions about legal matters related to the case. The ICJ recommends that organisations at least meet with the president of the court or trial judge, the prosecution and defence lawyers; however, it may be inappropriate for organisations to meet with either the prosecution or defence lawyer depending on the political nature

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of the case. It is important to meet with the court president or judge, as such a meeting will provide greater awareness of the monitoring project, and the judge or court president may act more fairly as a result. Defence and prosecution lawyers can be important sources of information and documents that may not be directly provided through the courts. The defence lawyer can be an especially helpful source when organisations are monitoring cases due to concerns that the trial will be unfair for the accused, however, it is best to meet with both the prosecution and defence to convey impartiality.

Other parties Interviews with additional parties can also be helpful, but should be weighed on a case-by-case basis. For instance, organisations may wish to meet with the state official behind the prosecution, especially in cases involving gross human rights violations. Organisations may also want to speak directly with the defendant if it is suspected that he or she has been subjected to ill treatment or torture. It's a good idea to meet with third parties involved in the proceedings, such as victims groups, as they can provide important documents on the case. In the case victims or vulnerable individuals are interviewed, observers must inquire about the person's security and take appropriate measures to ensure that such an interview will not put the individual at risk.

Parallel informal inquiries Finally, observing organisations may need to conduct parallel, informal inquiries when necessary, such as when it appears the judge is prejudiced; the prosecution seems to be providing impunity to perpetrators of human rights abuses; or the defence appears to be under pressure not to launch a rigorous defence. In such inquiries, the observer should undertake detailed interviews and cross check information with various sources.

In all interviewing situations, monitors should always introduce themselves as impartial and independent observers.

MAKING STATEMENTS OR RELEASING REPORTS DURING A TRIAL

Organisations may wish to release a public statement announcing the monitoring project and explaining its purposes to draw international attention to a case or legal issues. This may help ensure observers' security; however, public attention could also make it more difficult for monitors to conduct their work without interference from government or other parties. Therefore, approach public statements before or during the trial on a case-

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by-case basis. Organisations should be sure pre-trial statements or press conferences do not contain opinions or information that can come across as impartial or self-interested in the outcomes of the case(s).

Reports are usually not released until a trial is concluded. However when a particularly gross violation of fair trial rights has occurred that undermines the integrity of judicial system, organisations will generally release a report and/or hold a press conference mid-trial. Such reports, however, should still be based on legal norms and principles and what the flouting of these principles means to human rights as a whole and should not suggest an allegiance to one side of the case. If reports are released during a trial, organisations should be sure they are not sharing information that has been placed under a publication ban, such as the names of young people or the identity of witnesses.

AFTER THE TRIAL

REPORTING FINDINGS AND ANALYSIS

It is extremely important for organisations to publicise their findings and analyses and make recommendations to government and/or legal representatives when trials do not follow international human rights law. If an organisation observes a trial and then fails to publicly express their criticisms for fear of government reprisals, they risk "legitimising a flawed criminal justice process," notes the OSCE. Reports should uphold the principles of monitoring that are important throughout the process, including impartiality and independence. In almost all cases, reports should be provided to the prosecutor's office, the Ministry of Justice, the Supreme Court and other relevant government officials.

TRIAL REPORT CHECKLIST

Organisations should include the following facts and evaluation in their findings:

- General information on the human rights and political situation in the country
- Background information (including physical/mental state) on the defendant in cases that appear to be politically motivated
- Information on the victims in cases of gross human rights violations
- An overview of the legal issues, such as international commitments, and an evaluation of the fairness of the trial, clearly citing applicable rights and laws
- The objectives and methodology of the monitoring project

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⑥ A list of the monitors and their qualifications

Organisations also often include recommendations that may be specific to a case and call for remedies such as a re-trial. General recommendations demand legal reforms to bring legal proceedings in line with international human rights and fair trial legislation. Groups should ensure their recommendations are grounded in the findings of their analysis. Recommendations should call for specific actions within specific time frames and should identify the provision or law that should be amended. In addition, recommendations should be targeted to the individual(s) who have the legal authority to act on them.

When the delayed release of a report is not likely to have negative repercussions to individuals involved in legal proceedings, groups may want to first show the report to the relevant authorities and invite their comments before publishing. This practice can encourage buy-in on recommendations. In addition, reports may be more effective when organisations release them in a press conference or encourage other stakeholders to contribute to the report in roundtable discussions.

EXAMPLES OF TRIAL MONITORING REPORTS

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http://www.opentrial.info/images/2/2f/Criminal_Trial_Monitoring.pdf

Office of the High Commission for Human Rights—
Training Manual on Human Rights Monitoring No. 7 at
http://www.ohchr.org/Documents/Publications/training7Introen.pdf
(trial monitoring is detailed in section 13 of the guide)

Human Rights First—
What is a fair trial? A basic guide to legal standards and practice at
http://www.humanrightsfirst.org/wp-content/uploads/pdf/fair_trial.pdf

Organization for Security and Co-Operation in Europe—
Trial Monitoring: A Reference Manual for Practitioners at http://www.osce.org/odihr/31636

Amnesty International—
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Reviewed by Peter Noorlander, Legal Director, Media Legal

Trial monitoring

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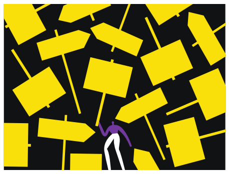


12. How to plan an investigative mission

THE BASICS

Missions can be effective tools in both national and international campaigns for freedom of expression because they offer opportunities for assessment and investigation, direct advocacy with decision-makers and public-awareness.

Take the time to plot your overall strategy and determine whether embarking on a mission will achieve the desired impact. To begin, determine whether the issue you wish to campaign around has been documented and the problem and goal defined. Then set objectives on how a mission might help you get there.

THE STEPS

STEP 1:
Set objectives

Missions can offer the opportunity for your organisation to:

- Gather hands-on information on current freedom of expression conditions that may be difficult to find in other ways
- Build relationships between local and international media, free expression activists and other civil society groups
- Unite local organisations and groups in situations where they may not otherwise come together and make this unity visible to decision-makers
- Communicate concerns and recommendations directly to local authorities
- Draw the attention of national or international media and the general public to situations of concern

A mission could include all or just some of these objectives. For example, if the specific political-cultural context of your destination is not well

How to plan an investigative mission

understood, or if information-gathering and stakeholder engagement needs to take place, it may be most useful to concentrate first on the relationship-building and investigative aspects of a mission. Then, a follow-up mission could be struck, if needed, to concentrate on direct lobbying and public awareness. Overall, a mission must be tailored to address the specific political-cultural contexts of the free expression situation it is to investigate.

STEP 2:

Identify and involve all stakeholders

It is crucial that the possible impacts of a regional or international mission are properly assessed in advance. The national authorities and other target groups must be receptive to the regional or international advocacy you are undertaking. To ensure success, the mission should be carried out in collaboration with local stakeholders and should be based around their identified needs. Develop the campaign strategy by involving the people who are to benefit from the campaign, local free expression and media organisations, along with other regional and international partners.

Missions are usually planned and implemented through the collaboration of several organisations. International or external non-governmental organisations can often provide critical experience and resources. These organisations may also be well poised to take a more visible role in a mission, if there are security concerns for local partners or if this is considered to be more effective in achieving the desired goals. Again, this can be determined by working closely with local organisations and stakeholders throughout the planning and implementation processes.

Local ownership and involvement in missions is also important because often these campaigns require ongoing, invested, grassroots support to have a lasting impact on a freedom of expression environment.

Depending on the reasons why a mission is deemed necessary in a given location, organisers' goals and approaches can vary greatly. Even so, some common practices are fundamental to the success of any mission.

How to plan an investigative mission

STEP 3:

Consider local hosts and security concerns

There also needs to a broad spectrum of organisations, media, or individuals within the local national community that are willing to host (or at a minimum to interact) with the regional or international mission. The mission should take precautions not to place those persons in unacceptable danger and to compensate them, where applicable, for travel or hosting costs.

STEP 4:

Define roles, consider capacity and communicate regularly

Maintain a close and regular dialogue when organising a mission. It is important that the supporting regional and international organisations and national media/NGO community communicate, to ensure that common goals and practices are understood and met.

Identify the roles of all mission partners upfront so everyone is clear on who does what. Considering the capacity of each participating organisation will also allow mission members to adequately support one another and harness your strengths.

For example, local organisations may have a deep knowledge of the free-expression situation, connections to decision-makers, and be placed to take the lead on logistical aspects of the mission (organising meetings, transport, etc.). Regional or international freedom of expression organisations may have extensive experience conducting missions, and technical experience from other countries to bring to questions such as media law reform, lobbying techniques and getting international media attention. Also, these groups or associated donors are frequently able to provide valuable financial support required to run a mission.

STEP 5:

Start organising early

A successful mission depends on several months' planning. Locating and organising the appropriate people to travel with the delegation and getting their official clearance and visas can take a lot of time. The earlier you start the easier it will be to coordinate logistics (such as transportation, lodging, food, etc), meetings and schedules. For example, someone from the international delegation should rent a cell phone for the duration of the mission to make it easier to contact people about meetings you have scheduled or still need to schedule. Also, take into account national and religious holidays that may impact the timing of the mission.

STEP 6:

Ensure mission participants are prepared

If high-profile guests accompany a mission, they may not be familiar with the country or the issues the press faces there. For that reason, it is a good idea for the local and international partners to put together a small information package for them a few weeks before the trip, with background on the current political climate and situation for the media, weather, money/currency exchange, etc.

Ensure that there is an exchange between local, regional and international hosts and mission members around cultural norms and practices to ensure smooth meetings and effective communication.

Make sure that international delegates are aware of local sensitivities and perceptions around international intervention. In Africa, for example, where there is a long history of colonial resistance, there is a growing tendency for repressive governments to justify their rule by accusing Western organisations of imposing “imperialist agendas” on their countries. An international delegation could be portrayed as meddling in the internal affairs of a country, which could harm the local partner organisation’s efforts by leaving it open to accusations of collaborating with “foreign agents.” In these instances, a regional delegation composed of eminent African individuals and respected organisations may be more effective.

STEP 7:

Meet with a wide variety of stakeholders

It can be important for investigative missions to be and be seen as a neutral party; however, many countries are politically polarised and the free expression or journalism communities often reflect these divisions. As well, various groups can have different interests at stake when it comes to free expression (e.g. media owners and editors).

While challenging, it is important for missions to be inclusive and engage a broad range of actors, including journalists, editors and owners, as well as local and international press freedom advocacy groups, human rights

How to plan an investigative mission

organisations, and other NGOs around the free expression issues and questions they are facing. If these disparate groups can come together in support of press freedom and free expression, this will maximise impact and potentially offer opportunities for building new alliances.

It can be helpful if meetings with local actors and organisations are scheduled at the beginning of the mission to get various perspectives on the free expression conditions. That way, the mission can speak with cohesive authority on the issues when you meet with government officials toward the end of the trip.

STEP 8:

Meet with government officials last

It is always best to meet with government officials toward the end of a mission. By that time, you will have more information and a better grasp of what issues need to be raised with the authorities.

Try to meet with officials at as high a level as possible. The best way to secure these meetings is to use every single connection you have—no matter how trivial it may seem.

STEP 9:

Report back on your findings

Most organisations publish a joint report documenting the mission's findings, which typically includes a clear analysis of the free expression situation, indicating trends where applicable. The report will draw attention to the mission's specific recommendations as well as any offerings of support in order to achieve them. Due to time constraints, in some cases, it's only possible to assemble a report after the mission. But if you're trying to raise attention before you leave the country, you could issue a joint statement, declaration or press release that draws attention to the most significant results and recommendations. This could then be presented at a press conference or another public event, such as a demonstration or conference.

STEP 10:

Publicise your findings

How to plan an investigative mission

At the end of the mission, members may wish to hold a press conference to draw local and international media attention to the group's findings to increase public awareness and public pressure on authorities.

Local partners are the most important resource in organising a press conference, and the event will usually receive wide coverage in the local media, which is where it will have the most impact. A delegation can use the press conference to highlight important problems it discovered or confirmed during its meetings. Most importantly, the press conference is a great public venue to call on government officials to take specific actions or to criticise their actions (or lack thereof, as the case may be).

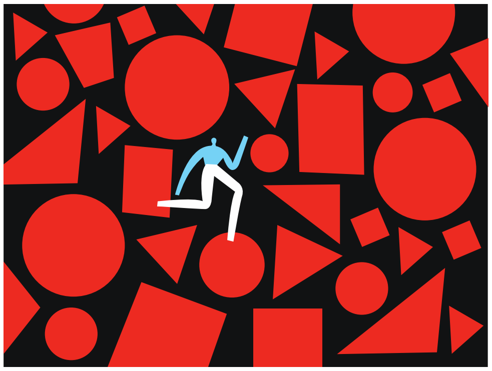
IFEX members should also send these reports, with accompanying press releases, to media contacts locally and internationally, as well as to IFEX for circulation. See *Building a Media Strategy* for more ideas.

STEP 11:

Monitor, evaluate and follow up

Keep track of press clippings and media coverage that the mission receives both locally and internationally. Immediately following the mission, as a group, come back to the initial objectives set and measure the results of your mission and document any lessons learned. While the experience is still fresh, consider the contacts, allies and foes that emerged during the mission and what could be done in subsequent campaigning efforts to address gaps and harness possibilities. Set an appropriate time to follow up as a group in the coming weeks or months. Convene a conference call or set up a reporting scheme to check back in with mission participants to assess whether the impacts of the broader campaign have been achieved. Communicating and working together to determine next steps will increase the possibilities for sustainable change; local groups and even the authorities will know that the interest in the country's free expression situation is still high and relationships will continue to be strengthened.

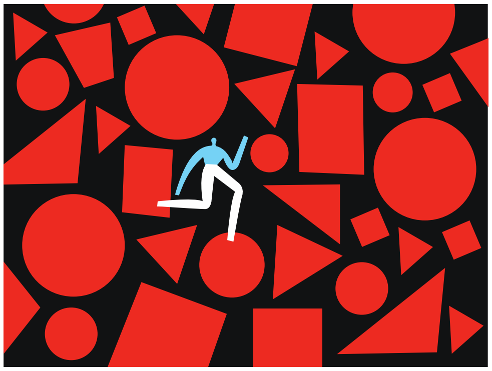
CAMPAIGN TOOLKIT



ESCALATE IT

Push your campaign to the next level

CAMPAIGN TOOLKIT



ESCALATE IT

Push your campaign to the next level

TAKE IT TO THE AFRICAN COMMISSION ON HUMAN & PEOPLES' RIGHTS

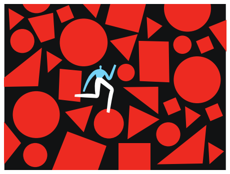
> Guide to the African Commission on Human and Peoples' Rights

> Submitting a Complaint to the ACHPR

> How to Format Complaints to the ACHPR

TAKE IT TO THE EUROPEAN COURT OF HUMAN RIGHTS

> Guide to the European Court of Human Rights



1. How to build a media strategy

THE BASICS

Mass media, such as newspapers, radio, television and the Internet, provide freedom-of-expression organisations with an essential vehicle for conveying information to an audience that can include everyone from the general public to government decision-makers.

Free expression organisations need to be strategic in getting their voices heard. Media organisations are often large, bureaucratic companies that expect to be approached in certain ways. To increase your chances of getting media coverage, you need to frame your message in a way that meshes with how media tell stories. The most effective way to do this is to develop a media strategy.

A media strategy guides how your organisation interacts with the media. It helps ensure that your messaging is consistent, organised and targeted. Without a plan, your organisation may simply be reactive—that is, visible in the media only to comment on an event or situation. With a media strategy, you can instead purposefully build and manage your public image and relationships with the media, so that when you want to launch a campaign or respond to a situation, you have social capital to build upon.

A campaign-specific media strategy is one aspect of your overall media strategy. It's a plan for how to interact with the media to get your message out about a specific campaign. Campaign-specific media strategies may be easier to implement if you have established relationships with media through your overall media strategy; however, this is not an absolute requirement.

How to build a media strategy

THE STEPS CREATING A MEDIA STRATEGY

STEP 1

Identify the broad goal or mission of your organisation or campaign

Communication efforts are most successful when they are grounded in your organisation's overall mission and developed with your unique goals and challenges in mind. Start by clarifying what your organisation or campaign is trying to accomplish overall in the short, medium and long term, so your tactics and tone can reflect and compliment these goals. See also *Building a Campaign Strategy*.

STEP 2

Identify the key stakeholders to develop your media strategy

List the key people—both inside and outside your organisation, including those affected by the situation about which you are campaigning—who should have a voice in determining how the organisation, campaign or issue will be represented to the public. Consider whether your organisation has the human resources to create and implement a media strategy on its own, or if you should bring in a media consultant to facilitate or provide guidance.

STEP 3

Outline your goals

Bring key stakeholders together to think about why and how engaging the media will help you reach your goals. Is there a specific decision maker or segment of the public you want to influence? List some outcomes you would like to see as a result of your engagement with the media. These goals should be specific, measurable, achievable, realistic and time-bound or timely. For example, increase visitors to our website by 20% this year; have 1,000 people at our demonstration; have 500 letters sent to the government by a certain date; get coverage of our campaign in international media. See *Setting SMART Objectives*.

How to build a media strategy

STEP 4

Identify whose behaviour you need to influence to achieve your goals

Can the public make this happen? Do you need to reach one politician in particular or are you seeking a response from an organisation or group? Would it be more effective to lobby the key individual/group directly, or to generate public support around the issue and apply pressure? Is this target audience prepared to hear what you have to say? What are some of the concerns they may have that could stand in the way of reaching them?

TIPS CONTACTING THE MEDIA

Target the right people: An entertainment reporter is probably not going to be the one covering a human rights campaign.

Contact media personnel to introduce yourself and pitch some general stories so that they are familiar with you when you have a big story or campaign you want to get covered.

Ask about the daily rhythms of their news organization. What is the deadline for a press release to get it in the newspaper the next day?
How much notice do they need to attend a press conference? How far in advance would you have to contact them to get a TV reporter and camera crew at an event?

Always, always follow up. Every day, media personnel get a lot of information and stories to cover. Make contact and remind them.

Keep track of the media personnel to whom you have spoken.

Engage media personnel in the work of your organisation. Freedom of expression is an issue that directly impacts journalists and media professionals. They are both stakeholders and natural allies in free-expression campaigning. By inviting key journalists or media professional to join the board or advisory council of your organisation, you gain the involvement and assistance of individuals who may offer their expertise in developing media strategies and support coverage of the issue through their media houses.

How to build a media strategy

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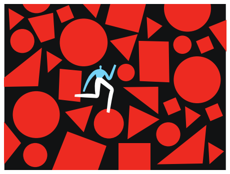


2. How to build a campaign strategy

What to do	How to do it
Step 1: Identify the broad goal or mission of your organisation or campaign	Communication efforts are most successful when they are grounded in your organisation's overall mission and developed with your unique goals and challenges in mind. Start by clarifying what your organisation or campaign is trying to accomplish overall in the short, medium and long term, so your tactics and tone can reflect and compliment these goals.
Step 2: Identify the key stakeholders to develop your media strategy	List the key people—both inside and outside your organisation, including those affected by the situation about which you are campaigning—who should have a voice in determining how the organisation, campaign or issue will be represented to the public. Consider whether your organisation has the human resources to create and implement a media strategy on its own, or if you should bring in a media consultant to facilitate or provide guidance.

How to build a campaign strategy

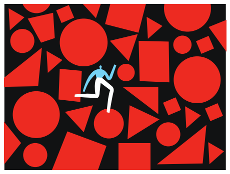
Step 3: Outline your goals	Bring key stakeholders together to think about why and how engaging the media will help you reach your goals. Is there a specific decision maker or segment of the public you want to influence? List some outcomes you would like to see as a result of your engagement with the media. These goals should be specific, measurable, achievable, realistic and time-bound or timely. For example, increase visitors to our website by 20% this year; have 1,000 people at our demonstration; have 500 letters sent to the government by a certain date; get coverage of our campaign in international media. See *Setting SMART Objectives*.
Step 4: Identify whose behaviour you need to influence to achieve your goals	Can the public make this happen? Do you need to reach one politician in particular or are you seeking a response from an organisation or group? Would it be more effective to lobby the key individual/group directly, or to generate public support around the issue and apply pressure? Is this target audience prepared to hear what you have to say? What are some of the concerns they may have that could stand in the way of reaching them?

How to build a campaign strategy

Step 5: Create an overall theme for your media strategy	What is the big picture you want to convey? What key message will resonate with your audience? A good way to approach this is to base your messages on their core concerns and look to overcome—not reinforce—the barriers that may be in the way.
Step 6: Identify the best way to reach the target audience	**Ask yourself:** • From where does this group of people get their news and information? • With that in mind, what is the most appropriate tactic for disseminating your campaign and message? In the eyes of your target audience, who will deliver the message with credibility? • Is this individual/group internal or external to your organisation? • What media will be used for delivering the messages, with the intent being to influence the behaviour of the target audience? Addressing these questions will help determine whether you should focus on mainstream media—such as newspapers, radio, TV, internet, social media, paid advertising—or a combination of options. If your target audience is not highly literate, audiovisual media such as radio or television may be most appropriate. However, if you are also aware that access to television is limited, radio would become the predominant choice. If your target audience is predominantly urban, middle-class and computer-literate, then a combo of newspaper, TV, radio and internet/social media engagement may be ideal. This will also give you an idea of what media you should be monitoring for stories related to your campaign, so you can react to or give input on related issues, thereby increasing your chances for success.

How to build a campaign strategy

Step 7: Engage the media	Once you have determined your target media, look at more specific tactics for engaging those media. This section offers introductory resources to help you get started, including: • *Holding a Press Conference* • *How to Write a Press Release* • *How to Make a Press Kit*
Step 8: Decide how to measure your progress	Measuring your progress is important to evaluate success and build more effective long-term strategic planning. However, it's important to focus on both process and results, as they each offer important lessons. See *Monitoring and Evaluating.*
Step 9: Build a media contact list	If your organisation is creating a media strategy for the first time, one thing you absolutely must do is build a media contact list. The media is all about contacts. Sending releases and information into the general news pool can work, but it is not as effective as targeting people who know, like and support you and your organization.



3. Holding a press conference

THE BASICS

When there is a serious free-expression violation or evidence of an alarming trend, organisations need a high-profile media event to capture media attention quickly and effectively.

A press conference is a formal, prearranged meeting between members of the press and representatives of an organisation. Press conferences usually consist of someone delivering a short address and then answering questions from the media, as well as being available for follow-up interviews.

This is an effective way to get create a news event that gets the basic story across to all the media at once. However, since attending press conferences involves considerable effort on the part of the media, there must be something specific that the media will get from the conference that they could not get from a press release or phone interview.

ELEMENTS OF A SUCCESSFUL PRESS CONFERENCE

A good press conference delivers at least one of the following:

- Opportunities for the media to capture strong video footage and/or photographs
- Various key spokespersons together in one place to make statements and answer questions
- Unique opportunities for one-on-one interviews with key figures after the press conference
- New analysis or news that will be valuable to media audiences

Holding a press conference

TIPS

- Always start on time, even if only a few people have arrived
- Have only a few short presentations—no more than 10 minutes each—to allow journalists ample time to ask questions
- The press conference shouldn't last longer than 30 to 45 minutes in total (with both presentations and the question period)
- Avoid jargon: make sure presenters speak in basic terms that the general public will understand
- Offer a press kit with relevant information including speaker bios, media release, reports, and contacts

Holding a press conference

PRESS CONFERENCE CHECKLIST

Print this checklist of reminders and to-do's to ensure everything runs smoothly before, during and after the event:

AT LEAST ONE WEEK BEFORE

⑥ Reserve a venue

⑥ Make sure it is easily accessible, and take into account capacity, lighting, power, and sound (particularly if you anticipate television coverage)

⑥ Ensure there is free (or at least validated) parking at the venue

⑥ If you expect television coverage, make sure there is room to park large TV production trucks

⑥ Arrange a podium and/or stage for the speakers

⑥ In many countries the best times for media conferences tend to be late morning (10:00-11:00) or early afternoon (14:30-15:00); remember to work around media deadlines, to get your story disseminated quickly

⑥Plan to have a media check-in table, where reporters will go upon arrival

⑥ Invite the media by sending out a press release detailing:

- What it is
- Where it will be held
- Who will be speaking
- What central issues will be covered
- Who can be contacted for more information
- Map to the venue

See also *How to Write a Press Release.*

⑥ Prepare materials for the conference, including:

- List of participants
- Signage
- Speaker bios
- Hard copy of keynote address (optional)

Holding a press conference

AT LEAST ONE DAY BEFORE

- Contact the speakers and chairperson
- Confirm their attendance
- Go over talking points to make sure they are clear
- Make sure there is no overlap with other speakers
- Contact media to remind them of the press conference
- Prepare press kits to send to media who do not attend (See also *How to Make a Press Kit*)
- Visit the venue to make sure everything is in order
- Plan and arrange the layout of the venue (ie. Where will everyone sit? Do you want to have a separate room for individual interviews? Where is the best place to have a check-in table?)

THE DAY OF THE PRESS CONFERENCE

- Send out a press release detailing the main issue the press conference covers
- Visit the venue a few hours before the conference to make sure everything is in order
- Make sure the venue is easy to find; put up signage if it's in a building or you think people may get lost
- Review the order and talking points with the speakers when they are all together

Holding a press conference

DURING THE PRESS CONFERENCE

⑥ Be prepared to greet media at least 15 minutes before the start of the press conference

⑥ Have greeters direct media to a check-in table, where you:

- Check press credentials
- Register reporters' names, addresses and media outlet
- Distribute press kits
- Provide reporters with a list of participants and bios, and optional hard copy of the keynote address

⑥ Have chairperson introduce speakers, explain proceedings, direct question period, and close event

⑥ After all of the speakers have finished their presentations, ask for questions from the media

⑥ Arrange any one-on-one or follow-up interviews

⑥ Record (photos, video, taping) the conference for your own use.

AFTER THE PRESS CONFERENCE

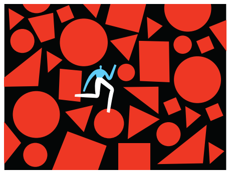
⑥ Send press kits to media who did not attend

⑥ Monitor media coverage of event (collect and document related reports)

⑥ Cover your own event—ie. send out a press release, report on it on your website, newsletter, etc.

Holding a press conference

NOTES



4. How to make a press kit

THE BASICS

A press kit is a collection of information provided to reporters at media events, such as press conferences. Press kits can also be sent to reporters who were invited to a media event, but did not attend. They are an important tool for your organisation to frame your coverage and an invaluable resource for media. However, for press kits to be useful, they must be timely and concise.

CHOOSE A TYPE OF PRESS KIT

Decide which of these press kits is most useful for your needs:

Generic Press Kit

- Provides general information about your group.
- Should include a short history, your focus and/or mission statement, members of the board, and a newsletter or annual report.

Issue-Specific Press Kits

- Highlights a specific issue and/or campaign that your organisation is involved in advocating for.
- Should contain some background information about your group in order to provide context and credibility, but be primarily focused on the issue.

How to make a press kit

PRESS KIT SET-UP

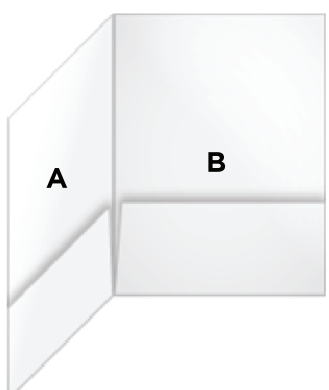
Arrange your press kit in a folder that opens to reveal two pockets.

Left-hand pocket (A): Background Information

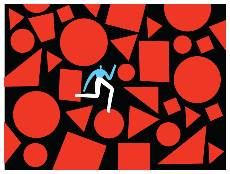
- Additional fact sheets on the issue/your organisation
- A biography of the key spokesperson, possibly accompanied by a photograph
- List of supporters and board members of your organisation
- Copies of previous press releases or articles of interest showcasing the best of previous media coverage on your group or issue

Right-hand pocket (B): Key Information

- Your main press release (if a press kit on a specific issue)
- A one-page fact sheet on the issue/your organisation
- A hard copy of keynote statement and list of speakers, if distributed at a press conference
- Your organisation's latest newsletter or report
- A business card, clipped to the front of the pocket



It might also be useful to include a media section on your website that includes this information



5. How to write a press release

THE BASICS

A press release is one of the most common ways for an organisation to present information to the media. You can use a press release to inform the media—and through them, the public—about many things, including:

- An event your organisation is planning
- The launch of a campaign
- Your organisation's response to recent events
- Background information on a human rights situation

BEFORE YOU WRITE A PRESS RELEASE

1. Ask yourself: Why is this event or topic newsworthy? A topic requires a significant amount of information and interest in order to warrant a full press release.

2. Remember, stories with strong hooks are the most likely to get coverage.

Examples of strong story hooks include:
New announcements: Is your story "groundbreaking" or "exclusive"?

Local angles: Show how a breaking national or international story has local impact

Human interest: Underscore a broader issue with compelling personal stories of real people detailing their triumphs, tragedies and adventures

Anniversaries: Revisit an important story one year, one decade or 25 years later

Special events: Are you holding a demonstration, rally or conference? Explain the issue and its importance with the intention of drawing people to your event

How to write a press release

Responses/reactions: Providing an alternate point of view to a breaking news story lets you capitalize on existing coverage while getting your side of the story heard.

If there is not enough information, or a topic is not pertinent enough to have a strong story hook, it may be more effective to issue a media advisory or press statement, which can provide a list of experts available for interviews on a breaking news story.

3. Determine if your organisation is the best equipped to inform the media on this matter and, if so, why. Emphasize this in your press release to establish your organisation as an authority on the topic.

4. Define your target audience What group of people are you trying to reach? Is there only one, or several? What media outlet is the best for reaching these individuals?

TIPS 7 ELEMENTS OF A SUCCESSFUL PRESS RELEASE

Every press release should:

1. Be printed on your organisation's official letterhead. If this is not possible, make sure that the heading includes your organisation's name, logo and contact information where officials of your group can be reached for further information.

2. Always be typed and double-spaced

3. Be short and simple, and avoid jargon.
The ideal press release is one page, and never more than two.

4. Include at the top of the page:
- The date
- Who the release is addressed to (i.e. news editor)
- If the press release is "For immediate release" or "Embargoed" (that is, not to be published until a certain time/date—if so provide these conditions)

5. Include related images. Attach the best one or two, and offer to provide more upon request.

6. Open with an interesting, bolded headline that communicates the main message of the story.

How to write a press release

7. Follow these guidelines:
Paragraph 1:
Explain the problem/event and give key information
- Answer the “5 Ws”: Who? What? When? Where? Why?

Paragraph 2:
Provide context for the problem/event
- Have at least one quote from an expert/local spokesperson. If these people are available for interviews, include a short bio in a separate section at the end of the press release. This will make it easier—and more likely—for journalists to follow up with interviews.

Paragraph 3:
Suggest a solution or call for action
- End with a mini-mission statement outlining your organisation’s purpose and role in the solution/call for action.
- Explain why your organisation is sending this press release, and what makes you the best source of information on this topic.
- Note how your organisation be contacted for further information.

THE STEPS: DISTRIBUTING A PRESS RELEASE

Be selective. Many media outlets receive hundreds of press releases every day. Choose wisely when to issue a press release, so your group continues to make an impact in the newsroom.

Before issuing the press release, contact the media directly. Decide which key media outlets you’ll target, or reach out to media contacts you already have. Generally, send media releases to the chief of staff, news editor or assignment editor.

Pitch the story, let them know you are sending out a press release and answer any questions they may have.

Also target specific departments at media outlets. For example, you might pitch to the editor of your newspaper’s international news section of your newspaper.

Consider media outlets’ schedules. Send out a press release early in the day to inform that morning’s editorial meeting.

How to write a press release

Issue a press release on a quiet news day. This makes it more likely that your story will be covered, as it won't be competing with other major stories.

Issue a press release immediately following an event. You are far more likely to get coverage if the topic is timely.

Cover your own event. If you aren't covering your organisation's event, how can you expect the media to? Post information and the press release on your website; use social networking sites and e-mail lists to spread the information through your own networks.

AFTER DISTRIBUTING A PRESS RELEASE

Follow up. Phone individuals to make sure they received it and see if they are interested. Be prepared to answer questions and sum up the press release over the phone. This is another chance to get the media interested in covering your story.

Keep a media contact list. Record the media personnel you connected with during this process, and contact them the next time you are issuing a press release. Over time you will make personal contacts within media, which will simplify the process of getting future coverage.

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A media guidebook for communication values and shaping opinion." Independent Media Institute: United States of America, 2000, 2002.

Coalition for the International Criminal Court:
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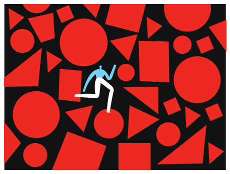

6. Lobbying effectively

THE BASICS

Lobbying is often associated with quiet words behind closed doors, but this is just one technique. It is usually necessary to use many other campaigning methods to persuade a government to listen seriously to those quiet words and take the desired action.

Lobbying can include:

- Visits or meetings with officials in the capital city, at the embassy or in local/district offices
- Discussions with officials at inter-governmental meetings (eg. United Nations conferences, African Union summits, Commonwealth gatherings)
- Trips or excursions organised for officials
- Letters, petitions and other forms of contact with decision makers

SNAPSHOT 5 REASONS WHY LOBBYING GOVERNMENTS IS IMPORTANT

- Governments have power: Politicians lead and follow public opinion.
- Governments can influence other governments.
- Governments compose and decide the actions of intergovernmental organisations (IGOs).
- Governments can strengthen international standards and mechanisms to protect human rights.
- Governments can change legislation and practice.

Lobbying effectively

THE STEPS

1. DECIDE WHO TO LOBBY

The starting point for developing strategies is to research and analyse the situation you are in, the problems you are trying to overcome, the opportunities you may be able to take advantage of, and the resources you have available. Use these questions to pinpoint people to approach and opportunities to leverage. See *Who to Lobby*.

2. DETERMINE HOW YOU WILL LOBBY

Informing and persuading those with power or influence to protect and promote human rights involves a number of techniques. You may decide you need to use membership action, the influence of third parties and media publicity, or you might simply have a chat with the foreign minister over a coffee. In the long-term, success also depends on the following important steps outlined in our *How to Lobby Worksheet*.

3. CHOOSE WHERE TO LOBBY

Lobby at conferences. Diplomats at conferences like Commonwealth and United Nations summits usually expect to be lobbied on issues by domestic and international campaigners.

Work as a team. To begin with, meet with other campaigners from your country or region to establish your main lobbying points and decide on strategies to convince a diplomat to accept your position. Divide amongst the group diplomats and delegations to lobby.

When you first meet with diplomats and delegations, let them tell you what their positions are on various issues of concern. Then, in the discussion, if their position does not support your campaign, that is when you lobby. Campaigners should report the results of the meetings to the campaign group to ensure you are not duplicating efforts and can plan for further lobbying.

Lobbying effectively

4. MONITOR AND EVALUATE

When preparing strategies, include ways you can monitor your progress and evaluate the outcome of the strategy. This means making sure that your objectives are specific and measurable.

TIPS FOR SUCCESSFUL LOBBYISTS

Establish yourself as a resource for policy makers by supplying them with information—newsletters, research papers, publications and the outcome of research. Express your willingness to help them find additional material or data.

Maintain your relationship with the policy maker by sending them information, thanking them when they voted appropriately on the issue you are concerned about and inviting them to events.

Encourage people to write personal letters to the policy maker and send copies of these letters to the press.

Organise a briefing for the policy makers at which an expert on the issue can talk about its importance.

REFERENCES

Amnesty International Campaigning Manual, 2001, at

http://www.amnesty.org/en/library/info/ACT10/002/2001/en

Lobbying effectively

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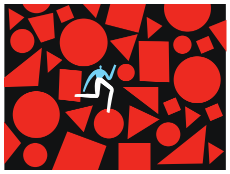


7. Who to lobby

THE BASICS

The starting point for developing lobbying strategies is to research and analyse your situation, the problems you are trying to overcome, opportunities you may be able to take advantage of, and the resources you have available.

THE STEPS

Use these questions to pinpoint people to approach and opportunities to leverage.

1. ANALYSE YOUR SITUATION

Government/foreign policy

- Has the government you are lobbying signed and ratified any international human rights treaties?
- Has the government made explicit policy statements and commitments in relation to international human rights issues?
- Is there parliamentary scrutiny or other official monitoring mechanisms on government policy?
- Which ministers, departments and interest groups are involved in the formulation of foreign (or other relevant) policy generally and in relation to specific countries or issues? Do you have good access to these people?
- Who is responsible for foreign policy within political parties?
- Is the media influential on foreign or trade policy? Is the media more influential in relation to some countries or issues than others? Are some media or journalists more influential on policy than others?
- Are particular individuals, such as judges, academics, writers or television personalities, likely to have greater influence on policy than other people?

Who to lobby

- How is the ministry of foreign affairs organised? Are there specialists on particular countries and themes? Are you in direct contact with them?
- Do staff members of the foreign affairs ministry and other relevant government departments receive human rights training?
- Is there a wider constituency of support for integrating human rights into foreign policy, such as other NGOs?
- Is there an institutional policymaking body on human rights in international relations, such as a human rights unit? Are you in direct contact with them?
- Is there specific legislation on the human rights considerations of military or economic links?
- Does the government have a commitment to developing human rights strategies on particular countries?

Watchdogs/NGOS

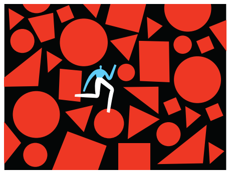
- Are there any mechanisms for independent scrutiny of the links between human rights and foreign/trade/defence policy? Who is responsible for these mechanisms? Do they take submissions?
- Are there any formal mechanisms for human rights organisations to input into policy generally and in relation to specific countries or issues?
- Does the government have particular military, economic or cultural links with other countries that may give it influence? Which are these countries? What are the sources of influence within these countries?
- In which IGO bodies is your government represented? Is it represented on the UN Commission on Human Rights, UN Security Council, the World Bank, regional IGOs?

2. IDENTIFY PROMISING LOBBYING TARGETS AND OPPORTUNITIES

See the *How to Lobby Worksheet.*

3. FORMULATE A PRIORITIZED LOBBYING PLAN

See the *How to Lobby Worksheet.*



8. Worksheet: How to lobby

THE BASICS

Informing and persuading those with power or influence to protect and promote human rights involves a number of techniques. You may decide you need to use membership action, the influence of third parties and media publicity, or you might simply have a chat with the foreign minister over a coffee. In the long-term, success also depends on the following important steps outlined in this worksheet.

THE STEPS

STEP 1

Specify objectives

The overall objective of a lobbying programme is to ensure that protecting and promoting human rights becomes a key component of the government's international relations (and relevant domestic policy). Depending on how far this objective is from being achieved, you need to set other shorter term objectives based on your analysis of the current situation. These objectives could be:

- Developing public debate about foreign policy and human rights
- Developing contact with elected representatives and political parties on international human rights issues
- Establishing an annual independent review of government action on human rights
- Access to, and good working relationships with, key officials in the human rights unit of the foreign affairs ministry
- Access to and influence with the minister of foreign affairs, president and/or prime minister
- Getting the foreign affairs ministry to take up and act on each case you bring to its attention

Worksheet: How to lobby

- Taking the lead on a particular country/human rights issue in international organisations

Whatever your objectives, make your progress towards achieving them measurable so that you can evaluate your strategy and work.

Sample Strategy Objective
Question: Whom do you need to convince to take action?

Answer: Parliament (a majority of members)

Question: Who or what is likely to convince them?

Answer: Party policy, the issue being defined as one of individual conscience and personal responsibility, community attitudes, respected organisations, religious leaders, individual judges, lawyers' organisations, international concern/pressure.

Question: What is the timing?

Answer: Parliament is scheduled to vote on a bill concerning freedom of expression in six weeks' time.

Possible Strategy
Either ask political parties to commit to freedom of expression or request a vote based on individual conscience. Identify those members of parliament for and against and those most likely to change their mind. Focus action on those most likely to change their position. Get individual groups to write to and meet with targeted individual members of parliament.

Worksheet: How to lobby

WRITE DOWN YOUR LOBBYING OBJECTIVES

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STEP 2

Involve your members

Governments are generally responsive to pressure from the community. You must therefore develop a strategy to involve your members or supporters and provide them with the resources to act.

- Organise letter writing on selected issues to targeted members of the government or elected representatives.
- Make sure your members seek meetings with their elected representatives to convey concern as constituents. Target influential representatives and members of the government.
- Hold campaigning events such as public meetings and protests in the constituency/home area of elected representatives.
- Ask members to write to the media.
- Involve the membership in public protests inside or outside important government meetings.

Worksheet: How to lobby

WRITE DOWN SOME IDEAS ON HOW YOU'LL INVOLVE YOUR MEMBERS.

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STEP 3

Lobby officials

Visiting the office of a decision-maker is often a good way to establish contact and put across your message. Contact the office by sending a formal letter requesting an appointment. The people who will make up the delegation should sign the letter. Be sure to confirm the appointment by phone, check the address, time and directions to the venue.

If you do not receive a reply to the letter, telephone or visit the office to request an appointment once more, or use contacts who may help you gain access to the official.

6 STEPS TO A SUCCESSFUL LOBBYING VISIT

1. Plan your delegation carefully. The more constituencies your delegation represents, the better you will be able to put across all the facts and opinions necessary to influence the decision maker.

Worksheet: How to lobby

2. Delegate different tasks to each member of the team and appoint a leader who will introduce everyone and guide the meeting.

Leader/role

Member/Role

Member/Role

Member/Role

Member/Role

Worksheet: How to lobby

3. Plan the arguments you want to put across and practise saying them. Think of questions or counter-arguments you will face and plan how you will respond.

Argument

Counter-argument

Worksheet: How to lobby

Argument

Worksheet: How to lobby

Counter-argument

Argument

Worksheet: How to lobby

Counter-argument

Worksheet: How to lobby

4. Say specifically what you would like the decision-maker to do (e.g. adopt new legislation, ask a question in parliament, change a policy, speak to the Cabinet, etc.).

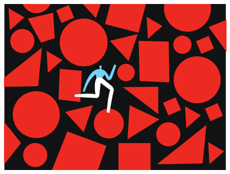
Request to decision-maker

Request to decision-maker

Request to decision-maker

5. Leave behind a statement and a pack of material that summarises your arguments. Include your contact details.

6. Use the time well. Often the meeting is used up with introductions and other issues, and the delegation gets distracted from making its point.



9. Working with coalitions

THE BASICS

Cooperation among NGOs is likely to become increasingly common in the future. Coalitions—that is, temporary alliances to execute a particular campaign—can be a very effective tool for campaigners.

6 ADVANTAGES OF COALITIONS

1. Pooling resources

Coalitions can make possible major campaigns that are beyond the means of any one organisation. They create opportunities for cost sharing, reduced duplication, and a division of labour that draws on the strengths of the various participants.

2. Sharing knowledge and contacts

Campaigns can benefit greatly from drawing on the varied expertise, local knowledge, connections and networks of contacts of the various groups involved in a coalition. Sharing databases and information technology can be mutually advantageous as well.

3. Getting the message out to multiple constituencies

The different coalition partners can disseminate the campaign's message and key documents to their members and constituencies, reaching a greater number and wider range of people than a single organisation acting alone.

Working with coalitions

4. Enhancing profile and credibility

A single organisation waging a campaign might be dismissed as a lone voice. A broad coalition shows that the campaign has widespread support. This can lead to increased access to decision makers and greater media attention. Being able to draw on the varied expertise of the participating organisations can allow a coalition to appear well informed and to be taken more seriously.

5. Complementing local and international efforts

Large international organisations may have expertise and financial resources that local groups lack. Meanwhile, local groups may have the local knowledge and ground-level contacts necessary for a successful campaign. In cases where human rights defenders are working under the threat of violence in their own country, it can be helpful to have people working on the issue in a second country.

6. Supporting all human rights

The right to freedom of expression is inextricably linked to other human rights—civil, political, economic, social and cultural. There is increasing recognition that these rights are indivisible. Participating in a coalition with NGOs that have a broad range of mandates can allow your organisation to show its commitment to the full range of human rights, even if its own work is more narrowly focused.

POTENTIAL DISADVANTAGES

Although coalitions offer very significant advantages, organisations need to be aware of the potential pitfalls before deciding to enter one:

- Some degree of conflict is inevitable when the various groups in a coalition bring to the table their own strengths, weaknesses, perspectives and personalities.
- Managing a coalition can be challenging and time-consuming. Without effective coordination and good internal communications, coalitions can break down.
- A great deal of time, energy, and dedication is often necessary to create and re-create consensus among the partners.

Working with coalitions

- Once a coalition is formed to run a campaign, individual organisations have to surrender some control over that campaign and turn it over to the coalition.
- Being associated with some potential coalition partners—for example, those that advocate or condone violent tactics—may generate controversy. Coalitions that include politically partisan organisations may not be in the best interest of groups trying to appear impartial.

BUILDING EFFECTIVE COALITIONS

Consider the following guidelines for running an effective coalition:

- Don’t immediately rule out unlikely allies. Organisations that disagree on one issue may be able to find common ground on another.
- Be flexible and have an open mind—other organisations might want to do things differently. At the same time, be conscious of your organisation’s “bottom line” in terms of the approaches and tactics it is willing to accept.
- Identify a limited number of objectives that the coalition will work toward over a given time.
- The coalition’s management structure will require considerable thought. Some coalitions create an executive board comprised of a representative from each member organisation to prevent any one organisation from dominating.
- Communicate regularly and share information.
- Share any publicity generated by the coalition to reduce competition amongst member organisations.
- Balance the workload fairly among coalition members.
- Do not publicly criticise the actions of another coalition member.
- Member groups should focus on the issue as a uniting factor, rather than competing among themselves.
- If, in the end, your group decides not to form a coalition, your campaign can still benefit from endorsements and loose alliances with other groups.

Working with coalitions

Organisations will vary in their commitment to a coalition. How organisations relate will range from total independence to a close-knit, structured coalition. The stages on this continuum are:

Independence: Organisations work in isolation on the same issues

Cooperation: Organisations assist one another on an ad-hoc basis

Coordination: Organisations always ensure that their activities take into account those of other organisations

Collaboration: Organisations work together jointly and continuously on a particular project towards a common goal

Coalition: Organisations have an overall joint strategy and function within an on-going structure, however loose it may be

Various organisations within the coalition will be at different stages of commitment on the continuum depending on how long they have been involved, their level of trust regarding other members, the amount of money/human resources they feel they can contribute, etc. [1]

QUESTIONS TO CONSIDER

Before entering a coalition:

- Are the objectives and mandate of the coalition compatible with yours?
- Are the objectives realistic?
- Is there mutual agreement on the issue and the approach to campaigning on it?
- Is there mutual benefit from working together with other organisations?
- Is there enough mutual trust among organisations and individuals to work together?
- Is this a 'one-off' collaboration to achieve a quick win? Or is the campaign a long-term one?
- Will your organisation have to give up an unacceptable degree of control?
- Is the work fairly divided among the coalition partners?

Working with coalitions

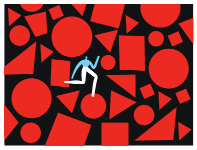
Evaluating coalition activity:

- Is the cooperation proving to be successful?
- Is it an effective use of resources?
- Are targets being reached?
- Have there been any negative effects so far?
- Is there a need to redirect efforts?
- Has the coalition benefited all the partners involved?
- Is the visibility/credit/power that comes from the coalition's accomplishments being shared fairly among partners?
- What lessons have been learned for future campaigns?

REFERENCES

"A Guide to Coalition Building" by Janice Forsythe, 1997.

Amnesty International Campaigning Manual, 2001, at
http://www.amnesty.org/en/library/info/ACT10/002/2001/en



10. Guide to the Universal Periodic Review

THE BASICS

In 2006, the United Nations Human Rights Council established the Universal Periodic Review (UPR), to evaluate how well UN member states are fulfilling their international human rights obligations. The UPR is made up of a working group of 47 members. Each state is individually reviewed every four years. At the end of the process, an "outcome statement" lists recommendations made, and indicates which ones have been accepted by the state. The process allows states to reveal which recommendations they will implement to right abuses. Non-government organisations (NGOs) can use outcome statements to hold governments accountable for protecting human rights. It is the government's responsibility to follow through on its UPR commitments; however, the UPR may intervene if states fail to make improvements.

HOW THE UPR PROCESS WORKS

STEP 1

Filing reports

In the six to eight months before a state is scheduled for review, three parties submit research:

- **The Office of the High Commissioner for Human Rights** (OHCHR) prepares its own document, which is based on information from UN Rapporteurs, treaty bodies and other UN reports.
- **NGOs and other interested parties** from within and outside the country submit reports, which are summarized in a 10-page document compiled by the OHCHR.
- **State representatives** must submit a 20-page report outlining the country's efforts and challenges in fulfilling its international human rights commitments.

Guide to the universal periodic review

STEP 2

Identifying recommendations

The review process also involves a three-hour interactive dialogue in which any UN member state can question the review country. Member state representatives put forth specific, actionable recommendations on how the government can remedy past wrongs and prevent future injustices. Only UN member states are permitted to speak during this period. Member states and states under review can also ask the UPR to coordinate capacity building and technical assistance to aid the governments in fulfilling the recommendations. Two or three days after this dialogue, state representatives identify which recommendations the government will follow. Three to six months later, member states and accredited NGOs are invited to speak; the "outcome statement" is officially adopted by the Human Rights Council.

STEP 3

Implementing recommendations

In subsequent reviews, the UPR will investigate each state's progress in implementing recommendations and the Council may address uncooperative cases. Through advocacy, technical support and other means, the relevant stakeholders—including civil society actors—have an active role to play in implementing recommendations. The UPR Council may also help coordinate financial and technical support.

3 STRATEGIES FOR FREE EXPRESSION ORGANISATIONS

1. Submit a report

Free-expression organisations are invited to send submissions that inform member states of both progress—and gaps—in human rights obligations. These reports should also suggest how states can better protect and promote media independence, freedom of expression and access to information. NGOs can also form coalitions to submit reports.

Any individual, NGO or civil society member can submit facts and recommendations regarding the human rights situation in any country.

Guide to the universal periodic review

The civil society organisation does not have to be UN accredited, nor based or operating in the country under review. However, the OHCHR will only use credible and reliable information from identified and trusted sources in its report. See *Submitting a Report to the UPR.*

2. Lobby

Leading up to the review, NGOs can lobby individual member states to ask questions and put forward recommendations. Individuals or organisations can lobby any or all of the following state representatives:

- Delegates of member states in Geneva
- The individuals or bureau within the country's foreign affairs ministry that is responsible for overseeing UN relations
- Officials of the embassies within the country under review

TIPS LOBBYING MEMBER STATES

For two reasons, representatives should appeal directly to member states to ensure their concerns are heard:

1. Many NGOs make written submissions, which are condensed in a single report by the UN High Commissioner on Human Rights.

2. Only member states can suggest recommendations for the outcome document, so it is crucial that organisations lobby them directly to voice specific recommendations.

For more information on lobbying opportunities, see *Lobbying effectively*.

3. Advocate and Campaign

Before the review, NGOs can use public awareness-raising and media campaigns to generate interest in the UPR and highlight the issues they want the review to address.

Guide to the universal periodic review

During the review, human-rights organisations may engage in the following activities:

- **Attend** the three-day UPR interactive dialogue (as silent observers)
- **Speak** at the plenary session in which the outcome document is adopted
- **Organise** 'parallel events' at the Geneva Office of the UN while the review is in session
- **Invite** civil society members, the media, and government representatives to watch the review via live webcast

Organisations can advocate locally, nationally or internationally to pressure states to fulfil the commitments they make in the review process. Organisations may wish to work individually or in a coalition to monitor the government's implementation of the review.

HOW NGOs CAN PARTICIPATE

If an NGO wishes to attend the official review session, it has to be accredited. Becoming accredited can be a long and difficult process, but fortunately this consultative status is not required for an organisation to submit a report, lobby or campaign. Instead, IFEX organisations that have the official status may agree to accredit representatives of other organisations if these individuals can make a strong contribution to a particular session. Accredited organizations include:

ARTICLE 19

Reporters Sans Frontières

International Publisher's Association

International PEN

NGOs do not require accreditation to carry out the most effective strategies for raising free expression issues at the UPR — lobbying, campaigning and submitting reports. NGOs are limited in their roles at UPR sessions: only member states are allowed to ask questions or make recommendations in the three-hour dialogue. At the plenary council, accredited NGO representatives are invited to speak for a maximum of two minutes prior to the adoption of the outcome document.

Guide to the universal periodic review

Organisations can apply for consultative status here:
http://esango.un.org/paperless/Web?page=static&content=apply

For background on attaining status, and useful application tips, visit:
http://esango.un.org/paperless/Web?page=static&content=intro

IMPORTANT DATES

Deadline	NGO Task
Six to eight months before the review	Submit reports. See *Submitting a Report to the UPR*. Late submissions will not be considered.
Three to four months before the review	Contact member state delegates at embassies for information to be sent to the member's state capital and then to the delegation in Geneva.
At least one month before the review	Contact member state delegations in Geneva long before the review, as member states may take several months to formulate their statements for the official review session.

Guide to the universal periodic review

ADDITIONAL RESOURCES

Official UPR website

http://www.ohchr.org/EN/HRBodies/UPR/Pages/UPRMain.aspx

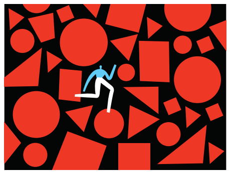
Timeline for NGO activities in the UPR process
http://www.upr-info.org/IMG/pdf/Timeline_NGOs_participation.pdf

Schedule of countries coming up for review http://www.upr-info.org/IMG/pdf/UPR-FullCycleCalendar_2nd.pdf

Legal framework for the UPR
http://ap.ohchr.org/documents/E/HRC/resolutions/A_HRC_RES_5_1.doc

UPR-Info is a non-profit organisation that raises awareness and provides capacity-building tools to various actors in the UPR process, including NGOs
http://www.upr-info.org/

Reviewed by Sara Wyatt, International PEN on Street, London WC1X 0DW, United Kingdom



11. Submitting a report to the UPR

THE BASICS

Organisations can identify human rights violations by submitting a report to the UN Human Rights Council Universal Periodic Review (UPR). Submissions can focus on one or multiple human rights that are protected under UN documents including the Universal Declaration of Human Rights, the UN Charter and the International Covenant on Civil and Political Rights. Submissions can also identify whether or not a country is fulfilling its national human rights commitments and adhering to international humanitarian law.

Length: A submission from a single organisation cannot exceed five pages; a coalition of NGOs can submit reports of up to 10 pages. Organisations may attach additional reports and information (beyond the five or 10 pages) to support facts in their submission.

Format: Follow the submission requirements, which are listed in the Office of the High Commissioner for Human Rights (OHCHR) Technical Guide.

Deadlines: The schedule of countries coming up for review is available at http://www.ohchr.org/EN/HRBodies/UPR/Documents/uprlist.pdf. Submissions are due six to eight months before the review session. Send submissions to the UPR review to uprsubmissions@ohchr.org. The OHCHR secretariat will confirm receipt via email.

Submitting a report to the UPR

WHAT TO INCLUDE AND EXCLUDE FROM A SUBMISSION

What to include	What to leave out
• Information on the session (session number, date, country under review) • The organisation's name and contact info (include at/near the top). Joint submissions require the names of all contributing stakeholders. • Condense main points and recommendations in an executive summary. Briefly describe the organisation's activities and include key words that specify your angle, such as "press freedom." • Near the top, outline the method(s) used in gathering information. Show how the organisation has ensured the information provided is accurate and objective. • Paint a picture of the human-rights situation on the ground using statistics, specific incidents and facts. Refer to international and national human rights documents and pledges to show whether countries are meeting or falling short of specific obligations. • Suggest ways the international community can help the country meet human rights obligations through technical support and capacity building. • Recommend actions the state should undertake to improve the situation.	• The OHCHR strongly recommends that incidents, statistics and other facts in the document do not pre-date the four-year period leading up to the review. • Secondhand information, unless it clearly supports original information. • Individual cases, unless emblematic. • Conclusions and recommendations made by the human rights treaty bodies or special procedures of the Human Rights Council. • Excessive footnotes, as highlighted in the OHCHR's technical guidelines. For further details, http://www.ohchr.org/EN/HRBodies/UPR/Pages/TechnicalGuide.aspx • Annexes, pictures, maps, annual reports, reports from other organisations or any information that does not directly support the submission.

Submitting a report to the UPR

TIPS 6 TIPS FOR EFFECTIVE SUBMISSIONS

1. Prepare joint submissions. Joint submissions allow organisations more time and resources to put towards lobbying member states to voice their recommendations in the official review.

2. Make submissions in English, French or Spanish. While submissions will be accepted in all six official UN languages, a document is likely to be read by more member states if it is written in one of these three.

3. Have the submission carefully proofread for spelling and grammar.

4. Cite violations according to the UN documents and mechanisms to which the country is a signatory. Organisations can also hold states accountable to voluntary pledges made nationally and to international humanitarian law. Links to obligatory and voluntary international human rights mechanisms can be found at http://www.ohchr.org/EN/PublicationsResources/Pages/ReferenceMaterial.aspx and a general briefing on the main UN human rights documents is also available at http://www.ohchr.org/Documents/Publications/pocketguideen.pdf

5. Highlight progress and achievements. By recognising gains made in freedom of expression and information, organisations may promote such behaviour. Positive feedback could also improve the dialogue between the NGO and government.

6. Convey priority concerns and issues by highlighting them in the introduction and recommendations. Be sure the annexes focus on corroborating the priority issues.

SAMPLE SUBMISSIONS

ARTICLE 19,

Submission on Freedom of Expression in Indonesia (2007) at http://www.upr-info.org/IMG/pdf/A19_IDN_UPR_S1_2008_Article19_uprsubmission.pdf

ARTICLE 19 and the Justice Initiative,

Submission on Egypt (2010) at http://www.article19.org/data/files/pdfs/submissions/egypt-article-19-and-the-justice-initiative-submission-to-the-un-universal-p.pdf

Submitting a report to the UPR

Amnesty International,
Submission on the United Kingdom (2008) at http://www.upr-info.org/IMG/pdf/AI_GBR_UPR_S1_2008_AmnestyInternational_uprsubmission.pdf

Centro de Derechos Humanos, Universidad Diego Portales,
Report on Chile (2008) at http://lib.ohchr.org/HRBodies/UPR/Documents/Session5/CL/CDHUDP_CHL_UPR_S5_2009_CentrodeDerechosHumanosdelaUniversidadDiegoPortales.pdf

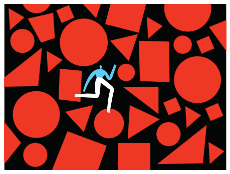
Human Rights Watch,
Submission on Cambodia (2009) at http://www.hrw.org/en/news/2009/12/01/universal-periodic-review-submission-cambodia

PEN Canada,
Submission on Canada (2009) at http://www.upr-info.org/IMG/pdf/PEN_CAN_UPR_S4_2009_PENCanada.pdf

International PEN,
Submission on Kenya (2009) at http://lib.ohchr.org/HRBodies/UPR/Documents/Session8/KE/JS2_UPR_KEN_S08_2010_JointSubmission2.pdf

MORE ON THE WEB

All NGO submissions are organised alphabetically by review country in the UPR-info database at http://www.upr-info.org/database/



12. Case study: Defending freedom of expression in Honduras

FREE EXPRESSION UNDER ATTACK IN HONDURAS

After the June 2009 coup d'état, freedom of expression in Honduras worsened dramatically: the UN High Commissioner for Human Rights reported that "freedom of expression was one of the most restricted rights under the emergency measures."

Censorship of media was followed by threats, attacks and murders of journalists for many months after the coup. In 2010, Honduras held the infamous title of being one of the worst countries in the world to be a reporter, with at least 10 journalists killed that year.

In response, local free expression organisation Comité por la Libre Expresión (C-Libre), as well as international groups ARTICLE 19 and the World Association of Community Radio Broadcasters (AMARC), demanded that the Honduran government take immediate action to respect and protect freedom of expression and other basic human rights. Their demands were ignored. Worse still, it was believed the state was behind some of the attacks.

But soon there would be an opportunity to put Honduras's abysmal record under an international spotlight. In November 2010, Honduras was up for the Universal Periodic Review (UPR), an evaluation of a country's human rights record by the UN Human Rights Council.

IFEX-América Latina y el Caribe (IFEX-ALC), an alliance of 17 IFEX members in the region, met in March 2010 and debated the need to engage in the UPR. For grassroots organisations with limited resources and experience in international advocacy, putting together an effective plan to influence UN Human Rights Council members was complex and daunting. But working together, it could be done. This is how they did it.

Case study: Defending freedom of expression in Honduras

STRATEGY LEADING UP TO THE UPR

Think local. Any international advocacy strategy needs to be anchored on local diagnosis and actions to give it credibility. Relating first-hand experiences is an effective and influential tool when speaking with diplomats, politicians and other actors. C-Libre and Article 19 presented a submission to the Office of the UN High Commissioner on Human Rights detailing the free expression situation in the country. The report's recommendations formed the framework for the IFEX-ALC strategy, which focused solely on the right to freedom of expression. C-Libre also took part in meetings with other Honduran rights groups to create a plan of action for accessing the UPR. The groups ultimately agreed on a diagnosis document in which violations to the right of freedom of expression were presented together with other violations of the rights of women, LGBT and children. The document informed the framework for IFEX-ALC's strategy.

Define your objectives. IFEX-ALC created a working group to design the international advocacy strategy. The group identified three main demands:

- To investigate the human rights violations that surrounded the coup
- To adopt effective measures to protect journalists and investigate attacks and threats
- To create a legal and institutional framework for the protection of freedom of expression

The working group's main strategic objective would be to see IFEX-ALC's demands reflected as recommendations on the final UPR report. It also set an internal, organisational objective: to define IFEX-ALC as a network with a capacity for strategic action.

A brief document summarised the free-expression violations and IFEX-ALC's recommendations. This crucial tool—adapted into press releases and letters to ambassadors—could easily be distributed to delegates in Geneva.

"The way the data was produced and managed was very useful," said Andres D'Alessandro, executive director of Foro de Periodismo Argentino (FOPEA). "It was important that the situation analysis and IFEX-ALC's advocacy objectives were clear—to facilitate internal discussions and present a coherent and unified message to our targets."

Case study: Defending freedom of expression in Honduras

Identify your stakeholders. The working group targeted specific members of the Human Rights Council: those who would pose direct questions on free expression to the Honduran delegation during the November session, and those who would propose recommendations in the final UPR report, due in March 2011.

Latin American Council members were identified as a primary target. Specifically, Argentina and Brazil were contacted because of their governments' positions during the coup. Other states considered sensitive to free expression, such as France, Norway and Spain, were also approached; Belgium was chosen because it was the chair of the European Union at the time of the session, and Russia, Thailand and the UK as members of the Troika (the committee responsible for drafting the final recommendations report to the Honduran government).

Lobby. In advance of the November meeting, IFEX-ALC members lobbied their own governments, as well as foreign offices and embassies, through meetings and regular communication. This way, they were able to secure in-person meetings with delegations who would be at the UPR session, and ensured that many of those in Geneva would already be familiar with IFEX-ALC.

"Lobbying key governments in advance of the UPR session was key to the success of IFEX-ALC´s strategy," said Ramon Muñoz Castro, director of the International Network of Human Rights (RIDH), a Geneva-based organisation that offers advice on how to access the UN bureaucracy. "This success was clear as all of IFEX-ALC´s recommendations were in the final report."

Choose your players wisely. Who would represent IFEX-ALC in Geneva? Members of the IFEX-ALC delegation to Geneva brought a mix of skills to the table: media experience, coordination expertise, diplomatic attitude, language abilities, local and regional representation, in-depth knowledge of the situation in Honduras and of international standards on freedom of expression and the UPR process, the Human Rights Commission system and the UN Palace.

Case study: Defending freedom of expression in Honduras

AT THE UPR

Get accredited. Through ARTICLE 19, IFEX-ALC was able to secure accreditation to get into UN buildings and meetings. This access was essential for lobbying and presence at the Honduras review.

Tailor your media strategy. Instead of holding an open press conference, the IFEX-ALC delegation directly approached the media. Regular press conferences do not attract UN-based media, plus the mission budget did not allow for an elaborate press event. Besides, other prominent countries such as the USA were under review in the same week; focus on them would have overshadowed a media event on Honduras. It was therefore more strategic to target media within the UN Palace that have a specific interest in Latin America and the Caribbean. A media package with concise and easy-to-replicate materials, plus a list of potential IFEX-ALC interviewees who could speak to the situation in Spanish and English, led to extensive media coverage at the international level.

Keep up the pressure. Besides the pre-arranged meetings, the group secured meetings on site and held many informally in UN corridors and restaurants. IFEX-ALC surpassed its own target and met with 47 member states.

IFEX-ALC followed up with an oral presentation during the review at the UN Palace on 17 March 2011 (four months after the peer review) to reiterate its demands to the Honduran government. The IFEX-ALC representative in Geneva attended a meeting with the Honduran delegation as well as approached other country delegates and the media.

THE OUTCOME

At the UPR session on 4 November 2010, at least 11 member states asked the Honduran delegation (headed by Vice President María Antonieta Guillén) concrete questions about the violations of freedom of information and the lack of protection of media outlets and professionals. They stressed the need to properly investigate and prosecute those responsible for the attacks and murders of journalists. In their recommendations, some members even addressed the dire free-expression situation and need to protect journalists.

Case study: Defending freedom of expression in Honduras

Most importantly, the Honduran government responded, both at the November session and in March 2011, when the final UPR report was released. It expressed concern and regret for the violence against journalists and recognised its responsibility in bringing justice. The Honduran delegation assured Council that it was committed to implementing the recommendations. It also announced a boost in resources to existing human rights bodies, and the creation of a new Ministry for Justice and Human Rights.

IFEX-ALC's approach showed that a coordinated and focused strategy has great chance of success if planned well in advance and based on the diverse skills and capacities of different organisations. What was an impossible task for a single organisation became an opportunity for impact in Honduras and on the international stage.

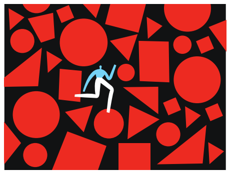
Beyond the UPR, the recommendations will serve as a road map for the Honduran government. Meanwhile, civil society organisations now have a yardstick by which to measure the government's progress.

"Helping to design IFEX-ALC's strategy was an important step in developing IFEX-ALC's capacity to lobby internationally," said Andres Morales, executive director of FLIP, based in Colombia. "It also allowed many organisations like FLIP to engage in a very positive experience beyond our national mandates."

"The impact of the joint lobby action around the freedom of expression situation in Honduras went beyond the UPR itself," added Morales. "Together we managed to put freedom of expression at the centre of the human rights debate and make IFEX-ALC and its members a reference point on the issue and on the region."

Case study: Defending freedom of expression in Honduras

NOTES



13. Guide to the African Commission on Human and People's Rights

Q&A ON THE ACHPR

WHAT IS THE AFRICAN COMMISSION ON HUMAN AND PEOPLES' RIGHTS?

Established in October 1987, the African Commission on Human and Peoples' Rights (ACHPR) is a mechanism that promotes and protects the rights guaranteed by the African Charter on Human and Peoples' Rights. The Commission also interprets the Charter as it applies to particular cases and can guides African governments in ensuring their legislation and practices adhere to the Charter.

WHO ARE ACHPR MEMBERS?

The Commission is made up of 11 members who are nominated by state governments and then elected by secret ballot through the Assembly of Heads of State and Government (AU Assembly) for a six-year renewable term. AU member states can nominate up to two individuals based on their human rights and legal expertise, high moral integrity and impartiality. All elected members are to act on personal interest, rather than in the interest of their state governments. From among its members, the Commission elects the chairperson and vice-chairperson, who serve for a two-year, renewable term.

WHAT IS THE PURPOSE OF THE ACHPR?

The ACHPR:

- Decides whether alleged human rights abuses violate the Charter
- Makes recommendations to AU governments to promote and protect human rights or address past violations
- Organises seminars/conferences

Guide to the African Commission on Human and People's Rights

- Conducts country promotional visits
- Distributes reports on human rights issues, violations and/or recommendations
- Interprets the Charter and adopts further principles to clarify the Charter
- Investigates human rights violations through fact-finding missions

WHEN AND WHERE DOES THE COMMISSION CONVENE?

The commission holds its "ordinary sessions" in March or April and in October or November. The sessions usually last 15 days and are held at headquarters in Banjul, The Gambia. The Chairman may also decide to hold additional "extraordinary sessions" at the request of the AU Chairman or a majority of Commission members. Past extraordinary sessions have been held to discuss, among others, the Nigerian government's execution of writer and activist Ken Saro-Wiwa, and the 2010 military coup d'etat in Niger.

HOW DOES THE ACHPR PROTECT FREEDOM OF EXPRESSION?

Freedom of expression and access to information are enshrined in Article 9 of the African Charter, which states:

- Every individual shall have the right to receive information.
- Every individual shall have the right to express and disseminate his opinions within the law.

The ACHPR has also adopted the Declaration of Principles on Freedom of Expression in Africa. Under the Declaration, governments must distribute radio frequencies equitably among commercial and community broadcasters. Refusals to reveal public information are subject to appeal by an independent body or the courts.

Guide to the African Commission on Human and People's Rights

WHAT HAPPENS IN THE ORDINARY SESSIONS?

WEEK 1

Public sessions

During the opening ceremony, the resolutions adopted by the NGO Forum are read out (see section below on the NGO Forum). The first week of the session is public and focuses on:

- General human rights in Africa
- Activities of the commission and its mechanisms
- The examination and granting of observer and affiliate status and the assessment of state reports.

Every two years, states are required to submit periodic reports. These reports should include the steps taken to protect and promote Charter rights, and highlight progress and challenges in securing these rights. Two to three states present on these reports at each session. After presentations, the Commission asks state representatives about the human rights situation in the country. The commission may request information on the human-rights situation from its networks of NGOs prior to the session. Information received from NGOs and other sources are translated into questions that the Commission addresses to the state presenting reports. (See the following section for information on how NGOs can participate in the public sessions.)

WEEK 2

Private sessions

The second week is usually reserved for the Commission to decide if Charter violations have occurred in complaints made by individuals, organisations or other member states. In these private sessions, organisations and individuals who bring cases are admitted to make optional presentations; written submissions are considered sufficient as long as the complainant provides complete information. In addition, the Commission drafts concluding observations on state reports—suggesting

Guide to the African Commission on Human and People's Rights

steps the government should take to fulfil Charter obligations—which are later made public. Other reports from fact-finding or promotional missions may also be examined and adopted at this time. Decisions, resolutions, recommendations and administrative and financial matters are also carried out during private sessions.

In the closing session, which is public, the ACHPR summarizes the resolutions passed by the Commission in private sessions.

WHAT ROLE DO NGOS PLAY IN THE ORDINARY SESSIONS?

NGOs with observer status may participate in and speak at the public discussions; however, they are not permitted to vote. These NGOs must register to attend specific sessions: fill out registration forms ahead of the ordinary session, or at the opening of the session. NGOs without observer status may attend the sessions but are not allowed to speak.

Civil society organisations are allowed to make one intervention or statement per agenda item and are usually allotted three to five minutes to speak. At the beginning of the session, NGOs should notify the Secretariat of which agenda items they wish to take the floor on. Organisations may wish to print copies of their statements to distribute to Commissioners, the Secretariat and other participants. Representatives speaking in a language other than Arabic, English, French or Portuguese will not be provided with a translator. It is advisable that written statements be in one of these four working languages. Ideally, statements should be written in more than one language so they resonate with more officials. The time allocated for each agenda item will vary, so an organisation's representatives should closely follow public sessions to ensure they are present to speak.

The agenda items most commonly commented on by NGOs are:

1) The human rights situation in Africa

2) The presentation of reports from Special Rapporteurs or working groups, as these categories are broad enough for organisations to forward their specific concerns, questions or requests for resolutions to be adopted.

Guide to the African Commission on Human and People's Rights

Organisations are **not permitted** to make comments on agenda items that concern:

- State parties' periodic reports
- A country's compliance with the Charter
- Decisions on granting observer status to other organisations

Thus, it is important to lobby Commissioners to ask the states presenting reports specific questions during the public sessions, and request certain recommendations be put in the concluding document. Civil society organisations may also wish to provide further written information to help guide Commissioners in their assessment of state reports.

During sessions, organisations can also run side events such as seminars or training sessions on particular human rights themes. Groups may wish to invite Commissioners and state representatives to these events. In addition, an organisation's representatives can informally approach state delegates and Commissioners, during breaks for example, to highlight particular concerns.

HOW DOES AN ORGANISATION OBTAIN OBSERVER STATUS WITH THE ACHPR?

Since its inception, the Commission has granted hundreds of NGOs observer status. To be considered, NGOs must provide information on how their objectives and activities aim to promote or protect Charter principles, their human rights work, and their financial resources. NGOs must apply (at no cost) at least three months before a session.

According to the ACHPR, NGO applications should include:

- Legal statutes/codes

Proof of its legal existence (unless there is evidence that the State is hostile towards human rights activities and has made it unreasonably difficult to register legally)

Guide to the African Commission on Human and People's Rights

- A list of its members and its constituent organs
- Its sources of funding
- Its last financial statement
- A statement on past and current activities

NGOs with observer status are expected to present reports on their activities to the Commission subsequently every two years, however the ACHPR has yet to strip NGOs of observer status for failing to comply with this requirement. Since its inception, the Commission has granted hundreds of NGOs observer status.

Organisations should apply for observer status to the Secretary of the ACHPR at the address at the bottom of this guide. See the Resolution on the Criteria for Granting and Enjoying Observer Status to Non-Governmental Organizations Working in the Field of Human and Peoples' Rights at http://www.achpr.org/sessions/25th/resolutions/33/

HOW DO ORGANISATIONS GET THE AGENDA AND TIMING OF UPCOMING SESSIONS?

An invitation and agenda for an upcoming session must be posted on the ACHPR's website at www.achpr.org at least four weeks before the session. The secretary must also inform all NGOs with observer status of a session's time and agenda no later than four weeks ahead.

WHAT HAPPENS WHEN THE ACHPR RECEIVES REPORTS OF HUMAN RIGHTS VIOLATIONS?

Any individual, organisation or state can send a complaint or "communication" to the ACHPR describing human rights violation(s) in a particular country. Only on one occasion has a state submitted a complaint; most come from civil society organisations. NGOs do not need observer status to submit a complaint. It may take years for the ACHPR to decide whether the incidents in a submission violate the Charter.

Guide to the African Commission on Human and People's Rights

STEP 1

Seven or more members must indicate they are "seized" by the communication, which means they feel it satisfies the seven requirements of Section 56 of the African Charter available at http://www.achpr.org/instruments/achpr/. More detailed instructions on meeting these seven requirements are included in *Submitting a complaint to the ACHPR*. If members fail to respond to a submission in between sessions, the members will decide whether or not to seize the communication at the next session.

STEP 2

Once a communication has been seized, the Secretary notifies the state concerned and the report author. The state party is then asked to clarify the issue in writing and, if possible, explain measures it has taken to solve the situation. The complainant will have an opportunity to respond to the state's interpretation of events and, if necessary, provide additional information.

STEP 3

If both parties are willing to settle amicably, the Commission will mediate a "friendly settlement" between the complainant or victim(s) and the state. If an amicable resolution is reached, the terms of this resolution are shared with the Commission at the next session. If no settlement is reached, the Commission will make its own decision and recommendations on the case.

Communications are considered during the private sessions of ordinary sessions. When the Commission is considering a complaint, both parties have the opportunity to make written and oral presentations to the Commission. If the state fails to submit any written or oral information, the Commission decides based on the available evidence.

STEP 4

If the Commission agrees with the complainant, the Commission will notify the complainant and forward its recommendations to the state. These recommendations may detail how the state should provide redress to the victim, investigate and prosecute the perpetrators of the violation and/or

Guide to the African Commission on Human and People's Rights

prevent such abuses from occurring in the future. The Commission includes these recommendations in its activity report, which is submitted to the AU Assembly once a year, and made public once authorised by the AU Assembly. The Commission has no enforcement powers; however, if a state fails to comply with recommendations, the Commission will refer the case to the African Court on Human and Peoples' Rights.

WHAT OTHER ACTIVITIES DOES THE ACHPR DO?

The Commission can send members to states on "promotional visits" with the consent of the government. (The Commission must be invited by the government to conduct such a mission, but can request an invitation.) In such visits, the Commission's representatives meet with government officials, the public and civil society members to raise awareness about the ACHPR and to encourage states to fulfil their Charter obligations.

The Commission does not need permission to conduct fact-finding or investigative missions, as long as missions are approved by the AU General Assembly, Chairman or Peace and Security Council. Due to members' political influence, the AU Assembly and its Chairman have yet to authorise the Commission to conduct a fact-finding mission. For this reason, in requesting permission to conduct an investigative visit, the Commission now turns to the AU Peace and Security Council, which is much more likely to order or approve a mission. During investigative visits, the commission tries to meet government officials, police authorities, NGOs and national human rights institutions, and may visit prisons, refugee camps and other places. The Commission will often appoint a Special Rapporteur or working group to conduct the fact-finding mission. Following either a promotional or investigative trip, the Commission adopts a "mission report" in a private meeting in a regular session. Once adopted, mission reports are public documents and should be posted on the website, though this does not always happen promptly. Before publishing, the Commission will send the report to the state concerned for its observations on findings. This can sometimes delay the process further. The ACHPR is revising its process to release mission reports in a reasonable time frame.

Finally, the Commission can hold conferences, seminars and workshops to promote human rights and support government officials, organisations and individuals in their efforts to protect human rights.

Guide to the African Commission on Human and People's Rights

WHAT IS THE ROLE OF SPECIAL RAPPORTEURS AND WORKING GROUPS?

Special rapporteurs have been established on six human rights issues including freedom of expression and access to information. In addition, the Commission oversees a handful of working groups, such as the Working Group on the Death Penalty in Africa. To read more about the rapporteurs and working groups see Special Mechanisms on the ACHPR website at http://www.achpr.org/mechanisms/ . The role of most of these mechanisms is to promote specific areas of human rights and advance recommendations, share information and carry out research. As with the ACHPR, the special rapporteurs and working groups have no enforcement powers.

HOW ELSE CAN NGOS WORK WITH THE ACHPR IN CAMPAIGNING?

Submitting shadow reports

After a state has submitted a report, NGOs can provide "parallel" or "shadow" reports that refute the official state report or provide additional information to it. Organisations do not need observer status for this. There is no set format for the report, but organisations should include at the top of the report:

- The country's name
- The organisation's name
- The session time and number at the top of the report

NGOs may wish to include recommendations to the government, which may then be taken up by the Commissioners and adopted as their official recommendations to the countries. The state reports to be reviewed will be listed in the "Draft Agenda," which is posted ahead of a session. The state reports can be found at http://www.achpr.org/states/

For sample shadow reports that reflect best practices, see:

- NGO Compilation Report (ARTICLE 19, Amnesty International, Human Rights Watch, International Bar Association and Redress): Shadow Report on Zimbabwe at http://www.amnesty.org/en/library/info/AFR46/016/2007

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- Media Institute of South Africa and the Program of International Human Rights Law of Indiana University School of Law: Shadow Report on Zambia http://mckinneylaw.iu.edu/human-rights/_docs/shadow-reports/un-zambia-2007.pdf

- FIDH: Shadow Report on Ethiopia http://www.fidh.org/IMG/pdf/HRSituationEthiopie.pdf

Sharing ACHPR reports and information

Organisations should publish and translate relevant reports adopted by the Commission. Public reports and information disseminated online by the Commission include mission reports, session communiqués, press releases from special rapporteurs and concluding observations of state reports that are adopted by the Commission. These reports can be useful in campaigning and lobbying when appealing to the state to take steps to advance freedom of expression and other human rights.

Monitoring a state's compliance

Organisations should also monitor a government's compliance with recommendations and resolutions, and share findings with media or civil society partners. As the Commission has no follow-up mechanism, civil society organisations are vital in ensuring states adhere to recommendations. Groups should report on non-compliance to the ACHPR, which may then decide to forward the case to the African Court on Human and Peoples' Rights.

Assisting in fact-finding missions

Civil society organisations can encourage the Commission to conduct fact-finding missions by addressing requests to the Chairman or Secretary or directly to the special rapporteur or working group likely to carry out a mission. Once the Commission has decided to take on a fact-finding or investigative mission, NGOs should provide the Commission with information, reports and advice on places to visit and people to contact.

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WHAT ARE SOME OF THE SHORTCOMINGS OF THE ACHPR?

Limited enforcement: According to Amnesty International, governments often ignore the Commission's recommendations. The ACHPR cannot force states to follow its recommendations, which depend on the good will of the state; the Commission can merely send letters reminding the states to honour their Charter obligations. However, the Commission may refer cases to the newly formed African Court on Human and Peoples' Rights.

Long wait times: It can take years to make a decision on a complaint. This is due to the short time period in which Commissioners gather to deliberate on cases (usually two or three days per ordinary session). In rare cases the ACHPR rules on a complaint within a year of its initial submission; past Commissions have taken up to eight years to make recommendations.

Lack of state cooperation: Most states do not submit their periodic reports every two years, despite this being a requirement; 15 AU states have yet to submit a report at all. Organisations should encourage governments to comply. See the most recent reports that have been published by the ACHPR at http://www.achpr.org/states/

Questionable independence: In the past, the Commission's membership has included government officials and cabinet ministers, raising questions about their independence. Amnesty International and other groups have expressed concern that states nominate members to the Commission who lack impartiality, independence and competence. In response, the organisation has developed criteria for states to consider when choosing commission nominees.

According to the Amnesty International, human rights organisations should encourage states to share their nomination processes for Commission members and involve civil society to ensure the nominees are experts in human rights, of high integrity, and independent from the state. They further encourage organisations to advocate that governments follow these criteria before electing new members.

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WHAT IS THE NGO FORUM?

The NGO Forum is a great opportunity for organisations to network and develop solutions together in advance of the regular ACHPR sessions. The Forum is put together by the African Centre for Democratic and Human Rights Studies (ACDHRS), based in Banjul, Gambia. During the Forum, more than 100 NGOs routinely share information and best practices, formulate and decide upon resolutions and collaborate on initiatives to address human rights violations in Africa. The ACHPR's commissioners are also invited to some meetings and sessions.

The Forum normally takes place in the three days before the official session of the Commission and is usually held in the same venue.

DAY 1:

The Forum begins with general presentations on the human rights situation in Africa as well as on specific human rights themes or countries of pressing concern. .

DAY 2:

NGOs can attend specific focus groups where they draft resolutions on a number of human rights themes, including freedom of expression.

DAY 3:

All NGOs present on the most urgent or current human rights issues and, in the afternoon, the draft resolutions are presented, edited and voted on by the wider forum. The adopted resolutions are formally presented at the opening session of the ACHPR meeting.

Guide to the African Commission on Human and People's Rights

HOW CAN I CONTACT THE ACHPR?

African Commission on Human and Peoples' Rights
31 Bijilo Annex Layout, Kombo North District
Western Region
P.O. Box 673
Banjul, Gambia
Tel: (220) 441 05 05, 441 05 06

Fax: (220) 441 05 04
E-mail: au-banjul (@) africa-union.org
or achpr (@) achpr.org
http://www.achpr.org/

USEFUL LINKS AND SOURCES

African Charter on Human and Peoples' Rights:

http://www1.umn.edu/humanrts/instree/z1afchar.htm

African Commission on Human and Peoples' Rights:

Official Website http://www.achpr.org

Amnesty International:

Guide to the ACHPR http://www.amnesty.org/en/library/info/IOR63/005/2007

International Federation for Human Rights (FIDH):

Guide for NGOs at the ACHPR and NGO Forum http://www.fidh.org/The-Role-of-NGOs-during-sessions-of-the-African

Reviewed by Fatou Jagne-Senghore, Africa Programme Officer Senegal, ARTICLE 19

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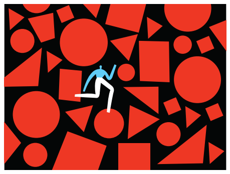

14. Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

THE BASICS

Any victim, individual or organisation, as well as AU state, can submit a complaint or "communication" to the African Commission on Human and People's Rights (ACHPR). However, the Commission is now requesting that the complainant, whether an organisation or individual, have a link to the victim(s) to avoid complicating an examination of the case. For example, a case may not be admissible if an organisation is filing on behalf of a victim without having contacted the victim.

The Commission considers all such complaints, decides whether Charter rights were violated, and makes recommendations to the state to prevent such occurrences, right the situation for victims and/or investigate the violations. On only one occasion has the Commission examined a complaint coming from a state; generally, complaints are sent by civil society organisations.

Complaints can be sent at any time; those sent at least two months before an ordinary session will be discussed at that session, however it can take several sessions for the Commission to make its decision on the case. Communications must be written in Arabic, English, French or Portuguese. They must be addressed either to the Chairman or the Secretary.

Each communication should describe the human rights violation(s) that occurred and, if possible, indicate the date, time and where the incident(s) took place. A complaint must meet the following seven requirements, which are highlighted in Article 56 of the African Charter.

Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

7 REQUIREMENTS OF A COMMUNICATION

Every complaint must:

1. Clearly indicate the authors and stipulate whether the report is coming from a victim, an individual acting on the behalf of the victim or a human rights organisation. Include contact information and an address for the organisation's representatives. Individuals submitting a complaint should include their name, address, age and profession. Those wishing anonymity must indicate as much, however, must still include this information in the original submission. (In subsequent reports and interactions, the individual will remain anonymous.)

2. State which right was violated and provide evidence (see #4). The right must be protected by the African Charter, and the violation must have occurred after the state signed the African Charter. To see when any AU country ratified the Charter, visit: http://www.achpr.org/states/. Note: the complaint is inadmissible if it requests a remedy that is incompatible with the African Charter or the Constitutive Act of the African Union.

3. Avoid offensive or insulting language. It should simply include the facts and analysis necessary to show that a Charter violation has occurred. An application that described the Cameroon government as a "barbaric government" and a "regime of torture" was turned down on the grounds that it did not fulfill this requirement.

4. Be based largely on original sources, whether personal accounts, witness statements or government documents such as court decisions, though it may also contain media reports. However, the Commission has also stated that "there is doubt that the media remains the most important, if not the only source of information...The issue therefore should not be the information was gotten from the media but whether the information is correct."

5. Prove an attempt to exhaust domestic remedies to no avail. If the complainant has not appealed to local and national remedies they must explain why. For example, the complainant could provide evidence showing

Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

that the domestic court or mechanism has systematically failed to address similar violations. Under normal circumstances, the three main criteria used in determining whether a domestic remedy is required are that it must be available, effective and sufficient. A remedy is considered available if the petitioner can pursue it without impediments. 'Effective' means the remedy offers a prospect of success, while sufficient means the remedy is capable of redressing the complaint. A remedy is insufficient if, for example, the applicant cannot turn to the judiciary of his/her country because of a generalized fear for his/her life. A remedy would also be insufficient if it depended on extrajudicial considerations, such as discretion or some extraordinary power vested in an executive state official. In situations of massive violations of human rights, the pervasiveness of these violations dispenses with the requirement of exhaustion of local remedies, especially where the State took no steps to prevent or stop them.

6. Be submitted within a "reasonable" time period once national remedies have been exhausted. However, the Commission doesn't define reasonable and has been flexible in this regard.

7. Not focus on an issue settled previously by the Commission or other international human rights mechanisms including the UN Charter, the OAU Charter or the Constitutive Act of the AU. In addition, the complainant cannot refer to violations that are currently being considered or administered by another international treaty monitoring body such as the UN Human Rights Committee. According to the Comission, the notion of "same complaint" refers to "the same remedy concerning the same person filed by him/her or a person representing him/her before two international bodies."

Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

TIPS ADDITIONAL TIPS FOR COMPLAINTS

- If the complaint does not satisfy the seven requirements, the complainant may submit again on the same issue, providing the submission demonstrates the grounds for declaring the complaint inadmissible no longer exist (for example, the complaint has been withdrawn from another international human rights mechanism).
- The complainant may also ask for the Commission to recommend interim measures taken ahead of the session in which the complaint is considered to prevent irreparable harm to a victim. For example, individuals or organisations may request the Commission to ask the state not to carry out the death penalty against the victim(s).
- Individuals or organisations are free to submit communications without a lawyer, however, it is recommended that complainants seek the advice of a lawyer, who can interpret the legal principles behind the rights alleged to have been violated and point to additional arguments.
- It is the author's responsibility to perform adequate research and verification processes to evaluate and present evidence of human rights violations. The complainant may want to attach relevant documents and reports to provide additional evidence.
- In addition to referring to articles in the African Charter, it is a good idea to point to the additional principles adopted by the Commission, including the Declaration of Principles on Freedom of Expression in Africa, if relevant to the submission. The Declaration is available at http://www.achpr.org/sessions/32nd/resolutions/62/
- The communication should be focussed on specific facts, rather than general terms of rights violations.
- If mass human rights violations are occurring, organisations should encourage other groups to submit complaints to the ACHPR. The AU Assembly is more likely to call for an investigation, and a special rapporteur more likely to disseminate a report on the issues, when the ACHPR can present multiple communications on serious and numerous human rights violations.

Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

WHERE TO SEND A COMPLAINT

The Secretary
African Commission on Human and Peoples' Rights
Kairaba Avenue
P.O. Box 673
Banjul, Gambia
Telephone: (220) 4392962
Fax: (220) 4390 764
E-mail: achpr@achpr.org

Submitting a complaint to the African Commission on Human and People's Rights (ACHPR)

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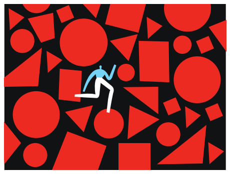


15. How to format complaints to the ACHPR

Follow this format for submissions to the African Commission on Human and Peoples' Rights. Suggested format is taken from ACHPR Information Sheet No. 2: Guidelines on the Submissions of Communications at http://www.achpr.org/files/pages/communications/guidelines/achpr_infosheet_communications_eng.pdf

1. Complainant(s) (please indicate whether you are acting on your behalf or on behalf of someone else. Also indicate in your communication whether you are an NGO and whether you wish to remain anonymous).

Name

Age

Nationality

Occupation and/or Profession

Telephone/Fax/Email

How to format complaints to the ACHPR

2. Government accused of the Violation Please make sure it is a State Party to the African charter.

3. Facts constituting alleged violation Explain in as much a factual detail as possible what happened, specifying place, time and dates of the violation.

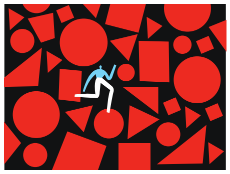
4. Urgency of the case Is it a case which could result in loss of life/lives or serious bodily harm if not addressed immediately? State the nature of the case and why you think it deserves immediate action from the Commission.

5. Provisions of the Charter alleged to have been violated If you are unsure of the specific articles, please do not mention any.

6. Names and titles of government authorities who committed the violation If it is a government institution please give the name of the institution as well as that of the head.

7. Witness to the violation Include addresses and if possible telephone numbers of witnesses.

8. Documentary proofs of the violation Attach for example, letters, legal documents, photos, autopsies, tape recordings etc., to show proof of the violation.



16. Guide to the European Court of Human Rights

INTRODUCTION

The European Court of Human Rights (ECHR) has made more than 10,000 judgments since it was established in 1959 to uphold the European Convention on Human Rights and Fundamental Freedoms. Any individual victim of a human rights violation, family member(s) of victims or group of victims can submit a case to the ECHR. Complainants may be of any nationality; however, states can only be brought to the Court if they have ratified the European Convention on Human Rights.

If the Court finds that the European Convention has been violated, the Court will order one or more remedies for the state responsible for the abuse. Remedies often involve an order to the state to release a prisoner and/or pay financial compensation to victims.

The Court is based in Strasbourg, France. Each of its 47 judges—one from every state that has signed on to the Convention—serves a nine-year term. Each state nominates three candidates, and the judges are selected by the Parliamentary Assembly of the Council of Europe. Judges make decisions based on their legal and human rights expertise and are not to be influenced by state interests.

PROTECTING FREE EXPRESSION UNDER THE EUROPEAN CONVENTION ON HUMAN RIGHTS

The international European Convention entered into force in 1953. All 47 state parties must promote and defend the rights guaranteed in the Convention, which include freedom of expression. Article 10 of the Convention reads:

(1) Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of

Guide to the European Court of Human Rights

frontiers. This article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.

(2) The exercise of these freedoms, since it carries with it duties and responsibilities, may be subject to such formalities, conditions, restrictions or penalties as are prescribed by law and are necessary in a democratic society, in the interests of national security, territorial integrity or public safety, for the prevention of disorder or crime, for the protection of health or morals, for the protection of the reputation or rights of others, for preventing the disclosure of information received in confidence, or for maintaining the authority and impartiality of the judiciary.

Furthermore, 14 protocols have been adopted to clarify the protections and freedoms of the Convention and defend additional rights. Read the original convention, as well as the additional protocols at http://www.echr.coe.int/Documents/Convention_ENG.pdf

SUBMITTING APPLICATIONS TO THE ECHR

Who can submit to the ECHR?

Any **individual or group** who is/are the direct victim(s) of a human rights violation can bring a case to the ECHR.

Family members are also considered direct victims. However in cases involving the killing of someone over what he or she said or wrote, the ECHR considers such acts as violations of the right to life, and does not rule on them as FOE violations.

Non-government human rights organisations that have faced state repression can appeal to the court as victims.

Those submitting cases do not need be nationals of any of the states under the Court's jurisdiction. While legal representation is not required to submit a case, it is recommended to ensure an application is properly formulated and articulated.

Guide to the European Court of Human Rights

Applications

Submit cases using application forms on the ECHR's website at http://www.echr.coe.int/Pages/home.aspx?p=applicants&c=#n1365511805813_pointer. The ECHR is currently running a pilot program allowing applicants using Swedish or Dutch to submit applications online. If successful, the trial program will be expanded. To submit an online application in Swedish or Dutch go to http://www.echr.coe.int/Pages/home.aspx?p=applicants&c=#n1365511805813_pointer All other applicants should submit in writing to:

European Court of Human Rights
Council of Europe
67075 Strasbourg Cedex
France

Applications must…

Briefly summarize the facts.

- **Specify the Convention right(s)** the complainant believes have been violated.
- **Explain the remedies attempted**, with copies of the results (such as decisions in domestic courts). Keep in mind that no documents will be returned so only copies should be sent.
- **Include real names.** Applicants who wish to remain anonymous must include their real names on the application form, indicating their wish to be anonymous and an explanation why. The President of the Court will decide whether to grant the applicant anonymity, at which point the individual(s) can decide whether they wish to go ahead with the case.
- **Be written in English, French or an official language** of one of the states that have ratified the Convention.

Guide to the European Court of Human Rights

Admissibility criteria

Applications must demonstrate the following to be considered admissible by the Court:

1. An application must concern a violation of the European Convention of Human Rights and Fundamental Freedoms.
2. Individuals or groups who are bringing cases forward must have first exhausted domestic remedies. This usually means that the party submitting the case must have already appealed to the highest court of the state, and that this court refused to hear the case, took an unreasonably long time processing it or produced a response unsatisfactory to the interests of human rights. In other words, the state itself must have been given an opportunity to redress the violation. In cases where domestic remedies have proven ineffective, it is not necessary for applicants to launch appeals to these domestic mechanisms, however applicants should provide evidence showing the remedy's ineffectiveness.
3. Applications must be submitted within six months following the last judicial decision in the case.
4. The applicant must be a direct victim of the human rights violation(s) that the application concerns; family to a victim is considered a direct victim in cases of violation of the right to life.
5. The application must be lodged against a state that has ratified the Convention *before* the violation took place. See which states have ratified the Convention at http://conventions.coe.int/Treaty/Commun/ListeTableauCourt.asp?MA=3&CM=16&CL=ENG. A 'P' indicates the state has ratified the protocol.
6. According to Protocol 14, an amendment to the European Convention on Human Rights that entered into force in June 2010, those submitting cases must now show the violation caused them "significant disadvantage." The significant disadvantage clause does not apply to cases that were not "duly considered" by domestic courts or cases that require examination or the Court to uphold respect for human rights as defined by the Convention. The language of "significant disadvantage"

Guide to the European Court of Human Rights

and exceptions to this requirement are so vague that it is unclear how this clause will be applied. The first case was thrown out on the grounds that "significant disadvantage" involved a claim by a man over a € 90 bus fare. The case was reported on by the ECHR blog at http://echrblog.blogspot.com/2010/06/first-decision-on-lack-of-significant.html

OUTLINE OF THE ECHR PROCESS

STEP 1

Court decides admissible vs. inadmissible

Every application received by the Court is reviewed and deemed admissible (approved for further deliberation) or inadmissible (the case is thrown out). If the Court declares a case inadmissible, the decision is final; an applicant may resubmit if further evidence comes to light. Admissibility decisions must contain reasons, be made public and cannot be made by a judge from the country in which the case concerns. To be admissible, an application must satisfy several technical and legal requirements (see previous section).

STEP 2

Parties present evidence

If a case is admissible, the Court considers the case on its merits. The Court notifies the government of the state concerned, and each party presents additional information and evidence on the alleged violation(s). It is recommended applicants seek the representation of a lawyer at this stage; the Court may provide legal aid.

STEP 3

Court oversees a settlement or orders protection

If both parties are willing, the Court will oversee a friendly settlement through negotiations with the parties. If ongoing violations related to the case are likely to occur, the Court may order the state to take "provisional measures” to protect the individual(s) in the meantime. Interim measures are most often applied when individuals face deportation or extradition.

STEP 4

Handling “repetitive” cases

For cases that are repetitive—meaning they are very similar to other cases brought to the Court in the past—a three-judge member committee has the power to decide based on a case’s merits and the well-established case law of the Court. The committee decisions are final.

STEP 5

Court orders remedy or public hearing

Other cases are considered by one of five seven-member Chambers. Often, the Chamber may order a basic remedy, such as compensation, based on the written material provided by both parties and will consider the case closed. Only rare cases get a public hearing.

STEP 6

In massive violations, the Grand Chamber steps in

In cases of massive or egregious human rights violations, cases are automatically referred to a 17-judge Chamber, which includes the Court’s president, vice-president and all the presidents of the chambers, plus 10 rotating judges. The Chambers decide cases by a majority vote.

STEP 7

Making an appeal

Either party in a case that has been heard by a seven-member Chamber may request an appeal to the Grand Chamber within three months after the judgment. This request is made to a panel of judges from the Grand Chamber and is only granted in exceptional cases. When this referral occurs, the judges who heard the case in the initial Chamber are excluded. In very rare cases, Chambers may also relinquish cases to the Grand Chamber when it involves an especially complicated interpretation of the

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Convention. The Grand Chamber judgment is always final, however applicants may resubmit a case if it contains fresh evidence.

A note on timing and reforms

Due to a backlog of more than 100,000 cases, the Court can take up to seven years to process a case. Protocol 14, in effect since June 2010, has streamlined some of the Court's processes, though more reforms are necessary. In late 2009, several dozen NGOs, including many IFEX members, signed a joint statement that aims to guide future reforms to the ECHR. For example, the statement has stipulated that Council of Europe states should provide the Court with adequate resources to function effectively and that future reforms should not allow the charging of fees, a proposal that has been suggested in the past. Get more info on the joint statement by civil society groups at http://www.article19.org/data/files/pdfs/letters/council-of-europe-open-letter-to-secretary-general-thorborn-jagland.pdf

Member states of the Council of Europe came up with an Action Plan in February 2010 in which the states committed themselves to work on reforms that would improve the efficacy and rights-defending role of the Court. Read more about the Interlaken Declaration that came out of this conference at http://www.eda.admin.ch/etc/medialib/downloads/edazen/topics/europa/euroc.Par.0133.File.tmp/final_en.pdf

OTHER OPTIONS UNDER THE ECHR

Option 1: Third-party intervention

Experts, representatives of human rights organisations and others can gain permission from the Court to intervene in the proceedings by filing pleadings and/or take part in public hearings. In addition, states that are party to the Convention can intervene in cases where the applicant is a national to that state. Such intervention ensures the proper administration of justice; therefore third party interveners should conduct themselves in a bias-free manner. Third party submissions often provide additional context or legal interpretation for the case, such as the human rights repercussions of a law or legal decision.

Guide to the European Court of Human Rights

Taking action:

Individuals or organisations wishing to intervene must write to the President of the Chamber that is overseeing the case within 12 weeks of the Court notifying the state that a case has been launched against it.

In this letter, an organisation should briefly describe its operations and credentials and state the issues it would like to address. This letter is then sent to both parties of the case, and each party may respond to the third party, who is then invited to make further comments.

Cases against a state are added to the ECHR web page at http://www.echr.coe.int/Pages/home.aspx?p=press/factsheets&c=

Examples of statements made to the ECHR by third-party intervener organisations:

Case & Submission Date	Third-party Interveners	What Happened
Kaos GL v. Turkey (2009)	• ARTICLE 19 • Human Rights Watch	Kaos GL is a LBGT magazine that was censored on the grounds of "public morality. Interveners argued vague claims to "morality" are not adequate to censor expression. Read more at http://www.hrw.org/en/news/2009/11/04/amicus-brief-article-19-miller-institute-global-challenges-and-law
MGN Ltd. v. United Kingdom (2009)	• English PEN • Global Witness • Human Rights Watch • Index on Censorship • Media Legal Defence Initiative • Open Society Justice Initiative	MGN Ltd. is a news company that was forced to pay the legal costs of celebrity Naomi Campbell in a defamation case. The legal costs were 300 times the actual damages awarded to Campbell. Third-party interveners argued the constitutional fee agreement that charges exorbitant legal costs to defendants has a chilling effect on freedom of expression.

Guide to the European Court of Human Rights

Pauliukienè and Pauliukas v. Lituania (2009)	• Open Society Justice Initiative • Media Legal Defence Initiative • Romanian Helsinki Committee	The applicants had sued a Lithuanian newspaper for writing that Pauliukas, the head of a municipal agency, and his wife had violated building regulations. Third party interveners advised the court that Article 8 of the European Convention, regarding right to reputation, should not override Article 10, regarding the public's right to information and to freedom of expression, and that a public figure such as Pauliukas should be expected to tolerate a higher degree of media criticism.
Sanoma Uitgevers B.V. v. the Netherlands (2009)	None, though several IFEX members expressed serious concern over this decision	Sanoma Uitgevers B.V. is a media company that was forced to hand over photographs of a potential robbery suspect to the police. The media house challenged the Dutch law that does not require a prosecutor to obtain authorisation from an independent judicial body before seizing media materials. The ECHR ruled that the case did not violate Article 10. This decision has been appealed; the Grand Chamber has agreed to hear the case.
Mosley v. United Kingdom (2010)	• Index on Censorship • Media Lega Defence Initiative	A number of media and rights organisations intervened in Formula 1 celebrity Max Mosley's petition to rule on a "prior notification" law. Mosley claims the law would protect the right to privacy as media would be forced to contact a person mentioned in a story before an article is published, thus giving the individual time to file an injunction to stop publication.

Guide to the European Court of Human Rights

Option 2: Fact-finding missions

In very rare cases, representatives of the Court may travel to a state to clarify the facts of a case to determine if human rights abuses have occurred. During such a mission the delegation can interview witnesses, experts, government officials, and many others.

Option 3: Pilot cases

When a large number of individual applications hint at a systemic human rights issue in a particular state (for example, the arbitrary cancellation of media house licenses), the Court may lump these cases together and call on general measures to be taken that would address all of the individual cases, such as reforming domestic legislation.

FOLLOWING A JUDGMENT

The Committee of Ministers of the Council of Europe monitors the execution of judgments. The foreign affairs ministers who compose the Committee can put political and economic pressure on noncompliant governments. In addition, with the new Protocol 14 amendments, the Committee can refer cases back to the Court when countries fail to follow through with recommendations. If the Court agrees that a state is refusing to implement a judgment, the Committee can take further action. In theory, this further action could see the Committee suspending or expelling a state from the Council of Europe.

Organisations can complement the work of this Committee by providing information and evidence and by lobbying Committee members when a state fails to comply with the remedies ordered by the Court. To find out about upcoming meetings in which the Committee will discuss progress made on ECHR judgments and respond to failures in implementation, visit the Council of Europe webpage at http://www.coe.int/execution. Look under CM-DH to see schedules listing the cases the Committee will be discussing. To follow the Committee’s supervision of how countries are implementing ECHR decisions, click on ‘states of execution’ (cases are categorized by country).

Guide to the European Court of Human Rights

THE COURT'S RECORD ON PROTECTING FREEDOM OF EXPRESSION

Court judgments have both championed and delivered blows to freedom of expression. A few examples of rulings that upheld the right to free expression:

In a 1976 ruling, the court noted that freedom of expression was applicable to favourably received information or ideas and also those that "offend, shock or disturb the State or any sector of the population."

In May 2010, the head of a French magazine that had run a cover story on terrorist groups won damages when the Court ruled that the defamation conviction against the magazine was in violation of Article 10 of the Convention.

In an especially significant ruling, the Court ruled that the editor-in-chief of *Gundelik Azerbaijan* and *Realniy Azerbaijan* newspapers is unlawfully imprisoned and should be immediately released and awarded 27,822 euros in compensation. The Court ruled that the case against editor Eynulla Fatullayev, who has been jailed for the past three years, is politically motivated.

At the same time, Index on Censorship noted in 2009 that the Court has been putting privacy and the reputation of individuals over the interests of free expression:

A few years ago, the Court upheld a France court's decision that a writer had defamed conservative French politician Jean-Marie Le Pen for calling him a hate monger. (Le Pen has made many controversial statements, including that HIV-infected people should be subjected to forced isolation).

The Court refused to intervene in the UK's notoriously anti-free expression libel laws, including its provision that the defendant in libel cases must prove him or herself innocent, rather than putting the burden of proof on claimants to show statements are indeed false. Read Index on Censorship's analysis at http://blog.indexoncensorship.org/2009/03/10/libel-strasbourg-ruling-a-setback-for-web-publishing/ on a recent ECHR decision that failed to rule against a contentious UK libel law that considers an article to be "published" every time it is viewed by an online reader.

Guide to the European Court of Human Rights

While, traditionally, those suing for libel must do so within one year of publication, the British law's interpretation of an Internet publication can extend the statute of limitations indefinitely.

SOURCES

Official ECHR website
http://www.echr.coe.int

The Convention for the Protection of Human Rights and Fundamental Freedoms (with additional protocols)
http://www.echr.coe.int/Documents/Convention_ENG.pdf

Q&A on the ECHR: "The ECHR in 50 Questions"
http://www.echr.coe.int/Documents/50Questions_ENG.pdf

Searchable database of judgements made by the ECHR (searches can be narrowed by article under question, date, country, and other areas)
http://cmiskp.echr.coe.int/tkp197/search.asp?skin=hudoc-en

Front Line Defenders Manual on the ECHR
http://www.frontlinedefenders.org/manual/en/echr_m.htm

Reviewed by Peter Noorlander, Legal Director, Media Legal Defence Initiative

CAMPAIGN TOOLKIT

TELL IT

Get your message out

MEDIA TACTICS

> Building a Media Strategy
> How to Write a Press Release
> How to Make a Press Kit
> Holding a Press Conference
> Press Conference Checklist

USING ADVERTISING

> How Advertising Can Help Your Campaign
> Worksheet: Brand Guidelines
> Case Study: Successfully Advertising World Press Freedom Day

MORE APPROACHES

> Use Letter Writing to Strengthen a Campaign
> Call in the Celebrities
> Host a Speaking Event
> Case Study: How Speakers Boost Free Expression at Annual Awards Galas
> How IFEX Can Help Get the Message Out

1. Building a media strategy

THE BASICS

Mass media, such as newspapers, radio, television and the Internet, provide freedom-of-expression organisations with an essential vehicle for conveying information to an audience that can include everyone from the general public to government decision-makers.

Free expression organisations need to be strategic in getting their voices heard. Media organisations are often large, bureaucratic companies that expect to be approached in certain ways. To increase your chances of getting media coverage, you need to frame your message in a way that meshes with how media tell stories. The most effective way to do this is to develop a media strategy.

A media strategy guides how your organisation interacts with the media. It helps ensure that your messaging is consistent, organised and targeted. Without a plan, your organisation may simply be reactive—that is, visible in the media only to comment on an event or situation. With a media strategy, you can instead purposefully build and manage your public image and relationships with the media, so that when you want to launch a campaign or respond to a situation, you have social capital to build upon.

A campaign-specific media strategy is one aspect of your overall media strategy. It's a plan for how to interact with the media to get your message out about a specific campaign. Campaign-specific media strategies may be easier to implement if you have established relationships with media through your overall media strategy; however, this is not an absolute requirement.

Bulding a media strategy

THE STEPS CREATING A MEDIA STRATEGY

STEP 1

Identify the broad goal or mission of your organisation or campaign

Communication efforts are most successful when they are grounded in your organisation's overall mission and developed with your unique goals and challenges in mind. Start by clarifying what your organisation or campaign is trying to accomplish overall in the short, medium and long term, so your tactics and tone can reflect and compliment these goals. See also *Building a Campaign Strategy.*

STEP 2

Identify the key stakeholders to develop your media strategy

List the key people—both inside and outside your organisation, including those affected by the situation about which you are campaigning—who should have a voice in determining how the organisation, campaign or issue will be represented to the public. Consider whether your organisation has the human resources to create and implement a media strategy on its own, or if you should bring in a media consultant to facilitate or provide guidance.

STEP 3

Outline your goals

Bring key stakeholders together to think about why and how engaging the media will help you reach your goals. Is there a specific decision maker or segment of the public you want to influence? List some outcomes you would like to see as a result of your engagement with the media. These goals should be specific, measurable, achievable, realistic and time-bound or timely. For example, increase visitors to our website by 20% this year; have 1,000 people at our demonstration; have 500 letters sent to the government by a certain date; get coverage of our campaign in international media. See *Setting Campaign Objectives.*

Building a media strategy

STEP 4

Identify whose behaviour you need to influence to achieve your goals

Can the public make this happen? Do you need to reach one politician in particular or are you seeking a response from an organisation or group? Would it be more effective to lobby the key individual/group directly, or to generate public support around the issue and apply pressure? Is this target audience prepared to hear what you have to say? What are some of the concerns they may have that could stand in the way of reaching them?

TIPS CONTACTING THE MEDIA

Target the right people: An entertainment reporter is probably not going to be the one covering a human rights campaign.

Contact media personnel to introduce yourself and pitch some general stories so that they are familiar with you when you have a big story or campaign you want to get covered.

Ask about the daily rhythms of their news organization. What is the deadline for a press release to get it in the newspaper the next day?
How much notice do they need to attend a press conference? How far in advance would you have to contact them to get a TV reporter and camera crew at an event?

Always, always follow up. Every day, media personnel get a lot of information and stories to cover. Make contact and remind them.

Keep track of the media personnel to whom you have spoken.

Engage media personnel in the work of your organisation. Freedom of expression is an issue that directly impacts journalists and media professionals. They are both stakeholders and natural allies in free-expression campaigning. By inviting key journalists or media professional to join the board or advisory council of your organisation, you gain the involvement and assistance of individuals who may offer their expertise in developing media strategies and support coverage of the issue through their media houses.

Bulding a media strategy

NOTES

2. How to write a press release

THE BASICS

A press release is one of the most common ways for an organisation to present information to the media. You can use a press release to inform the media—and through them, the public—about many things, including:

- An event your organisation is planning
- The launch of a campaign
- Your organisation's response to recent events
- Background information on a human rights situation

BEFORE YOU WRITE A PRESS RELEASE

1. Ask yourself: Why is this event or topic newsworthy? A topic requires a significant amount of information and interest in order to warrant a full press release.

2. Remember, stories with strong hooks are the most likely to get coverage.

Examples of strong story hooks include:
New announcements: Is your story "groundbreaking" or "exclusive"?

Local angles: Show how a breaking national or international story has local impact

Human interest: Underscore a broader issue with compelling personal stories of real people detailing their triumphs, tragedies and adventures

Anniversaries: Revisit an important story one year, one decade or 25 years later

Special events: Are you holding a demonstration, rally or conference? Explain the issue and its importance with the intention of drawing people to your event

How to write a press release

Responses/reactions: Providing an alternate point of view to a breaking news story lets you capitalize on existing coverage while getting your side of the story heard.

If there is not enough information, or a topic is not pertinent enough to have a strong story hook, it may be more effective to issue a media advisory or press statement, which can provide a list of experts available for interviews on a breaking news story.

3. Determine if your organisation is the best equipped to inform the media on this matter and, if so, why. Emphasize this in your press release to establish your organisation as an authority on the topic.

4. Define your target audience What group of people are you trying to reach? Is there only one, or several? What media outlet is the best for reaching these individuals?

TIPS 7 ELEMENTS OF A SUCCESSFUL PRESS RELEASE

Every press release should:

- **1. Be printed on your organisation's official letterhead.** If this is not possible, make sure that the heading includes your organisation's name, logo and contact information where officials of your group can be reached for further information.

2. Always be typed and double-spaced

3. Be short and simple, and avoid jargon.
The ideal press release is one page, and never more than two.

4. Include at the top of the page:
- The date
- Who the release is addressed to (i.e. news editor)
- If the press release is "For immediate release" or "Embargoed" (that is, not to be published until a certain time/date—if so provide these conditions)

5. Include related images. Attach the best one or two, and offer to provide more upon request.

6. Open with an interesting, bolded headline that communicates the main message of the story.

How to write a press release

7. Follow these guidelines:

Paragraph 1:

Explain the problem/event and give key information
- Answer the “5 Ws”: Who? What? When? Where? Why?

Paragraph 2:

Provide context for the problem/event
- Have at least one quote from an expert/local spokesperson. If these people are available for interviews, include a short bio in a separate section at the end of the press release. This will make it easier—and more likely—for journalists to follow up with interviews.

Paragraph 3:
Suggest a solution or call for action
- End with a mini-mission statement outlining your organisation’s purpose and role in the solution/call for action.
- Explain why your organisation is sending this press release, and what makes you the best source of information on this topic.
- Note how your organisation be contacted for further information.

THE STEPS: DISTRIBUTING A PRESS RELEASE

Be selective. Many media outlets receive hundreds of press releases every day. Choose wisely when to issue a press release, so your group continues to make an impact in the newsroom.

Before issuing the press release, contact the media directly. Decide which key media outlets you’ll target, or reach out to media contacts you already have. Generally, send media releases to the chief of staff, news editor or assignment editor.

Pitch the story, let them know you are sending out a press release and answer any questions they may have.

Also target specific departments at media outlets. For example, you might pitch to the editor of your newspaper’s international news section of your newspaper.

How to write a press release

Consider media outlets' schedules. Send out a press release early in the day to inform that morning's editorial meeting.

Issue a press release on a quiet news day. This makes it more likely that your story will be covered, as it won't be competing with other major stories.

Issue a press release immediately following an event. You are far more likely to get coverage if the topic is timely.

Cover your own event. If you aren't covering your organisation's event, how can you expect the media to? Post information and the press release on your website; use social networking sites and e-mail lists to spread the information through your own networks.

AFTER DISTRIBUTING A PRESS RELEASE

Follow up. Phone individuals to make sure they received it and see if they are interested. Be prepared to answer questions and sum up the press release over the phone. This is another chance to get the media interested in covering your story.

Keep a media contact list. Record the media personnel you connected with during this process, and contact them the next time you are issuing a press release. Over time you will make personal contacts within media, which will simplify the process of getting future coverage.

REFERENCES

Amnesty Campaigning Manual
(http://www.amnesty.org/en/library/info/ACT10/002/1997)

Bray, Robert. "Spin Works:
A media guidebook for communication values and shaping opinion." Independent Media Institute: United States of America, 2000, 2002.

Coalition for the International Criminal Court:
NGO media outreach, using the media as an advocacy tool
(http://www.iccnow.org/documents/CICC_MediaOutreachManual_Sep03.pdf

3. How to make a press kit

THE BASICS

A press kit is a collection of information provided to reporters at media events, such as press conferences. Press kits can also be sent to reporters who were invited to a media event, but did not attend. They are an important tool for your organisation to frame your coverage and an invaluable resource for media. However, for press kits to be useful, they must be timely and concise.

CHOOSE A TYPE OF PRESS KIT

Decide which of these press kits is most useful for your needs:

Generic Press Kit

- Provides general information about your group.
- Should include a short history, your focus and/or mission statement, members of the board, and a newsletter or annual report.

Issue-Specific Press Kits

- Highlights a specific issue and/or campaign that your organisation is involved in advocating for.
- Should contain some background information about your group in order to provide context and credibility, but be primarily focused on the issue.

How to make a press kit

PRESS KIT SET-UP

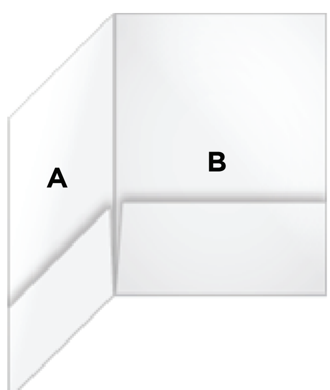
Arrange your press kit in a folder that opens to reveal two pockets.

Left-hand pocket (A): Background Information

- Additional fact sheets on the issue/your organisation
- A biography of the key spokesperson, possibly accompanied by a photograph
- List of supporters and board members of your organisation
- Copies of previous press releases or articles of interest showcasing the best of previous media coverage on your group or issue

Right-hand pocket (B): Key Information

- Your main press release (if a press kit on a specific issue)
- A one-page fact sheet on the issue/your organisation
- A hard copy of keynote statement and list of speakers, if distributed at a press conference
- Your organisation's latest newsletter or report
- A business card, clipped to the front of the pocket



It might also be useful to include a media section on your website that includes this information

4. Holding a press conference

THE BASICS

When there is a serious free-expression violation or evidence of an alarming trend, organisations need a high-profile media event to capture media attention quickly and effectively.

A press conference is a formal, prearranged meeting between members of the press and representatives of an organisation. Press conferences usually consist of someone delivering a short address and then answering questions from the media, as well as being available for follow-up interviews.

This is an effective way to get create a news event that gets the basic story across to all the media at once. However, since attending press conferences involves considerable effort on the part of the media, there must be something specific that the media will get from the conference that they could not get from a press release or phone interview.

ELEMENTS OF A SUCCESSFUL PRESS CONFERENCE

A good press conference delivers at least one of the following:

- Opportunities for the media to capture strong video footage and/or photographs
- Various key spokespersons together in one place to make statements and answer questions
- Unique opportunities for one-on-one interviews with key figures after the press conference
- New analysis or news that will be valuable to media audiences

Holding a press conference

TIPS

- Always start on time, even if only a few people have arrived
- Have only a few short presentations—no more than 10 minutes each—to allow journalists ample time to ask questions
- The press conference shouldn't last longer than 30 to 45 minutes in total (with both presentations and the question period)
- Avoid jargon: make sure presenters speak in basic terms that the general public will understand
- Offer a press kit with relevant information including speaker bios, media release, reports, and contacts

Holding a press conference

PRESS CONFERENCE CHECKLIST

Print this checklist of reminders and to-do's to ensure everything runs smoothly before, during and after the event

AT LEAST ONE WEEK BEFORE

⑥ Reserve a venue

⑥ Make sure it is easily accessible, and take into account capacity, lighting, power, and sound (particularly if you anticipate television coverage)

⑥ Ensure there is free (or at least validated) parking at the venue

⑥ If you expect television coverage, make sure there is room to park large TV production trucks

⑥ Arrange a podium and/or stage for the speakers

⑥ In many countries the best times for media conferences tend to be late morning (10:00-11:00) or early afternoon (14:30-15:00); remember to work around media deadlines, to get your story disseminated quickly

⑥ Plan to have a media check-in table, where reporters will go upon arrival

⑥ Invite the media by sending out a press release detailing: What it is

- Where it will be held
- Who will be speaking
- What central issues will be covered
- Who can be contacted for more information
- Map to the venue

See also *How to Write a Press Release.*

⑥ Prepare materials for the conference, including:

- List of participants
- Signage
- Speaker bios
- Hard copy of keynote address (optional)

Holding a press conference

AT LEAST ONE DAY BEFORE

- Contact the speakers and chairperson
- Confirm their attendance
- Go over talking points to make sure they are clear
- Make sure there is no overlap with other speakers
- Contact media to remind them of the press conference
- Prepare press kits to send to media who do not attend (See also *How to Make a Press Kit*)
- Visit the venue to make sure everything is in order
- Plan and arrange the layout of the venue (ie. Where will everyone sit? Do you want to have a separate room for individual interviews? Where is the best place to have a check-in table?)

THE DAY OF THE PRESS CONFERENCE

- Send out a press release detailing the main issue the press conference covers
- Visit the venue a few hours before the conference to make sure everything is in order
- Make sure the venue is easy to find; put up signage if it's in a building or you think people may get lost
- Review the order and talking points with the speakers when they are all together

Holding a press conference

DURING THE PRESS CONFERENCE

⑥ Be prepared to greet media at least 15 minutes before the start of the press conference

⑥ Have greeters direct media to a check-in table, where you:

- Check press credentials
- Register reporters' names, addresses and media outlet
- Distribute press kits
- Provide reporters with a list of participants and bios, and optional hard copy of the keynote address

⑥ Have chairperson introduce speakers, explain proceedings, direct question period, and close event

⑥ After all of the speakers have finished their presentations, ask for questions from the media

⑥ Arrange any one-on-one or follow-up interviews

⑥ Record (photos, video, taping) the conference for your own use.

AFTER THE PRESS CONFERENCE

⑥ Send press kits to media who did not attend

⑥ Monitor media coverage of event (collect and document related reports)

⑥ Cover your own event—ie. send out a press release, report on it on your website, newsletter, etc.

Holding a press conference

NOTES

5. Press Conference Checklist

PRESS CONFERENCE CHECKLIST

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See also *How to Write a Press Release*.

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Holding a press conference

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Holding a press conference

NOTES

6. How advertising can help your campaign

THE BASICS

Advertising is an art. It can rise above the noise to convey a critical message to a particular group of people. An advertising agency is made up of experts in design and art, marketing and communications. An agency harnesses all of its talent and experience to create a compelling brand for a product, a campaign, a cause, using images and words—and to help spread that information to a specific audience through print, radio and television.

A freedom of expression campaign can benefit greatly from what an agency offers. An agency will produce a much more professional result—and possibly with cheaper production costs—than an organisation doing the work in-house. An agency can save you time and energy because it has already streamlined the process of creating ads from scratch—from writing copy to designing layouts and finding striking images. It has negotiated competitive prices with the film houses that produce the final products, and has the experience and reliable contacts to carry out best practices. The ads produced by the agency could be in video, print or online formats depending on the campaign strategy. See also *Building a Campaign Strategy* and *Implementing Your Campaign Strategy*.

CHOOSE THE RIGHT ADVERTISING AGENCY

To find the right agency, your organisation should:

- Research an agency's other accounts, which will reflect its values and the kind of creative work it has produced.

Check with other organisations to learn where they have had successful relationships with agencies. Look at a wide variety of advertising produced for charities and other organisations to identify the type of ad campaign and agency that suit your needs.

How advertising can help your campaign

- Identify and interview three or four agencies that are creatively the right fit.
- Arrange for the agency to pitch the organisation: give them a project and ask them to submit their ideas.
- Or, ask for a Request for Proposal (RFP) from different agencies. An RFP is a document that tells a potential client all about the agency and what it has to offer.

CULTIVATING A RELATIONSHIP FOR PRO BONO WORK

Working with an advertising agency can be costly, especially for human rights organisations with limited budgets.

Large agencies will take on pro bono work because they are committed to giving back to the community and will often identify a cause or causes to actively support as a company. Partnering with a human rights organisation offers them an opportunity to showcase their creative ability in a different way; it allows them to push the creative, compared to the work they would normally do for a corporate client. In fact, they could win awards for a campaign. It can also be an opportunity for the agency to be more daring without going off the brand message of the organisation, and to provide a new and exciting profile for the NGO.

A pro bono agreement is most possible if your organisation already has an agency contact who is interested in your cause. It is a good idea to involve this individual on a deeper level in the campaign and in the organisation, as a member of the campaign planning team, a committee, or as a participant on the Board of Directors. In some cases, this person could offer communications expertise to the campaign and assist in negotiating a reduced rate. The contact could also put the organisation in touch with other advertising agencies, guide the organisation through the process and help with connections within the field. Pro bono work may come in time if the organisation and the agency cultivate a good working relationship.

How advertising can help your campaign

TIP HOW TO PITCH YOUR CAUSE TO AN ADVERTISING AGENCY
How to convince an agency that your organisation's work is worth promoting:

- Outline the impact your campaign is trying to make
- Say what makes your organisation distinct and worth supporting
- Explain why you think the agency's values align with the campaign
- Mention how you would recognise the agency's contribution and how they may benefit from collaborating.

If the work is pro bono, expect that your organisation's work might be put aside if there is a conflict with a lucrative, key client's deadline. It's important to be clear about the timing and expectations of both parties from the start.

If done right, these relationships can become long-term, mutually beneficial partnerships that go far in promoting the important work of the NGO.

KNOW WHO YOU ARE AND WHAT YOU WANT

Since working with an advertising agency is a financial commitment, be absolutely clear about your budget and objectives **before contacting an agency.** The agency must understand what your organisation stands for and the goals of the campaign. The more you educate the agency about your needs, the more likely you will get what you want without wasting time and money.

CREATE BRAND GUIDELINES

Don't waste time developing ideas without knowing exactly what you want. To start, the campaigns team should be clear on its strategy; goals and objectives; target audience/stakeholders; analysis that links stakeholders

How advertising can help your campaign

to the achievement of the campaign objectives; and budget. Put all of these stipulations together in a set of “brand guidelines”—a reference document for the agency. This will provide the ad agency with a clearer picture of what you want to achieve, and create a more successful result. Use the *Brand Guidelines Worksheet* to help capture this information.

ORGANISE AN ORIENTATION SESSION

Once your organisation has selected an agency to work with, initial meetings serve as an orientation for both sides. The agency will begin by explaining what it does, walking the organisation through the different stages of the work, describing the production cycle, and outlining how long things take.

For any campaign to be successful, the NGO must also coordinate its own orientation for the agency if they expect the agency to properly reflect them and the work, and ensure that everyone shares the same vision.

DESIGNATE A COMMUNICATIONS LIAISON

Communicating with the agency is crucial: identify the decision-makers for the advertising campaign internally. Providing consolidated feedback to the agency is crucial. Too many last-minute requests for changes from different players will create more work for the agency, cost more, and perhaps jeopardize your long-term relationship. It is important to have a lead person in the organisation; know who is responsible for the final sign-off on a concept created by the agency.

On the agency side, the main contact person will be the account executive who has been assigned to the project. The account executive is responsible for coordinating information and meetings between your organisation and the agency team working on the account, which includes writers, art directors and production staff. The account executive is ultimately responsible for the day-to-day management of the work, by coordinating the workflow and ensuring that all client requests are met.

The process is a partnership between the account executive and your organisation’s liaison.

How advertising can help your campaign

Also, there must be enough lead time to develop the final communications pieces. Expect to allocate a minimum of 12 weeks from the first meeting with the agency to launching the advertising. The more time you allow, the better the results.

OUTLINE A SUCCESSFUL CREATIVE BRIEF

The creative brief is a document that sums up what you want to say and fleshes out your needs in the advertising campaign. It provides all the stipulations for the campaign. Everyone works from the creative brief to produce the right copy and layout for the ads. If you are working with an advertising agency, the accuracy of the brief is pivotal. Can you sum up in one line what you want to say in this campaign?

To help the agency write a solid brief to work from, bring in examples of what you think is good advertising, what has worked for you, what has not worked. This helps the agency understand the personalities within the organisation. It also helps clarify the difference between what an individual at the organisation likes and what works for a particular target audience. For example, if the target audience is not literate, then there must be greater emphasis on visual ideas or radio pieces. Providing the agency with an outline of the campaign strategy will help.

GETTING “CREATIVE”

Once you decide on a particular focus/concept, the agency will begin its work. The agency will come back to the organisation with several creative concepts—known as “the creative”—in a face-to-face meeting. There will be examples of ads that represent the stipulations both sides agreed to. There could also be a creative concept that pushes the boundaries or is a bit more daring.

Ultimately, the quality of the creative presentation tells the client whether or not the agency understands the goals and interests of the organisation. The organisation has a chance to provide frank feedback about whether the creative meets its campaign goals.

How advertising can help your campaign

But the campaigns team must trust the agency, and not attempt to art direct or write copy. This can be difficult if you've been in the field and have expert knowledge about a particular issue, and are accustomed to writing. It is more important for your organisation to educate the agency and tell them what you want to communicate. The agency also needs to really listen to your organisation.

TIPS MANAGING THE BUDGET

1. Request a detailed budget outline from the agency, explaining the costs involved for account management, creative development, studio time, strategy development (if required) and production. For example, the development of the creative brief, the development of creative concepts and the presentation of those concepts to the organisation will have a specific cost. After the concept is approved, the agency will launch into a full creative development by producing full copy, full layout and artwork, which has different costs. The agency will create a budget estimate for the project, which will be revised if the stipulations change or if additional hours are required, etc.
2. In some cases, there are separate budgets for creative done in different languages to account for translation and adaptation costs since the tone of the campaign could vary across different language audiences.
3. Working in black and white during production is less expensive than full colour.
4. Working from copy decks—drafts of the copy written for ads—until everyone has approved the final copy is more cost efficient than revising copy in layout. Once the copy has been placed into the layout by the graphic designer, it is more expensive to make changes.
5. Is the agency billing the organisation on an hourly basis for work done on the account? If so, meetings held at your organisation's premises can be expensive. An alternative is to agree to a set amount for the overall project. But time spent in meetings is no less of a concern if there is a negotiated discounted rate or if the work is pro bono, for both parties.

How advertising can help your campaign

6. It is important that the NGO set realistic expectations around how much time is needed to provide feedback to the agency.
7. The agency must communicate clearly what a realistic timeline is to produce ads in order to keep the project on-track and on-budget.

LAUNCHING THE ADS

Your organisation must have a plan to reach out to media outlets and cultivate its own relationship for the placement of ads. If campaigning around freedom of expression, the issue will likely be important to the media. If you have a good relationship with a media outlet, you might have a preferred rate, which is relevant for traditional print and online. Newspaper ads can be extremely expensive. National broadsheets are more expensive than community papers. In some cases, agencies will try to get free advertising or space for ads at a reduced cost as part of their pro bono work. Some media outlets also provide free space to NGOs, so it may be worth approaching key media directly to explore this option. Media placement depends on the objectives and target audience. See *Building a Media Strategy* for more on this topic.

How advertising can help your campaign

NOTES

7. Worksheet: Brand guidelines

Save time in developing ad campaign ideas by starting with a clear set of brand guidelines. Use this worksheet to get started.

Who is the target audience? For example, do you want to reach a particular sector of society, such as youth or decision-makers, or the general public?

What do you want the target audience to do: donate, demonstrate or volunteer? What do you want to communicate?

Is there a critical date for the launch of the campaign?

Worksheet: Brand guidelines

Is this an international, regional or local campaign? Are there particular neighbourhoods in particular cities or specific regions you want to cover?

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The campaigns team should also consider the desired look and feel of the campaign in advance as well as the media that will be used to deliver the message.

How do you intend to reach the target audience: through newspapers, magazines, a website, social networking or video?

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What are the images or concepts that could be used to represent the organisation and the campaign?

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Do you have a logo that you want on every piece of communication?

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Worksheet: Brand guidelines

Consider possible dos and don'ts for both images and descriptive words and terminology to be used in the campaign. Finally, note any copyright or legal issues in the use of images and text, and be sure to flag these to the agency.

Dos and don'ts

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Copyright and legal issues

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Other issues

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Worksheet: Brand guidelines

Notes

8. Case study: Successfully advertising World Press Freedom Day

SNAPSHOT THE BENEFITS OF ADVERTISING

How the annual campaign for World Press Freedom Day spreads the word using advertising:

- By providing media and schools with materials—articles, interviews, photos, cartoons and advertisements—reminding the public of the importance of press freedom
- By offering these turnkey materials—photos with captions explaining events, maps showing where journalists have been killed—free on the campaign website
- By developing an annual theme and consistent visual identity for all campaign materials
- By accepting pro-bono work from several organisations, and planning months in advance to produce the materials

THE BASICS

The World Association of Newspapers and Newspaper Publishers (WAN-IFRA) organises an annual World Press Freedom Day initiative to draw attention to the importance of independent news. All over the globe, year after year, journalists, editors and publishers are murdered, assaulted, detained and harassed. Their publications are censored, fined, suspended and closed down. World Press Freedom Day on 3 May recognises the sacrifices made in the struggle for freedom of the press, and puts pressure on governments that continue to deny their citizens this basic human right.

Case study: Successfully advertising World Press Freedom Day

But newspapers are often reluctant to talk about the problems of their own profession. So, the campaign aims to provide media around the world with publishing materials to be used to remind governments and the public of the importance of press freedom and the global battle to attain it. Every year, WAN-IFRA produces articles, interviews and editorials, advertisements, photographs and cartoons illustrating attacks on freedom of the press, and infographics presenting maps of where journalists were killed, jailed and arrested. Newspapers can publish free of charge any editorial and advertising materials available on the website of the campaign: www.worldpressfreedomday.org.

WHY 3 MAY?

The date marks the anniversary of the *Declaration of Windhoek*, a statement of principles drawn up by African journalists in 1991 calling for a free, independent and pluralistic media on that continent and throughout the world. The WAN-IFRA World Press Freedom Day website was originally created in 1999 to publicise what the day represents, and encourage media around the world to download materials and publish as much as possible on 3 May.

CREATING CONCEPTS FOR THE CAMPAIGN

The campaign focuses on a particular element of press freedom each year. The topic, concept and structure of the campaign is discussed and finalised by the Press Freedom and Media Development team with input from other WAN-IFRA departments and the chief executive officer.

Case study: Successfully advertising World Press Freedom Day

PAST WORLD PRESS FREEDOM DAY CAMPAIGNS

Year	Theme	Campaign Title
2005	Reviewing cultures of impunity	"Impunity—Getting Away With Murder"
2006	Imprisonment of journalists	"Don't Lock up Information: Stop Jailing Journalists"
2007	Balancing security with individual freedoms	"Press Under Surveillance"
2008	Censorship of the press during the Olympics	"The Olympic Challenge: Free the Press in China!"
2009	Reporters facing harassment and violence	"Journalists in the Firing Line"
2010	Journalists killed, imprisoned and arrested	"Journalists in Exile"
2011	The importance of a free press for democracy, whether emerging or well established	"Silence Kills Democracy But a Free Press Talks"

Case study: Successfully advertising World Press Freedom Day

PLANNING THE CAMPAIGN

Once the focus, topic and campaign title are decided, the structure and plan of the campaign are devised. The World Press Freedom Day campaign is a complex project consisting of different elements that require careful planning, management and coordination of in-house and external contributions.

THEMATIC STRUCTURE AND MESSAGE

All materials produced for the campaign must clearly communicate the headline message, explain its elements and give supporting evidence. For example, in 2009, campaign texts, photographs, cartoons and ads presented the story of many journalists who find themselves in the line of fire for their work. “Journalists in the Firing Line” provided insight into what was reported on, how it was done and at what price.

VISUAL IDENTITY

All elements of the campaign need to follow a unified and standardised visual and thematic identity. WAN-IFRA produces it in-house. Using the chosen design elements (font, colour, logos, etc), an IT team then designs a website which becomes the main platform for the campaign material. Every year the campaign and website have a different identity but the address remains the same: http://www.worldpressfreedomday.org.

For example, some of the visual identity elements for the 2009 campaign included the following:

Case study: Successfully advertising World Press Freedom Day

CAMPAIGN ELEMENTS

Campaign elements produced and loaded onto the website include the following:

- interviews, articles and an editorial to be published by newspapers on World Press Freedom Day;
- cartoons that illustrate the theme;
- public service ads that help raise awareness of the problem and allow newspapers to join the campaign by printing them;
- infographics and interactive maps that present data on journalists killed, in prison or arrested.

Case study: Successfully advertising World Press Freedom Day

Photographs

Photographs that newspapers can use to illustrate the articles and other materials are provided by Agence France-Presse for the 3 May initiative. For example, the following photo and caption were among those provided for the 2009 campaign.

Philippines, Manila: Nude members of a university fraternity make their way through a crowd of students during the traditional 'Oblation Run' at the University of the Philippines campus in suburban Manila on 15 December 2009 to protest against the recent massacre of journalists in the southern part of the country. The killings occurred on 23 November in the southern Philippine province of Maguindanao when 100 gunmen allegedly controlled by a local mayor abducted relatives and aides of a rival politician, plus a group of journalists, and shot them dead. Thirty of the 57 who were killed in the incident were journalists. **AFP photo / jay directo**

Protest letters and educational materials

In addition, protest letters are available as a tool to invite the worldwide public to mark World Press Freedom Day by sending protest letters to some of the world's most repressive governments. The campaign also offers education materials for use in schools as part of Newspapers in Education, and background material related to issues covered by the campaign.

Case study: Successfully advertising World Press Freedom Day

Interactive maps

Every year, WAN-IFRA produces interactive maps that present data on journalists killed, in prison or arrested.

To see other materials available, go to www.wan-ifra.org and click on the Press Freedom navigation bar and select the World Press Freedom Day link.

HOW THE MATERIALS ARE PRODUCED, GATHERED AND DISPERSED

Most of the materials provided on the website are produced in-house. The preparation and production process lasts from three to six months. In addition, several organisations and individuals provide WAN-IFRA with pro-bono or symbolically paid work or material. French cartoonist Michel Cambon creates up to 10 exquisite cartoons; advertising agencies produce pro-bono public service ads; press freedom organisations share data; and

Case study: Successfully advertising World Press Freedom Day

news agencies provide pro-bono photographs and footage. Also, WAN-IFRA member organisations and newspapers assist with distribution of materials, translation to different languages, and publication. Depending on the campaign theme, goals and objectives, materials are prepared in constant communication and cooperation with partners. Some partners are the same for years, but every year brings something new.

The campaign produces mostly print ads, and short video clips were produced for several years by media and film students from various schools.

WAN-IFRA is the global organisation for the world's newspapers and news publishers. The organisation represents 18,000 publications, 15,000 online sites and over 3,000 companies in more than 120 countries. The campaign does not have a media plan with newspapers, and it does not pay them to run the ads. The materials are provided for free and newspapers run them on their own initiative as their contribution to raising awareness about press freedom in the world.

All materials are produced and made available on the web site at least four weeks before the 3 May. The WAN-IFRA communication team then informs media, editors and public around the world through targeted emails and press releases, inviting them to use the materials and join the actions for World Press Freedom Day.

CHALLENGES OF RUNNING A CAMPAIGN

The biggest challenge in producing a campaign of this size and complexity, is creating a concept and message that carries the same meaning and communicates clearly in at least five languages and different cultural contexts.

MEASURING THE CAMPAIGN'S SUCCESS

The response from newspapers and media can be measured through the number of elements downloaded from the website, and through the number of articles and ads published. The site has become a primary spot for information and materials about World Press Freedom Day, with

Case study: Successfully advertising World Press Freedom Day

hundreds of newspapers republishing material every year. However, it has proven to be an impossible task to acquire information from all parts of the world where material has been published to carry out precise media monitoring. WAN-IFRA receives information and ad hoc feedback from member associations.

The response from the international public can be measured with the number of visitors to the website and the number of protest letters sent by visitors to repressive leaders and governments.

Case study: Successfully advertising World Press Freedom Day

NOTES

9. Use letter writing to strengthen a campaign

THE BASICS

Letter writing has been a staple of human rights campaigning for decades. These protests are simple to organise and provide an easy way for people to take action and feel involved. Campaign messages can be targeted at different audiences in the home country as well as internationally. They cost little, and they take advantage of the way government bureaucracies often work. They are flexible and personal. They can boost morale, educate others and reinforce your image as a mass movement.

WHO SHOULD RECEIVE YOUR LETTERS?

The standard protest letter is addressed to a named government official in another country politely raising concerns and asking for specific action. However, letter writing is such a flexible technique that it can be used in many ways.

Groups to Target	Possible Results
Local officials, military commanders and others with direct responsibility for human rights violations	Apply pressure, expose concern, and stimulate them to think about and act on human rights
Newspapers and other media	Encourage increased reporting on a particular country, foreign affairs or human rights generally
Supporters of your organisation	Raise money

>

Use letter writing to strengthen a campaign

< Groups to Target	Possible Results
Embassies	Get the message to target governments
Government officials	Provide evidence of your concerns that they can use to press for change
Human rights non-governmental organisations (NGOs) in target countries	Offer moral support and encouragement, which can help motivate them to continue their work
Prisoners and their relatives	Boost morale and offer them an opportunity to communicate with the outside world

THE PLAN: ORGANISING A LETTER WRITING ACTION

A popular way to increase the volume and speed of a letter-writing campaign is through writing groups and networks. Groups of volunteers get together on a weekly or monthly basis to write and sign letters and possibly set up public booths to gain wider support. Using the Internet, you can also set up large networks of letter writers spanning many cities. You can send information on a particular case over an email listserv and have volunteers write original letters, or simply send out prewritten letters to be signed.

Use letter writing to strengthen a campaign

ASK QUESTIONS TO ASK

- How many letters would you like to send and over what time period?
- Are letters likely to be more or less effective if people mention that they are members of your organisation?
- Will letters from particular sectors of the community have more impact?
- How much do letters to different officials need to vary?
- Is it more important to send lots of letters, or fewer letters that are more individual?

ESSENTIAL INFORMATION

Groups need enough information to understand what is required from them and how to carry out your request. This usually means providing the following:

- Background material on the issue, country, the particular case and a summary of your strategy for addressing the issues
- Points of concern, possibly in the form of interchangeable paragraphs
- Your recommendations
  - Addressees to write to, including titles and salutation
  - Advice on the number of letters that should be sent, which addresses are the most important, how long the letters should be, how many points to raise in each letter, etc.

The background, guidance and points to be raised for a single letter writing action should not be more than one or two pages long. The specific things you need to include are likely to depend on whether it is part of a campaign pack. If your group is provided with basic information on the target country and the strategy for addressing the issues, you will be in a good position to decide which issues to highlight and the best way to make sure your letters have an impact.

Use letter writing to strengthen a campaign

Remember that if you include a draft letter, members are likely to simply copy this and you will lose the advantages of generating individual letters.

THE TOOLS: 6 TYPES OF LETTERS

1. High-impact letters

A letter from a former president, a sports star, a famous singer, a business leader, an academic, a judge or a general may have more influence on the addressee than a letter from your members or a member of the public. A joint letter from all or some of these can also be very effective. When deciding who is likely to have the most influence, take into account the issue that is being tackled, the society in the target country and any special links between the target country and your own.

It can be tempting to approach the same people for high-impact letters, or to ask people who have already made a public stand on human rights issues. But a letter can have impact partly because it comes from someone not usually associated with raising concerns about human rights; this illustrates, in a symbolic way, the extent of concern over a particular case or issue.

2. Open Letters

- Can be copied to newspapers for possible inclusion in letters to the editor pages
- Can help build your organisation's image in your society as a respected organisation and thereby increase its influence
- Can help to attract support from others
- Can be the focus of other publicity, particularly if the signatory is willing and able to speak to the media about the issues
- May be combined with a "public signing" or another public event to which the media can be invited
- Can be copied to the embassy of the country in question and your own ministry of foreign affairs

Use letter writing to strengthen a campaign

3. Letters from the community

Letters from different sectors of your community may have a greater potential to influence situations than general letters from individuals. Lawyers, for example, are respected in many societies and therefore their letters may be more influential. If concerns are being directed towards military figures it may be that they are more likely to listen to fellow military professionals.

4. Personal letters

An individually written letter, rather than a standard appeal, is often more likely to get the attention of government officials. It also makes it more difficult for governments to adopt a standard response. The more informed, individualised and targeted the letters are, the better. Personal information to highlight can include the writer's profession or trade, whether he or she has visited the country, or details about the writer's own community to demonstrate the personal nature of the concern.

5. The prepared letter

One of the easiest ways to generate a large number of letters is to prepare them in advance. A simple standard text can be drafted, needing only the addition of a signature, return address, envelope and stamp. This sample can then be cheaply copied and distributed to your members.

The first of these letters to land on a government official's desk will have the most impact; the official will quickly realise that the subsequent letters say the same thing and are part of a campaign. Thereafter, the impact of the letters lies primarily in their quantity—the total number illustrating the level of concern. Distributing letters for signing and sending can also raise public awareness and offer a first step in getting people involved in defending human rights.

Some organisations set up public stalls—with prepared letters and envelopes addressed and stamped—and ask people to sign the letter, add a return address and make a donation to cover the postage. This has the advantage of guaranteeing that the letters will be sent. Other groups distribute the letters by handing them out at public meetings and

Use letter writing to strengthen a campaign

workplaces, etc. This allows for a wider distribution, but it is unclear how many letters will be posted.

Many organisations that have a large online supporter base have chosen to build letter-sending platforms into their campaign websites. This allows supporters to directly email form letters to decision-makers by simply inputting their email address and country of residence. This type of online advocacy is easy to track, easy to share through social media and can help an organisation increase its email database of supporters. However, it requires a certain level of in-house technological expertise, a secure website and human resources to manage the campaign and follow up with those who sent and received letters.

6. The pre-printed postcard

The pre-printed campaign postcard can be another way of delivering your human rights concerns and making sure your message stands out as it travels through postal systems.

Postcards can be sent to government officials. They can also be sent to human rights organisations as a gesture of solidarity, to encourage them in their work and boost their morale.

On one side, postcards can have anything from a picture to a very direct campaign message. On the other, they can outline your concerns in relevant languages and be pre-addressed so that all they require is a signature and a stamp. This is also an easy way of giving individual members something practical to do in support of a campaign. Sets of postcards can be inserted in newsletters or included in other correspondence to members.

Use letter writing to strengthen a campaign

THE RISKS: WHEN LETTER WRITING MAY NOT BE APPROPRIATE

- Some targets are largely immune to international concern. For example, one government leader, on hearing how many letters of concern had arrived from Germany reportedly said, “When was the last time people in Germany voted for me?”
- Mass mailings of letters may be counter-productive if there is a poor postal system in the target country.
- Letters are of very limited use in situations of chaos or crisis where government systems are breaking down.
- In some societies, low literacy levels or high postage costs make letter writing inappropriate.

REFERENCES

Amnesty International Campaigning Manual, 2001,
©Amnesty International Publications.

Use letter writing to strengthen a campaign

NOTES

10. Call in the celebrities

THE BASICS

Celebrity sells. A star's endorsement of your campaign can make a real difference in media coverage, public awareness and pressure on the relevant organisations. Well-known personalities can set an example that others will follow, and they can add unique value to your organisation.

SNAPSHOT BENEFITS OF A CELEBRITY ENDORSEMENT

- Attract new audiences
- Raise funds by encouraging sponsorship and contributions
- Mobilise public opinion and involvement
- Contribute to the repositioning of an organisation in the public's perception
- Reinvigorate a long-running campaign

WHICH CELEBRITIES CAN HELP YOU?

What kind of celebrity do you want? Each one you consider will present certain advantages and disadvantages. Before approaching a star, weigh their motivations, how much effort it will take you to maintain their interest, and how much you believe they will serve your cause. Consider that you may not need an endorsement at all. What progress are you making without an endorsement, and what might a high-profile figure contribute?

- **Match targets** Target celebrities who will appeal to your organisation's target audience. Be careful that your choice of celebrity won't trivialise the issue or undermine the message.
- **Do your homework** Investigate which celebrities are likely to be sympathetic to your cause. Your organisation is more likely to develop

Call in the celebrities

long-term relationships with those who have a genuine interest or personal experience in the cause they will be promoting. Research potential celebrity endorsers to ensure that their histories will not come into conflict with your organisation or generate negative publicity.

- **See who is already speaking out** Are there already high-profile figures speaking out in support of freedom of expression? If so, you might be able to elicit their support for your particular campaign.
- **Go local** Is your issue a matter of local concern? If so, you might want to contact a local luminary.
- **Add value** Celebrities should add value to your story. Think about how they will make a difference. Avoid seeking celebrity endorsements simply for the sake of having famous names tagged to your campaign.
- **Be pragmatic** Many celebrities view charity work as essential to their self-promotion thus not all those who accept your appeals for help will be altruistically motivated. However, this should not detract from the potential benefits that celebrity endorsements might offer your organisation. High-profile celebrities wearing your organisation's logo in magazine features, for example, will attract the kind of attention that both parties desire.
- **Be careful about complex roles** If you intend to employ celebrities as ambassadors or spokespersons—roles that take them beyond the remits of a promotional campaign—consider whom you approach. Certain celebrities are more adept at handling complex issues and will promote a cause better than others.
- **Be realistic** Be realistic about the size of your organisation, the issues you want celebrities to campaign for and the tasks you would like them to perform. A-list celebrities are unlikely to attend coffee mornings in aid of local charities, whereas C- or D-list celebrities might be more likely to oblige.

Call in the celebrities

3 STEPS TO RECRUITING A CELEBRITY

Every day celebrities and their agents receive requests to endorse charities and appear in advertising campaigns. To encourage a response, take a subtle but persistent approach and package your campaign well.

STEP 1:

Make contact

- Reach celebrities through their websites, agents, and your own personal contacts.
- Where possible, make direct contact. Many have agents who filter requests, which may present an extra hurdle.

STEP 2:

Explain your request

- Tell celebrities what your organisation can offer them. Highlight the potential publicity benefits available through involvement with your campaign.
- Be specific about what you want celebrities to do for your organisation. Will the celebrities simply be involved in one campaign or would you like to foster a relationship which sees them emerge as the face of your organisation?
- Quite often, the causes that celebrities lend their support to are long-term, such as child poverty. If your cause is finite, do highlight this point. Their support need not represent a long-term commitment.

STEP 3:

Show how their support matters

- Once you get a star to back your campaign, personalise the relationship and keep him or her informed about the campaign's progress.
- Follow up any celebrity activities with an appropriate acknowledgement and thank you.
- Consider making patrons of those celebrities who are especially involved in your campaigns or have made a long-standing contribution to your organisation.

Call in the celebrities

HOW TO USE CELEBRITY SUPPORT

Give celebrities a range of ways to be involved. Obviously the best-case scenario is if a star pledges her full support, but sometimes a statement for a press release is enough. Think creatively. Remember that celebrities are busy so you're more likely to gain support with something that isn't too time-consuming. Some suggestions are:

- Getting celebrities to sign (and write) direct-mail letters appealing for donations from existing and potential supporters.
- Asking them to appear in promotional activities and campaigning appeals for TV and radio.
- Speaking at press conferences and interviews or fundraising events.
- Participating in headline-grabbing activities that raise funds and awareness.

Asking them to use their contacts to get support for your organisation. The participation of celebrities in campaigning activities and media conferences can create media interest in events which might otherwise attract less publicity.

POTENTIAL PITFALLS OF CELEBRITY SUPPORT

While many charities enjoy successful relationships with their celebrity endorsers, be sure to consider the drawbacks:

- Certain campaigns do not lend themselves to attracting celebrity endorsement, and most stars are unlikely to support campaigns based around a taboo issue.
- Be wary of over-dependence on celebrity backers and ensure that fame and publicity do not overshadow your organisation's central campaign message.
- Devise a contingency plan in case celebrities attract unwanted and potentially damaging media attention. Be prepared to respond to the media and decide under which circumstances to support celebrities and when to distance your organisation from them.
- Prepare your approach for dealing with demanding celebrities. For high-profile and costly campaigns, consider asking celebrity backers to sign contracts which set out the terms and conditions of their work. In general,

Call in the celebrities

charities do not pay celebrities. You should, however, aim to cover expenses, including travel and accommodation.

TIPS WORKING WITH STARS

- Be clear about what you want done, when and why.
- Be clear about what support you are able to provide.
- Be clear whether or not a fee or expenses will be paid.
- Supply as much background information as necessary.
- Make sure the celebrity's contribution will be worthwhile, and be sure to highlight to the star the difference that she or he is making.

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Call in the celebrities

NOTES

11. Host a speaking event

THE BASICS

Sometimes, the most powerful way for an organisation to share its message is to call in someone from the frontlines. Freedom of expression organisations often provide platforms to survivors of human rights violations, human rights defenders, politicians or celebrities who are committed to a cause. Speaking events not only engage people who may not already know about an organisation's work, they also motivate and inspire long-time activists. Powerful speeches also tend to build the momentum behind fundraising efforts and are a great way to attract media attention.

SELECTING AND APPROACHING SPEAKERS

An organisation should be sure to choose a speaker who is likely to understand and advance the goals behind the event(s). Organisations may be lured by the prospect of a celebrity, for example, but if the objective is to educate the public on a complex issue like libel, it may be better to have a prominent lawyer speak on the issue or to pair a celebrity with a lawyer on a panel. As all but the most formal speaking events tend to be followed by a question-and-answer session, groups should make sure the speaker is educated enough about an issue to go beyond the script. Speakers will often also be required to answer media questions spontaneously before or after a speech.

The ask An invitation to the proposed speaker should ideally be sent out at least three months in advance. The speaker needs time to secure a visa, and the organisation needs time to approach an alternative speaker if the guest declines the invitation. An invite should include the following information:

- The purpose of the speaking engagement(s)
- A programme outline, including the length of the tour or event and location of venue(s)

Host a speaking event

- Details about accommodation, transportation, meals, etc., with a clear explanation of what the organisation is paying for and the costs that the individual will be responsible for (see 'practical considerations' below for more information on negotiating expenses)

TIPS WHAT TO DO WHEN A SPEAKER SAYS YES!

Once a potential speaker has accepted your invitation, send a follow-up letter to thank the individual and provide further information. The letter should:

- **Include an estimated timeline** of the speaking tour or event, including roughly when the events and interviews will take place. Although many speaking engagements are not confirmed when the information package is sent, organisations should try to delineate times when the individual may be required and when they will have free time.
- **Request a brief autobiography** and an electronic photograph, which will be important when seeking appointments, attracting media, preparing publicity materials and so on.
- **Include practical information** such as local weather conditions, airport pick-up arrangements and contact telephone numbers. The organisers should contact the speaker by phone to discuss logistical details and special needs, such as dietary restrictions or allergies the planners should be aware of.

PROMOTING THE EVENT AND ATTRACTING MEDIA COVERAGE

The media package A media package or press release should include biographical information on the speaker, which should explain why the person is speaking about the particular issue. Be sure to include facts and information on the human rights campaign behind the speech and newsworthy quotes made by the speaker. (Quotes can be elicited through an internal interview with the speaker.) Finally, provide details about the location(s) and time(s) of the speaking engagement(s), plus a contact number and name for those wishing to arrange interviews or get more information.

Host a speaking event

Expand your reach When approaching media outlets, approach those who may be interested in the speaker as well as those who interested in the issue. For example, a publication directed at the black community may be interested in covering a speech by a black activist. Make it clear in your press release that the speaker will only be available in the city for a limited time.

Expand your audience In addition to reaching out to media, organisations will want to specifically target the audience they wish to reach. If the target audience is university students, the organisation's representatives should approach student unions and student activist groups, residence halls, and campus pubs. Leaving flyers is a good idea but it's also ideal to personally approach leaders and organisers within the target community and ask them to distribute event information to their listservs and/or post it to a Facebook group.

CHOOSING A VENUE

It is difficult to precisely predict the turnout, so choose a venue that will allow for a larger or smaller audience than anticipated. Organisations should seek out venues that are willing to host progressive events for free. Be sure to discuss the lighting and sound system that will be provided by the venue, and those that the organisation will be responsible for. If the venue has hosted speaking engagements in the past, ask about technical problems that may have occurred. Finally, try to pick a venue in a neighbourhood or location where the target audience lives, works or frequents.

SCHEDULING A SPEAKING TOUR OR EVENT

Check for conflicts It is a good idea to discuss potential dates with contacts who are part of the audience your organisation wishes to reach. This way, you can be sure the event does not conflict with other major meetings or events.

Plan for rest time When a speaker is travelling a significant distance, try to keep the first day of the visit free for the speaker to rest, settle in and become familiar with the issues they will be addressing. In devising a programme for any speaking tour, remember that public speaking can be exhausting. The speaker may also be worn down by the journey, the

Host a speaking event

strange diet, adapting to being with strangers, or language difficulties. Therefore, it is best to avoid combining late-night interviews with early morning engagements, and to schedule in time for relaxation. If the visit lasts four days or longer, consider building in one complete day for rest.

Make room for questions Most speaking events, aside from the most formal ones, allot at least 10 minutes for a Q&A session following a speech. This encourages audience participation and is often a good way for individual audience members to find out about how they can get involved in a campaign. In a speaking tour with multiple engagements, schedule an hour or two after the first and/or second speaking event to discuss with the speaker any problems that may have arisen, answer any questions and recommend any changes to length or structure. Finally, be sure to allot more time than is necessary between speaking engagements or meetings to allow for transportation delays, events going overtime and other contingencies.

GETTING THE MESSAGE ACROSS

An added benefit to speaking events is that an organisation can attract an audience and media coverage based on the speaker alone. The challenge, however, is to make sure the take-home message doesn't get lost amid the hype over the celebrity or the compelling details of the speaker's story.

TIPS

- Have the speaker talk specifically about the hosting organisation, how others can get involved and why he or she supports the work of the organisation.
- Display your organisation's name prominently on flyers, invitations and other promotional material so that those who are inspired by the issue can contact the group.
- To ensure the speaker provides an accurate and appropriate portrayal of the organisation in media interviews, he or she should be trained on the group's overall mission and activities, as well as the specific issue or campaign the organisation is trying to advance.
- A representative of the organisation should also speak about the organisation's activities and advocacy before or after the main speaker.

Host a speaking event

Providing tools for action Usually, speakers should not only discuss attacks on human rights but also what individuals in the audience can do to fight these violations. Organisations may want to provide speakers with website URLs, names of political figures to lobby, and upcoming meetings or dates for demonstrations so they can share this information with the audience. In addition, groups should hand out clear, written information providing resources and advice for others hoping to get involved in the struggle. If the speaker is appealing to a small group of business leaders or government representatives, the speaker should be provided with information about the individuals so he or she can better target a lobbying message to the audience.

Focus your message To ensure a speaking event has a clear, take-home message, it is important for organisations to ask themselves, 'If you can only get one central message across, what is it in one sentence?' The answer should be clearly communicated with the speaker. It may be helpful to sit down with the speaker and structure his or her address to ensure that the key points are hit. For example, an organisation could suggest 15 minutes to present biographical information and personal story, 5 minutes to explain the broader picture of human rights violations (who is usually targeted, number of violations, countries in which they are taking place, etc), 5 minutes to discuss local and global responses to the violations and 10 minutes to discuss the role of the organisation within this movement.

SUPPORTING THE SPEAKER

Consider media training At the beginning of a tour or before a speaking engagement, it is often useful to organise some media training for your speaker so that the major themes and key points can be conveyed in "media-friendly" terms. You can also discuss and prepare for difficult questions that may arise. Check whether the speaker has experience in dealing with the media so you can take this into account in the training. Ideally this training would involve a sympathetic professional journalist, but it can also be done through a simple role-playing exercise.

Preview the speech Once the speaker has written his or her address, ask the speaker to deliver it before members of your organisation to ensure that it fulfils its intended purpose and does not go overtime. Remember that public speaking can be daunting; be sure to give compliments before suggesting areas that can be changed.

Host a speaking event

What are the speaker's needs? Finally, consider the benefits of the speaking engagement(s) from the point of view of the speaker. If appropriate, an organisation may also want to see to it that promotional material, such as a speaker's books or a flyer about an upcoming event the speaker wishes to support, are displayed on a welcoming table. An organisation's representatives may also want to sit down with a speaker to discuss his or her goals and challenges to see if they can introduce contacts or agencies that may help. Try to also schedule some free time for the speaker so that he or she may check out the sights or tourist destinations.

SAFETY AND SECURITY

If the speaker is someone who has received threats for their advocacy, be sure to discuss the security they require, the potential risks they may encounter on the trip and strategies to mitigate danger. Clearly communicate the precautions the individual should take and their role in ensuring their own security. Likewise, the organisation should detail the prevention and security measures that your group's representatives will undertake. This discussion should take place well before the start of a speaking tour or event.

Be sure to consider the legal and security implications for a speaker in terms of discussing a particular human rights violation. A speaker, especially someone who is young or inexperienced, may provide details to an audience or journalists that could threaten legal proceedings or put them in further danger. An organisation may need to sit down with the individual and a lawyer to demarcate the details about a particular incident that can be included in a speech—and those that should be left out.

PRACTICAL CONSIDERATIONS

SECURING VISAS

Once a speaker has agreed to the terms of the speaking event or tour, begin the visa application process right away. The organisation should prepare a letter of invitation for embassy or consulate officials. This letter should explain the purpose of the visit, accommodation details, and the flight and other costs being provided by the organisation, among other information. You can see what the Canadian government requires in a letter of invitation at http://www.cic.gc.ca/english/visit/letter.asp. Call an embassy official or

Host a speaking event

a search the embassy's website in advance to ensure that an invitation letter meets the requirements of the country he or she will be travelling to.

Given the complications with securing visas, it is best for organisers to have a phone conversation with embassy officials before the guest makes contact. Ensure that the guest has a passport that will be valid until at least six months after the trip has ended. It is a good idea to ask the speaker if he or she has ever been refused a visa to the destination country so that the organisation can gauge the level of intervention and support that is necessary. If the organisation is high profile enough to warrant the attention of embassy officials in the speaker's country, it is also advised to seek the guidance of these officials. Finally, flights should be booked well in advance and mailed to the speaker, as confirmed tickets for return or onward journey are often required for visa applications.

ACCOMMODATION

In the initial invitation or a follow-up information package, provide the speaker with the hotel name and contact info where he or she will be staying. However, if the speaker is comfortable with the language and culture of the place they are visiting, is known to the organisation's members and is likely to have experienced similar accommodation circumstances in the past, an organisation may consider having a representative host the person. Ideally, the representative should be able to host the individual for the duration of their stay in the city so that they do not have to readjust to a new location. Be sure that the individual hosting the guest has the schedule for the speaking tour, information about meal requirements of the guest and when and where they will be expected to meet the guest on a daily basis. The person billeting the guest should be on hand as a host whenever the guest will be in the house.

EXPENSES

Usually, an organisation covers all of the costs of a trip, including visa costs, flight costs, meals, accommodation and travel to and from events. However, the organisation may decide not to pay for certain costs if, for example, a guest is already visiting the country for another reason or is being sponsored by a partner organisation or grant.

While many speakers will be willing to donate their time to an organisation if they are passionate about the cause, some speakers require an

Host a speaking event

honorarium. Usually, someone who is engaging in self-promotion, perhaps for a film or book, will not expect an honorarium. If the organisation has a relationship with the individual they wish to invite to speak, it may be wise to informally discuss what the individual requires in terms of expenses and stipend. For example, the director of a partner organisation who is being invited to speak may have a relative he or she wishes to stay with in the host city. Alternatively, it is helpful to speak to NGOs that have hosted speaking events in your city to find out what kind of per diem and expense coverage is usually provided.

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OTHER ISSUES

EMERGENCY CONTACTS

In case of a medical or other emergency, ask that the speaker provide emergency contact information. In addition, ask the person if he or she has any special health requirements that the organisation can help to accommodate.

SPEAKER'S ASSISTANT

It is useful to designate someone as the speaker's assistant who will be responsible for picking up the guest at their hotel, escorting him or her to events, meals and back to the hotel, and addressing any practical questions or concerns. As the speaker should have some free time, be sure to provide maps, transit information, recommended shopping areas, restaurants and sights as well as conveniences such as laundry.

LOBBYING

Arranging for an important visitor to meet your key supporters in government or other influential spheres can be an important way of attracting and consolidating support for your organisation. It is important to work out the lobbying objectives of any speaking tour well in advance. Consider who the speaker should meet from a strategic standpoint, including the key messages and/or requests that should be conveyed in the meeting. Remember to follow up with the contacts in the days and/or weeks after the meeting to ensure the momentum created by the speaker's visit is not lost.

Host a speaking event

FUNDRAISING

Speaking events also tend to offer income-generating possibilities. If appropriate, the speaker may be encouraged to directly appeal to the audience for donations to an organisation. Usually, this appeal will be made after a powerful speech that will make the reason for charity resoundingly clear. A fundraising dinner should be pursued if an organisation can be sure it will make enough money after costs to be worthwhile. Usually, fundraising dinners are appropriate when the speaker is someone who is renowned. For basic speaking events, entrance fees can be charged if they are not likely to discourage guests from attending. Encouraging “pay what you can” donations at the door helps to bring in money while also ensuring those who are struggling financially are not excluded.

If it is appropriate, consider asking the visitor to put their name to an appeal for donations that will be sent out to potential supporters. The speaker may be willing to provide quotes that explain the importance of the organisation’s work by drawing on personal experience.

TIPS MAXIMISING IMPACT

Here’s how to maintain the momentum the visit has given to your campaign:

- Take photographs, make videos, get quotes that can be used in subsequent communications
- Keep a record of who helped with the visit and make sure they are thanked
- Keep a record of who attended the different functions and events and invite them to join your organisation if they are not already members
- Encourage guests to sign their name and email so that the organisation can include them on its listserv to notify them of future events, campaigns, etc.
- Make sure that commitments made in meetings for follow-up action are fulfilled
- Keep in regular contact with the speaker afterwards so that he or she can continue to support the organisation’s work, and vice versa

Host a speaking event

RESOURCES

Amnesty International's article How to host a speaker.

12. Case study: How speakers boost free expression at annual awards galas

SNAPSHOT THE BENEFITS OF GALAS

Awards dinners honouring courageous journalists help the winners, organisations and press freedom. Here's how:

- By raising substantial money to fund operating and program costs for the Committee to Protect Journalists and Canadian Journalists for Free Expression
- By deepening reporters' understanding of situations faced by counterparts around the world
- By connecting journalists with international reporters on the ground in another country
- By giving international journalists someone they can turn to for help and to publicize human rights situations
- By introducing international journalists to potential employers in North America
- By providing good media coverage of press freedom issues since the events target journalists

Since 1999, **Canadian Journalists for Free Expression** (CJFE) has held an annual gala dinner to honour journalists who face threats and persecution for doing their job. To Julie Payne, CJFE manager, one of the best things about the event is that it connects Canadian reporters with international journalists, and that both parties benefit from the solidarity of their fellow journalists across the globe.

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"When you have someone going back to a country where they could be put in danger again, it's important that you've helped them find international contacts that they can turn to for help and to publicise the situation," says Payne.

Meanwhile, Canadian journalists develop a deeper understanding of situations faced by their counterparts in different parts of the world, and they gain personal contacts for reporting on the ground.

Often, the connections made by CJFE and the Canadian and international journalists continue beyond the gala. For instance, 2011/12 award winner Luis Horacio Nájera of Mexico was forced to seek asylum in Canada after reporting about drug trafficking and corruption in Ciudad de Juarez. He told CJFE he was having trouble finding journalism work in his new country and that he wanted to use the trip to Toronto to meet with potential employers.

CJFE arranged for him to stay in the homes of several journalists and NGO workers in Ottawa and Toronto, who introduced him to many new contacts. The organisation also helped set up meetings with top media houses.

The gala also raises a substantial portion of the organisation's operating and programmatic costs. Besides a huge army of volunteers, CJFE also relies on the support of two major Canadian broadcasting organisations that either sponsor the reception or create the videos presented during the ceremony.

The **Committee to Protect Journalists** (CPJ) also holds a successful annual awards dinner honouring courageous reporting. Robert Mahoney, CPJ's deputy director, says it makes a big difference when the appeals to support CPJ are made by the journalists themselves. "It puts a face on the statistics. If you make an appeal to people on the basis of an individual, it will resonate much more than if you make an appeal based on statistics alone," says Mahoney.

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MONTHS OF PLANNING

Both CJFE and CPJ have honed the reputations of their events over many years, which helps draw large crowds. And since each event is repeated annually, the organisations are saved from having to start from scratch each year. Nonetheless, the events always require months of planning. In January, just a few months after CPJ's awards dinner has passed, the group begins to think of the next one. The organisation performs rigorous background checks on the candidates and informs awardees by June. Winners receive packages that offer advice on what they should bring to New York, where they will be staying, and so on. A CPJ staff member will also call the award winners to explain the purpose of the award, what will be expected from the recipient, and what the winner can expect from the organisation.

Mahoney says that while all trip-related expenses will be covered, "we make it clear that this is not a monetary award; rather, the award is designed to further freedom of expression in their own country."

SECURING VISAS

Securing visas for the award winners is always a difficult and delicate undertaking, says Payne of CJFE. The organisation first sends an introductory letter to the Canadian embassy in the award winner's country explaining what CJFE is, why the individual has been chosen for the award, and why the award is important for championing the cause of press freedom. Often, CJFE will communicate with the embassy on a regular basis. Persistence is key, says Payne.

THE IMPORTANCE OF REHEARSING

When it comes to speeches, both organisations stress the importance of rehearsing. The staff at CJFE have the award winners read their speech aloud to ensure each speaker stays within the allotted time frame (usually from two to seven minutes each), which is very important considering the number of guests scheduled to speak. Plus, Payne points out that most of the reporters being honoured are used to telling the stories of others. Telling their own stories can take journalists out of their comfort zone and makes rehearsing even more necessary.

Case study: How speakers boost free expression at annual awards galas

The award winners are also reminded that they do not need to provide a great deal of background information in their speeches: their stories are told both in the gala publication and in videos which are shown immediately before they are presented with the award.

CPJ staff listen to their awardees' speeches a few days in advance so they have time to help shape them and ensure they will resonate with the audience. One of the key points staff members stress is to keep it simple. "Some journalists will have a lot of amorphous experiences they want to talk about," says Mahoney. "We try to get them to narrow in on one story or anecdote."

CONNECTING WITH EMOTION

The speeches tend to hit home when they highlight emotionally powerful stories while avoiding overly complicated information about legal systems or political history. "You have to appeal to the audience on an emotional rather than an intellectual level," says Mahoney.

This does not mean, however, that a speech need be overly sentimental. For example, Mustafa Haji Abdinur, a journalist from Somalia who was honoured by CPJ in 2009, captured the attention of the audience by very matter-of-factly talking about the day he walked out of his office with a colleague and watched as his colleague was shot dead directly in front of him. Wrapping up his speech, Haji Abdinur said, "Friends, if a journalist is killed, the news is also killed. Please don't forget us."

OPTIMISING MEDIA COVERAGE

Since both awards nights are targeted toward journalists, each organisation reaches out to larger audiences through the media. CJFE has discovered that the week of their event is so hectic they simply don't have time to respond to media requests and set up interviews. As a solution, they work with a public relations company which donates its services to handle those arrangements.

Getting the media to recognise the work of CJFE in their articles can be difficult, notes Payne. Often, the only coverage the organisation will get is that the name of the event or award will be mentioned. Since the event was

Case study: How speakers boost free expression at annual awards galas

originally called International Press Freedom Awards, articles that mentioned the awards sometimes wouldn't include the name of the organisation at all. CJFE solved this problem in 2010, by changing the event's name to CJFE Gala: A night to honour fearless reporting.

CPJ's event also requires effective logistical planning around press interviews and meetings. Each award winner is assigned a staff member who can ensure the individual arrives on time to media interviews and other side events. CPJ also arranges meetings with U.S. congress people and diplomatic ambassadors representing the award winner's country, giving the awardees the opportunity to influence U.S. and international government interventions on press freedom.

Mahoney recognises that downtime is scarce, and the schedule can be arduous. Although the awardees find the trip "mind blowing and exhausting," Mahoney says the journalists are awed and greatly encouraged by the number of people they meet who are curious about and supportive of the press situation in their country. CPJ tries to keep the momentum going by continuing contact with the awardees after they have returned to their country of residence. "They become our eyes and ears on the ground," Mahoney says.

Case study: How speakers boost free expression at annual awards galas

NOTES

13. How IFEX can get the message out

PREPARED BY ALERTS NETWORK COORDINATORS,
IFEX CLEARING HOUSE

THE BASICS: INTRODUCTION TO IFEX

WHO WE ARE

As violations of the right to free expression continue, so do the efforts of members of the International Freedom of Expression Exchange network (IFEX), a strong global opposition to forces challenging this right.

IFEX was created in 1992 in Montréal, Canada when a dozen leading free expression organisations came together to create a coordinated mechanism to rapidly expose free expression violations around the world. Today, IFEX connects more than 80 independent organisations worldwide and is internationally recognised as a highly credible and effective global network. IFEX is in a position to bring real change to a global situation where more than half of the world's nations violate the principles of Article 19 of the Universal Declaration of Human Rights.

The IFEX Clearing House, based in Toronto, Canada, runs the day-to-day operations of the network and is managed by founding member organisation Canadian Journalists for Free Expression (CJFE).

WHAT WE DO

1. Circulate information to raise awareness

IFEX runs the world's most comprehensive free expression information service through its IFEX Daily, IFEX This Week and IFEX In Context e-newsletters and website, www.ifex.org. Highly publicised alerts have helped free journalists, writers and free-expression advocates from detention, or even helped save their lives.

How IFEX can get the message out

2. Build the capacity of free expression organisations

IFEX's Network Development Programme strengthens free expression organisations in the Global South - often those that are emerging from dictatorship or civil war. Recognising the challenges and obstacles faced by these groups in carrying out their work, the programme provides start-up support, training, financial and technical resources and peer support through participation in the IFEX community.

3. Facilitate campaigns and advocacy

IFEX's Campaigns and Advocacy Support Programme is aimed at supporting member-led campaigns and developing tools and capacities to better advocate for the protection and promotion of free expression - including urgent actions that target abuses in a particular country, or focus on thematic issues, such as defamation laws, Internet censorship or impunity.

4. Develop the IFEX network

The IFEX Clearing House works with members to ensure that the IFEX network continues to develop as an innovative, engaged and effective international freedom of expression community–by organising key forums where committed NGOs and others meet to decide policy and strategy and develop joint efforts in the promotion and defence of free expression.

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