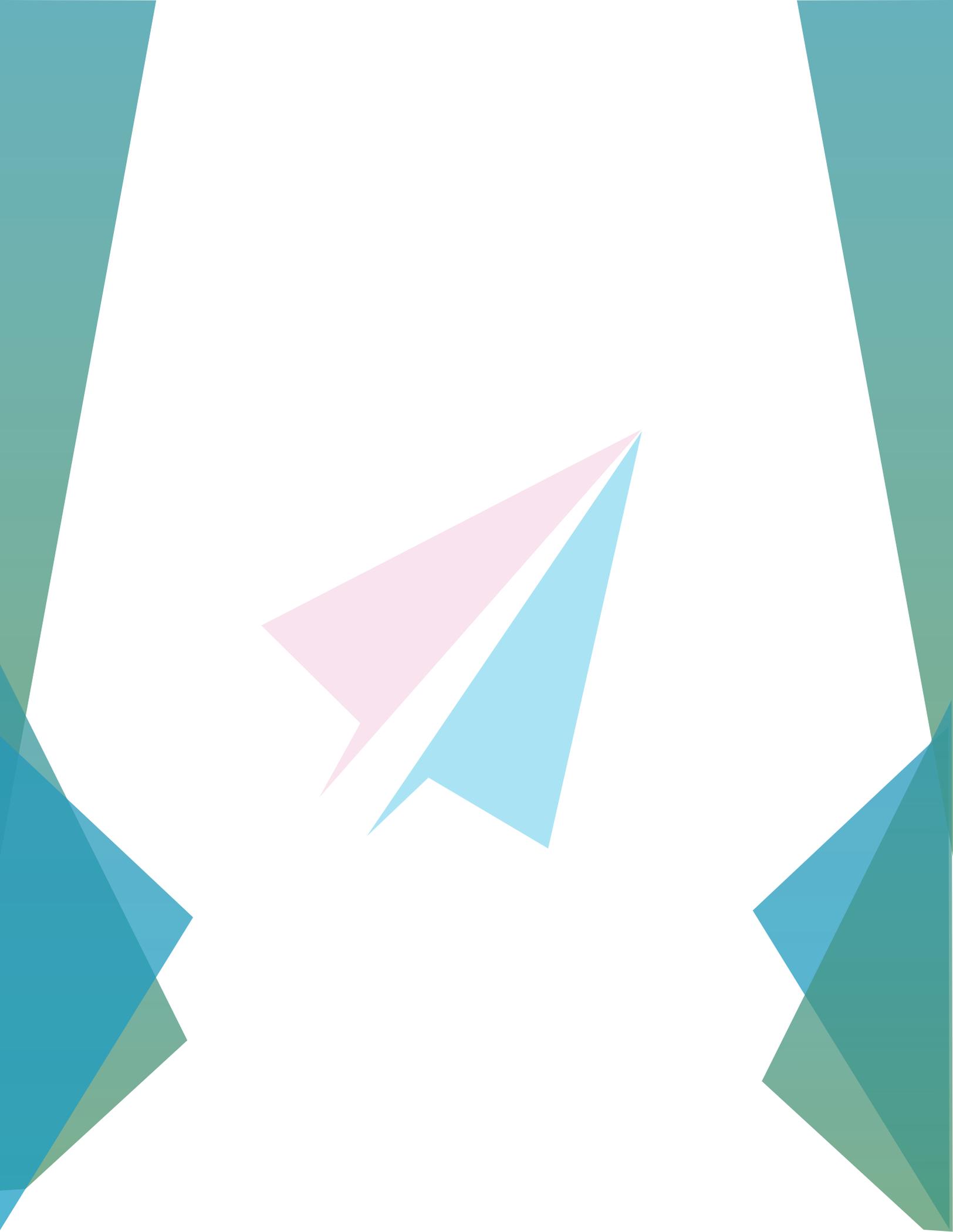


A group of diverse young people, including women and men of various ethnicities, are gathered together, holding up a large transgender pride flag. The flag features horizontal stripes of light blue, white, and pink. The background is slightly blurred, showing other people and what appears to be a social media wall with icons for Google+, Facebook, and Twitter. The overall atmosphere is one of community and solidarity.

HUMAN RIGHTS CAMPAIGN MANAGEMENT SKILLS





RIGHT SIDE HUMAN RIGHTS DEFENDER NGO

Right Side is a community based, democratic, human rights defender NGO, founded in January 2016 by trans activists in Armenia. It is the first and only NGO run by and for trans people and sex workers in Armenia and in the South Caucasus. Right Side NGO works on a national level and in the Republic of Artsakh which is a conflicted area between Armenia and Azerbaijan.

The NGO strives to ensure the well-being, protection and equality of the trans community and sex workers in Armenia by achieving social-cultural and legal changes through cooperation with state bodies, civil society and with international organizations.

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INITIAL PHASE: PREPARING Researching and Identifying the Issue, Planning the Campaign Strategically and Targeting the Audience

What is campaigning for human rights (HR)? Are there any differences between the HR campaigns and other ones? These are questions which have been analysed by the experts of the “Right Side” Human Rights Defender (RS) NGO since 2016. Thus, we have outlined the following characteristics of the HR campaigning in Armenia:

- o It addresses merely human rights and fundamental freedoms.
- o Its target groups are more often vulnerable people and minorities, such as LGBTQI+ people, sex workers, women, children, refugees and migrants, disabled people, people living with or affected by HIV or other chronic diseases, etc.
- o It is prone to follow European values and culture.
- o It is transparent, open and based on the European Convention on Human Rights.

These characteristics directly impact the goals and specific objectives of the HR campaigning. Nowadays, HR campaigns are quite open to interactive discussions and have a participatory approach, new technologies and current means of campaigning (mobile apps, text messaging, E-mail, social media, blogs, websites, info-stands, bar-hopping, grassroots campaigning, opposition attack, door-to-door campaigning, etc.) allow to develop dialogue-driven activities which include more and more people and the message becomes more widespread. By active civic participation HR campaigners adopt new methodologies of using less misinformation or propaganda and using more time in directly contacting people, asking their opinion and including in the campaigns.

The initial and most essential stage in running a successful campaign is clearly defining the reason (what you stand for) for campaigning by researching different sources. The goal and specific objectives have to be particularly defined; they have to be understandable, measurable, realistic, achievable and time-bound. Basically, HR campaigns turn out to be unsuccessful because of uncertain objectives. When a person realizes the aim of a campaign fully and shares its values, a strong team-spirit and motivation can push the goal forward more easily. While deciding specific objectives, it is vital to understand and separate the short-term and long-term objectives which should follow the initial and primary goal of a campaigning.



"Social solidarity and inclusive development are supplementary decisive perspectives to integrate into public policies. Targeting is a renewed social tool that reduces inequalities among the vulnerable groups and through which the whole of society benefits."

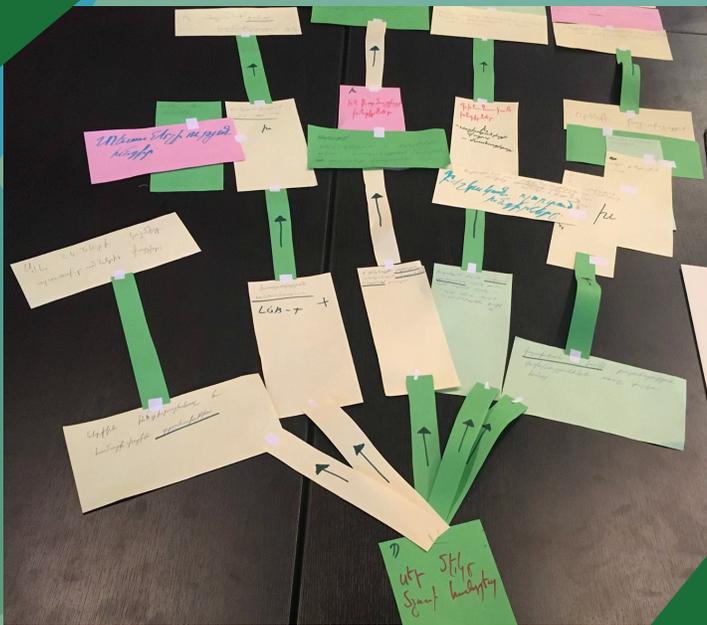
LILIT MARTIROSYAN, FOUNDER OF THE RIGHT SIDE NGO

To plan the campaign strategically you should have:

- o Precise goal(s);
- o Clear objectives;
- o Comprehensible message;
- o Decision on the topics to be discussed;
- o Defined target group;
- o Defined beneficiaries;
- o Profound knowledge about competitors and opponents;
- o Accurately scheduled timetable;
- o Acquired human and financial resources;
- o Determined methods of using resources;
- o Fixed style.

It is known that campaigns may face lots of hardships and challenges and it is the campaign initiator and manager's mission to cooperate with the campaigners and reschedule or flexibly change the steps of the activities in order to achieve the pre-defined goal. If the initially defined methods become inappropriate or useless during the campaigning process, thoroughly different tools and methods can be used for having successful results. If it seems impossible to achieve the set results, the influence of a campaign should at least be closer to the goal and should provide maximum efficiency. The campaign manager or coordinator is responsible for obtaining, arranging and distributing human and financial resources. The other actors or participants of a campaign are in charge of performing their own tasks, suggest changes if necessary and give a detailed information about their activities and achieved results. Following the best practices or the experience of successful campaigns do not ensure that you will also achieve the desired aim, campaigns sometimes succeed by combining new ideas and methodologies which are more functional, cost-efficient and easier to accomplish.

In general, the campaign target groups are individuals or groups that live or act in a geographically circumscribed area, and it is essential to define the target group as precisely as possible. It is required to create a direct / specific target group for making the campaign description applicable. While defining the direct target groups, the following questions can be helpful for choosing them:



- o Who are the members of your target group (gender identity)?
- o How old are the members of your target groups?
- o What geographic area do your target groups come from (urban, rural, outskirts, etc.)?
- o What is the background of your target groups?
- o What is the social situation of your target groups?
- o What is the financial situation of your target groups?
- o What problems do your target group face?
- o What are your target group's potentials and strengths?
- o What development opportunities do your target group have?

The indirect target groups include people living or acting in the general environment of the direct target group. Because they play an important intermediary role, indirect target groups should always be taken into account. They are often affected by the direct groups' involvement and they can contribute to the campaign's success by playing a vital intermediary role and actively supporting the campaigners.

One of the most efficient tools of targeting for every campaign is the geographic one which helps campaigners distinctly know where their supporters and potential advocates for change live. This tool enables the campaigners to save time and resources by clearly identifying the ways of reaching the campaign goal.

Another tool of targeting is the demographic one which allows the campaigners to assess what kind of people are supposed to support and assist them at some point of the activities. For example, through this tool it is possible to know if men are more likely to promote the campaign objectives, or it is better to concentrate on women, you can reveal if youth are going to join your idea, or it is better to work with older people. The idea of separating people according to the demographics is that people with the same or similar backgrounds are more likely to have similar interests or concerns. Thus, engaging them into campaigns is easier and productive. For targeting demographically, you should be able to answer three questions:

- o Who or what kind of people already support you?
- o Who or what kind of people are more likely to support your goal?
- o What are the current challenges of or opportunities for the people of which the campaigners should be informed about?

For running a campaign by using demographic targeting tools, you can review the table below and fill in the information according to your data:

Table 1

Age	Gender	Region / Place of Living	Education	Occupation / Employment	Telephone / Email	Signature / Consent
25	Trans Woman	Yerevan	BA	N/A	a.grigoryan@gmail.com	✓
...
...
...
...
...

You should always remember that the acquired demographic data (personal information) must be used only for legitimate aim and be used only with the consent of the involved person.

Mobilizing Resources: Working with Volunteers

In order to successfully meet the identified requirements, campaigners should mobilize interested volunteers for multiplying the results by active engagement. Mobilizing is the most essential point at which participation, service, leadership and action all begin.

Volunteers are an invaluable and unexploited source of eagerness, talent, enthusiasm and success; their different way of thinking, their potential and motivation, and their number represent a favourable opportunity for HR campaigns through the contribution of ideas, energy and help. Thus, it is very important to remember, value and appreciate volunteer management skills and the person in charge of volunteering management must be a key member of the campaign team and be a representative of the community.

For choosing volunteers it is very important to ask the following questions:

- o What are you able to do?
- o What do you want to change?
- o How much can you contribute to the idea?
- o How long are you available for activism?

For having a fruitful outcome, it is important to involve the volunteers from the very beginning, suggest them ownership, bring them all together and let them be involved in the planning phase by listening their ideas and offers. The volunteers' mobiliser or coordinator should first of all have excellent communication skills, as it is very important to motivate and encourage the volunteers all the time as volunteers do not join the team for material gain. People who are engaged in volunteerism contribute a range of personal competencies such as social skills, opinion changers and multipliers.

In general, volunteers can contribute to a campaign through online participation (campaign messages dissemination via social media) and direct local participation on the streets or at different events (door-to-door meetings, signature collection for a petition, etc.). Besides their contribution to a campaign, the individuals responsible for volunteers' work should always think about the setting they provide to volunteers, the methods of training them, what new things they can learn during their activities and how it is possible to foster and develop their abilities and capacities.

The final aim of developing a successful volunteer program is to turn the volunteers into leaders and change makers. During their engagement in the campaign, some volunteers will become powerful guides and idea changers, and grow out of the roles they have been distributed or given. Thus, your next step in mind and for action would be allowing them to take on responsibilities, take the lead and shape their own perception of activism within your community.



Mobilizing Resources: Working with Human Rights Defender Organizations through Lobby and Advocacy



"Young people often lack confidence and belief in their power to be a change-maker and create a democratic society. We should give a helping hand to them by turning their failures into possibilities."

MONIKA SARKISYAN, RIGHT SIDE NGO VOLUNTEER

“Human Rights Defender Organization” is a term used to describe people who individually or with a number of people act to promote and protect human rights ranging from intergovernmental organizations based in the world's largest cities to individuals working within their local communities. Human rights defenders are identified above all by what they do and it is through a description of their activities and identification of contexts in which they work. The examples given of the activities of human rights defenders are not a comprehensive list.

Human rights defender organizations are active in every part of the world. You can find them in states that are divided by internal armed conflict, as well as in the states that are stable, states that are non-democratic, as well as those that have a strong democratic practice, states that are developing economically, as well as those that are classified as developed. They strive to promote and protect human rights in the context of a variety of challenges, including HIV/AIDS, development, migration, structural adjustment policies and political transition, etc.

The actions taken by campaigners for human rights must be peaceful in order to comply with the Universal Declaration of Human Rights and Declaration on Human Rights Defenders. The term “human rights defender” has been used increasingly since the adoption of the Declaration on human rights defenders in 1998. Until then, terms such as human rights “activist”, “professional”, “worker” or “monitor” had been most common.

Besides, for making changes in the field of human rights, the campaigners should always remember that the support of local, national, or international HR organizations plays a crucial role in their success. Thus, it is very important to closely cooperate with them and be aware of advocacy and lobby.

Advocacy is defined as the practical use of knowledge for the purposes of changes. These changes can be directed to government policies, laws, procedures, or to ourselves. Advocacy is therefore an act of supporting an issue and persuading the decision makers on how to act in order to support that issue. It is an effective process aimed at achieving some specific results. It is about motivating and mobilizing the community and it starts with a small group of people who share their concerns about a specific problem and are willing to devote time, their expertise and resources available to reach the desired change. Through advocacy the campaigners draw attention to their issue and direct decision-makers to a solution by influencing the decision-making processes at all levels, by mobilizing community members to shape a wider community, and by developing accountability and transparency which can ensure easier achievement of the campaign goal.

Campaigners' activities should include:

- o Representation: to speak on their own or in other's name about the shared concerns;
- o Mobilization: to stimulate and encourage others to speak and act with you;
- o Empowerment: to let others know they have the voice and right to speak and be heard.

Well-planned representation is especially important when campaigners are in charge of representing the whole group of people to the HR organizations by getting their support. The individuals chosen to do so must be able to express the interests of missing people.

In order to expand the base of support, extend from those which are directly affected by the problems to convince others that this issue is important for them as well, the campaigners should be aware of mobilization skills for supporting your struggle, and then take actions towards fulfilment of common goals. Mobilization is an essential step for campaigns as an enlarged number of people raise public awareness easier by changing their opinion.

People who are stimulated and motivated, experience radical change about their place in the community and realize that they have specific rights that can be achieved through the help of different institutions. The process of empowerment and encouragement challenges the traditional roles of government and society, and persuade them that their voice also matters.

As all these three activities are interconnected and intertwined it is necessary that they take place at the same time. Campaigning for human rights is a process designed to affect social change and this process of change can sometimes be time-consuming, requires sacrifices, patience, involvement and often giving one hundred percent teamwork both within your team members and the ones from partner organizations, it demands openness, communication and partnership. People who are engaged in campaigning and striving for influencing the changes in society should be aware of the risk that change they are campaigning or advocating for can come much later, or even that nothing can be changed. But everything starts from failures that is why it is better to be able to restart if needed.

Successful campaigning for human rights frequently involves specific lobbying of decision makers which is a complex and sensitive task. Therefore, lobbying includes targeted activities of directly influencing the decision makers for which the community or individuals are concerned about. Local policies are strategic documents by which the campaigners determines the direction and objectives for their work in an area of jurisdiction in determined time frame, i.e. strategy for development of local communities or the strategy for health care, employment, education, etc., and only based on these documents the campaigners can create their action plans to achieve their goals. For example, the process of inclusion of transgender people' issues into the local policy requires active advocacy and lobbying at all levels and during all the steps.



Identifying Financial Resources

It is often considered that campaign initiators or organizers need a miracle to happen for financing the campaign activities. Many people think that they will not be able to find money that is why they forget about their ideas for change and do not even start planning the budget. Surely, thinking about money, writing figures on a page, counting and calculating does not increase the campaign budget, but it is the first step towards achieving success.

Foremost, you should have a general idea of what you need and what you have for starting a campaign. If you do not have an experience of making a campaign budget, start researching and finding out on what other initiatives have spent money during their campaigns, from where they have got money and they have had a success on achieving results or not, as getting money is not enough, you should be responsible enough to spend it adequately and accurately. If you don't have access to your competitors or opponents' data, ask your supporters with a similar financial situation or look for the best practices of budgeting campaigns in a comparable initiative and learn from them through adjusting your budget plan as required.

If your colleagues do not have enough experience in finances, try to find experienced treasurers who can assist you by commenting the draft of your budget and providing useful information at an early stage as it is time-consuming to plan everything and find out that something have gone wrong and you should rethink from the very beginning.

At the beginning, you need to concentrate on the income part by asking the following questions:

- o How much money do you have?
- o Will it be possible to raise a certain amount of money for your campaign?
- o How much money or donations do you expect?
- o How much money will you be able to raise from your members?



After planning the income and setting a rough budget frame for the size and activities of the campaign, you should focus on the expenses during the brainstorming phase which includes the campaign initiators and organizers. During this phase it is greatly useful if the treasurer / financial manager is present and completes the list of ideas and budgets by modifying it over the course of the discussion. For making a democratic decision in the campaign team, of course, you should ask everybody's opinion; though, at first you should consider the opinions of experts.

Unfortunately, it is sometimes difficult to attract donors at the very first stage, especially if you do not have a previous experience or your idea is something new and unpractised, that is why it is important to rely on your own resources for spreading the idea and showing some success, then trying to engage other funders for enlarging it even once your campaign is over.

For structuring the campaign budget, you should consider the following lines and add your own ones:

Table 2

Income	Expenses	Staff
<i>Reserves</i>	<i>Posters (including image rights, graphic costs)</i>	<i>Interns</i>
<i>Donations</i>	<i>Media advertising: ads, cinema, radio, TV, television in the underground, etc.</i>	<i>Freelancers</i>
<i>Sponsorship</i>	<i>Campaign materials, giveaways, campaign newspapers</i>	<i>Volunteers</i>
<i>Grants</i>	<i>Personal publicity (mailings)</i>	For structuring the campaign budget, you should consider the following lines and add your own ones: <i>Permanent staff</i>
<i>Proceeds from the sale of material</i>	<i>Production of cinema spots</i>	<i>Employees on temporary contracts</i>
	<i>Fundraising investment, committee meetings</i>	<i>Experts with higher wages or as external advisers</i>
	<i>Agency (online and / or offline)</i>	<i>Online agency</i>

The budget structure has to be precise and clear so that all expenses can be easily be allocated and spent. And it is essential to control and evaluate the financing of the campaign every month by writing down the initially budgeted and spent data to see how your decision making and spending processes have worked, clearly know the differences and recognize your budgeting skills. By knowing your shortcomings and achievements these notes will be of immense help when you plan your next campaign budget.

Realizing Gender Roles in Campaigning

Gender plays a crucial role in HR campaigning as it is one of many social factors (such as age, education, origin) and each of us live somewhat through a gender identity reflecting on roles we play socially and living a sexuality that shapes our relations to others while being judged according to prevalent ideas in our surroundings. Thus, HR campaign organizers should always ask themselves what kind of role gender has in their own campaign activities and how gender is received and dealt with during campaigning, direct communication with local media and journalists. Taking into account gender carefully means putting campaigning power, advantages and privileges under question which is essential for achieving success, as we are not a gender-neutral society.

In order to organize a gender-oriented and gender sensitive campaign, you should:

- o Refrain from gender discriminating language, materials and issues.
- o Reflect on gender issues as much as possible, such as gender-based violence, gender-based discrimination, etc.

The principle of equal gender participation and the tool of gender mainstreaming are included in most of the HR campaign programs, as gender balance is a guarantee of success of many human rights initiatives. The traditional societies seeing female fighters on the frontline realize that their issues can be solved through the women voice which are changing conversations, culture and laws and which has been ignored for many years.

It is already 25 years since the Beijing Declaration and Platform for Action has been set out to remove the systemic barriers holding women back from equal participation in all areas of life, whether in public or private. And we know that women are more concerned about social issues affecting day-to-day life, such as equal payment in the labour market, the fight against unemployment and for pensions, equal access to education and health, etc. Thus, we need a gender-affiliated and diversity-related communication and we should deal with the issue of gender-related public and private relations by developing a gender sensitive phrasing and non-discriminatory language free from sexism and reproduction of gender roles in words or pictures. The idea of including women should not just be to maximize the impact of a campaign, but for the reason of trustworthiness and equal opportunities.

For getting women into the HR campaign, you should:

- o Be active and motivated in finding women for joining the campaign, not sit and wait until they come, organize an internal discourse on measures for women's empowerment.
- o Organize gender trainings (for volunteers, activists and organizers).
- o Procure a budget for assisting participating women to make a career during the campaign.
- o Organize campaign activities specific for women, such as discussions of topics which are concerning to women's interest.
- o Ensure childcare during campaign discussions, meetings and events.
- o Provide time efficient meeting conditions by choosing afternoon meetings, by limiting the speakers and giving voice to everybody.
- o Present opportunities to the newcomers, such as successful women or men already involved in the campaign support women having the intention to join by coaching.
- o Introduce role models by strengthening women's networking or implementing a feedback structure for improvements.
- o Learn from the international best practices, as you should not reinvent a bicycle, you just need to learn riding it in your own pace.

Training the Campaign Participants

Practice makes every activity ideally developed and perfectly implemented. This is generally true for active engagement and successful HR campaigns. Surely, a lot of the "know-how" comes from personal experience and failures, but training courses for campaign organizers, activists and volunteers are powerful tools and effective methods for a credible and sound preparation of campaigns, and, especially, ahead of decisive phases of HR campaigns, as trainings contribute that everything runs smoothly and quickly falls into their place.

Trainings are well-suited for the following objectives:

- o Collectively brainstorming campaign activities;
- o Developing strategies and concepts for them;
- o Sharing and exchanging knowledge and experience;
- o Preparing concrete and time-bound campaign situations;
- o Subsequently developing participants' personal competencies;
- o Building a team and generating motivation.



It is normally desirable to invite qualified trainers, coaches or facilitators, who have professional skills to conduct successful workshops or educational trainings. The experts should have knowledge and experience in the to-be-discussed topic, should be able to motivate and foster knowledge sharing and productive working relationships, and be aware of different means for overcoming and moderating difficult situations at best. External trainers which are not a part of your campaigning team can see the problems or advantages from a fresh and objective perspective which usually leads to better results. However, if you do not have sufficient financial resources for hiring external trainers, own means and resources can be sufficient enough for self-education and knowledge exchange among the campaign participants by picking someone with experience acquired at university or during other similar initiatives to moderate exchanges.



"I think here still prevails the whole image of masculinity that's been out in society - of brooding, brutish, egotistical, narcissistic, very patriarchal. We want to break stereotypes."

NORA PETROSYAN, RIGHT SIDE NGO VOLUNTEER

Any human rights campaign means a hard work of convincing people on the streets, at their front door, at the campaign stalls, in social media, etc. Thus, for unexperienced and untrained campaigners it is not evident at once to whom or about what they should speak, how long they should hold a conversation, how they should diplomatically react to critical situations or how to bypass awkward or complex questions.

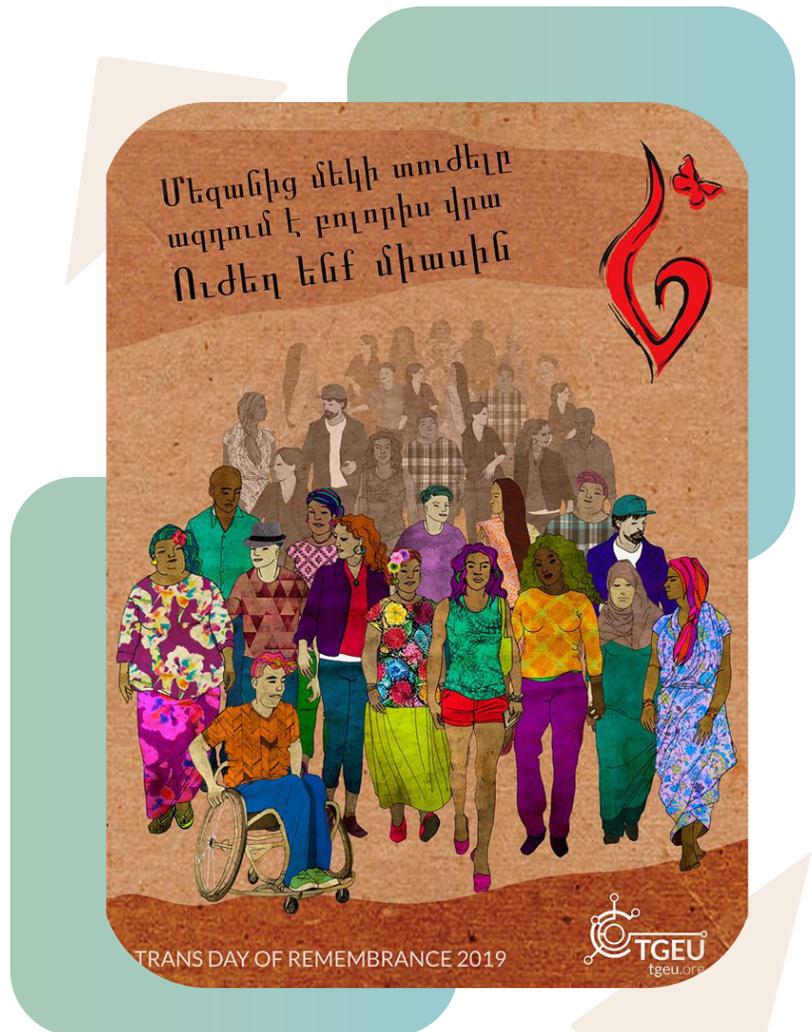
As soon as your HR campaign message is clear and all the materials are ready, you should gather together with your team and have a role play by practicing common campaign situations for becoming more self-confident and be more able to convince others of the merits of your objectives.

Developing Messages

Successful campaigning is built around precise and understandable messages, which define the problem, propose solutions through the campaign objectives, and states the action the audience can take to reach the final goal of the campaign.

To organize an effective HR campaign, the campaigners need to be aware of the following:

- o What does the campaign want to change or is protesting about?
- o What is happening right now?
- o Why is the campaign planned?
- o Why does something have to change, or what is the reason behind the protest?
- o What will happen if the protest is not heard by people or if the proposed change does not occur?
- o What is vital for your target group at the moment of your campaign?
- o What will be essential to the target group at the time of campaigning?
- o What does the campaign call for target groups to do in order to effect or support the proposed changes?



Your message should draw the attention of the target people, should be clearly understandable and easy to remember, and should not require any further clarification. During some campaigns, different messages can be developed for each target group; however, there are cases when a single complete message accompanied by sub-messages is crafted for various segments of the target audience. Yet, you can also encounter specific protests when only one message is repeated again and again throughout the whole campaign. While developing a campaign message, it is essential to have a participatory approach and ask the opinion, issues, worries, perspectives and expectations of the target group members. Primarily devised messages can then be tested among the people who are not included in the campaigning order to get an idea from the people outside of your team and listen unbiased opinions, to know what their surroundings are like at any given moment and what matters most to their target group. If you want to inspire and motivate people, start where they are, not where you are.

Topics on human rights can frequently be discussed or found in highly conflictual areas. Though, you should use the disagreement to gain public attention by forming partnerships or alliances around hot topics. Developing the right message is probably the most essential task in any campaign. However, it is also among the most ignored one at the initial stage of a number of campaigns. For many people intense, full of arguments and long discussions about the design of flyers, posters, pictures, or the organization of events are more important than the campaign message. In reality, it is better to start with a simple, but at times very difficult questions:

- o What do you have to say during your campaign?
- o What is the main argument to convince people to join your campaign?

By answering these questions, you notice that your message becomes the heart of your campaign by serving as a guiding principle, as a leitmotif, and anything you organize will have your message elements in them. But what characteristics should a well-formulated message have?

- o Your campaign message should be written in clear colloquial language, it should not have artificial slogans of advertisers.
- o Your campaign message should be true and trustworthy without coinciding each other, as it can be true, but not credible.
- o Your campaign message should give grounds to join you at this particular time to address current issues in a specific context, not in general situation.
- o Your campaign message should give a possibility of a comprehensible choice by mentioning the distinction among you and the people opposing your ideas or suggestions.

Campaign messages should be developed in a small team comprised of four or five members, as it is confusing and complicated to discuss it in a bigger group. It is important to remember that your message should not be identical to the main slogans on your flyers or posters, but your slogans consisted merely of a few words, should be a condensed version of your message, which is composed of one or more sentences.

Here are some generally used strategies for distributing your campaign messages:

- o Partnerships;
- o Media: newspapers, newsletters, radio, TV;
- o Word of mouth;
- o Presentations to groups;
- o Banners/posters/displays;
- o Handouts/giveaways;
- o Print materials: fact sheet, newsletter, flyers, tent cards;
- o Web site;
- o Mailings;
- o E-mail lists;
- o Rally/kick-off party, etc.

After finding the perfect message for your campaign internalize it; the campaigners should be able to know it by heart. You should repeat it at every single opportunity, as only when you are tired of hearing it, the media will start to recognize and spread it, and only when it is circulated in the media, your target group will start to remember it and be convinced to struggle with you.

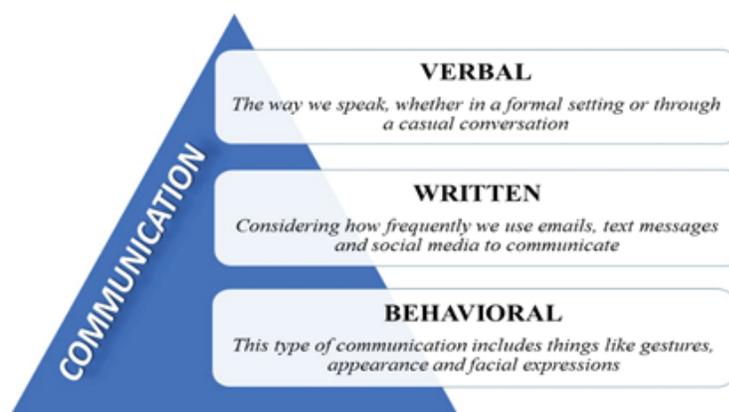


Building Communication Strategies and Becoming Influential Communicator

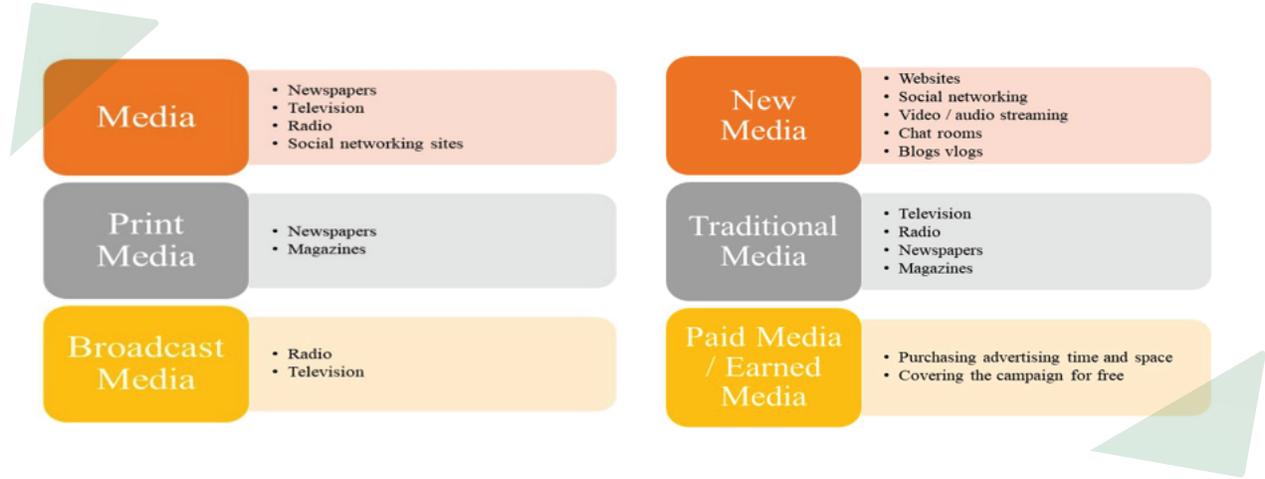
Communication to target groups and possible supporters and allies on online and offline platforms is a challenge for every campaign, especially in the areas where the target audience could be dominated or controlled by other interests. But working hard and strategically with your audience can really be effective for your campaign, allowing you to reach more supporters and convince them to spread your message.

Communication is a process by which information is exchanged among different individuals through a general system of symbols, signs or behaviour. There are three common types of communication: verbal, written, non-verbal or behavioural.

Diagram 1



Developing a strategic communication plan will help you to ensure that you are maximizing every single occasion to inform, inspire and encourage your supporters through different platforms by attracting attention to your campaign goal from both traditional (television, radio, newspaper) and new means of mass communication (Internet, blogs, vlogs and social media).



A strategic communications plan fosters the positive coverage of your HR campaign through the media that your target audience use the most for distributing your messages easier and getting them to be heard. Many campaigns achieve success through earned than paid media and it is financially more beneficial. One of the main reasons of developing a media strategy is to be sure that the message that appears in the newspapers, on the news or in a blog is the one that you want your target audience to see and hear. Your communication strategy should seek for maximizing the campaign media opportunities, but it should also support your campaign's general goal and objectives and take into consideration all other parts of campaign, such as target groups contact and fundraising.

HR campaigns achieve success mainly through a well-run media outreach program by providing services to any person who might not otherwise have access to the information. For developing a strategic communication plan, you should:

- o Decide your goal and objectives;
- o Define your target groups;
- o Single out the main media outlets for your campaign;
- o Develop a tactical outreach plan of activities planned to produce the coverage you need and, on the platforms, you want in order to reach as many people as possible.

It should be mentioned that all of these endeavours will be successful if you have already established your campaign's main messages for your target group. If you do not know what you are going to say to your audience and which people you have to reach, there is no need seeking to receive media coverage, as media coverage without a practiced message risks misleading people, depicting your campaign goals poorly and misrepresenting your core values.

It does not matter if you are meeting with your target groups during your campaigns, or during articulating your opinion in team meetings, interviewing to journalists or giving a public speech, effective and impactful communication makes a difference in your campaign results.

Planning and preparation are the best ways to overcome many significant communication difficulties, including overseeing stage dismay and ensuring you are really associating with your target audience. It is surely a smart thing to know with whom you are going to contact, comprehend their points of view and realize what you need to accomplish ahead of time of conveying your discourse or message.

Another secret for success is practice - the best communicators strengthen their abilities and capacities through constant training. Using a mirror or taking advantage of the assistance of a friend to practice your speech, your non-verbal communication or evaluate what messages your image is sending to a crowd of people can greatly assist you to build faith in you and capacities as a good communicator.

In case of campaigning before hundreds of people, having a conversation with a journalist, meeting with sponsors or giving a TV interview, the following tips of communication will assist you becoming a ground-breaking, influential and successful communicator for your ideological group:



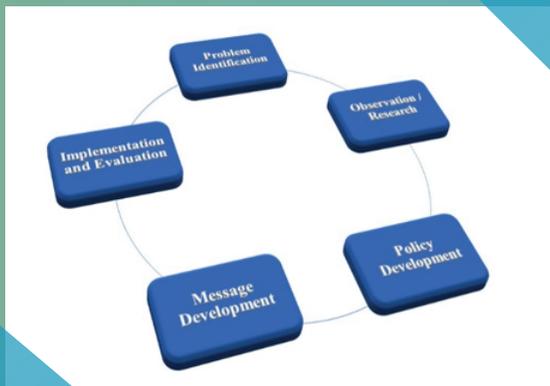
- o Be an active listener! Have you at any point of your life been in a discussion where everything you could think about was what you were going to speak after this sentence? If this case sounds similar to you, then you need to rehearse of becoming an active listener. Rather than concentrating on what you need to say next in a discussion, attempt to concentrate on what the person in front of you asks or states. This will make them feel valuable and respected, likewise, it will ensure your next statement and push the discussion ahead.
- o Recognize and control your emotions! In case of having a stressful discussion, which is probably going to make you feel somehow troublesome, it's essential to get free of them. Attempt to express your speech with sentences that start with "I feel," "I perceive," "for me," to transmit your point of view which is not excessively brutal and to show your actual emotions which is human.
- o Remove distracting items! Mute your social accounts, turn off your phone, or power down technologies as personal items disrupt intimacy in a conversation at most. In the event that somebody is attempting to have a conversation with you about something, be as attentive to them as possible. That is, you should not check your notes, showing something by trying to find it or composing endless speech. You need to take a couple of minutes to be precise and express your point of view.
- o Work on your grammar! Though you do not have to use perfect grammar in all the messages you send to your friends, you have to know correct spelling and good grammar for official letters and for convincing your readers that you are presenting something serious. As sometimes, even misplaced comma makes a huge difference in the meaning of your sentence.
- o Edit and format your information! When writing a letter or text message, try to identify what information your reader needs. In case of long paragraphs, use subtitles, numbered lists or bullet points, bold most important parts to make it easily digestible. Especially, with longer sentences, read your text over and over for eliminating typographical errors and making wordy phrases nice to read.
- o Ask questions and offer actions! It is very important to be polite enough for asking questions about people' availability and their idea. For example, if you are intending to invite people to a gather together at your campaign by including the time and date available for you and you expect a concrete number of people to be present, at the end of your letter or message include a question like, "Can everyone please respond to this and inform us if you are available or not?" Or else, you will wait for days, even forever to get the final number of your audience.
- o Pay attention to your eye contact! Holding eye contact during a conversation is the best way to show you are caring, listening and ready to support, it is the main part of influential communication. Sometimes it can be awkward for some people, but you should remember that the longer you can maintain an eye contact with the person you are talking to, the more they will feel comfortable and be sure about an engagement in the conversation.
- o Take care of your appearance! The way you look says a lot about the impact of your speech, the way you look shows the extent you care. You do not need to be the most fashionable one, taking some time to select an appropriate and wrinkle-free outfit, personal grooming and hygiene are enough to shape a subtle communication.

- o Improve your posture! Swinging in your chair or standing with your crossed hands or hands in your pocket may happen subconsciously, but it is not attractive for your viewer and listener and can seem those around you that you are not alert, careful and confident or even that you do not want to communicate. It is vital to be careful about your hand gestures, facial expressions and body language and improve them if needed

For being sure about the success of your strategies you should always evaluate your achievements after each activity.

IMPLEMENTATION PHASE: RUNNING Identifying Barriers and Opportunities

To reach the target group effectively campaigners should propose concrete solutions to the issues that their audience care about at most.



Problem identification serves to identify and target the specific social issues of the areas on which you are going to campaign.

Observation / research includes the collection of trustworthy information in order to disseminate the concept of and response to the problem by concentrating on the campaign outcomes.

Policy Development contributes to the effective response to the issue by assessing all of the possible means to address the problem, to assess the available resources and to define the community that will be influenced.

Message Development is for the effective communication with your target groups and stakeholders according to your objectives within the context of the campaign policy.

Evaluation is an integral part of any campaign policy and necessary for assessing the outcomes of your implemented activities.

If you know your competitors, your opponents and know your capacities, it becomes much easier to reach your target audience. HR campaigns are generally defined according to the opposing and sometimes prevailing ideas in the society. The examination and monitoring of opponents or competitors are a major tool of a strategy to establish human rights. Some campaigners think that there is no need for observations and data collection by being sure that only positive messages are enough for convincing people to stand for their rights, but the constant observation of publicly accessible information is an integral part of any campaign. This observation defines campaign progress from the very beginning; besides, it detects your conflicts and contradictions. It is vital to get acquainted with the full information you are going to use during your campaigns.

Opposition research helps to identify your barriers by knowing the opponent's weaknesses and predicting future failures. It is very important to acknowledge own possibilities in actions and be prepared to respond your weaknesses in correspondence with them by bringing grounded arguments or counter-attacks.

Campaigning for an idea, especially for human rights in conservative societies requires analysis of opponents, observation of the environment and data documentation. The following activities can be considered for HR campaigns:

- o Observe strategies of the opponents for defining your campaign activities.
- o Identify the opponents and their messages which are used against your goal.
- o Analyse the results of failed campaigns in the sphere of human rights.
- o Learn the communication strategies of your target audience.
- o Monitor the media to understand the profiles of your opponents.
- o Gather campaign materials.
- o Observe networks, possible allies or sponsors.
- o Select, document and archive your information which is true, open to the public, have relevance for future campaigns.

For removing the barriers, you should be able to integrate and organize opposition research as part of your HR campaign by systematically collecting appropriate information. Successful HR campaigners eliminate barriers and increase the benefits by determining the behaviour they want to promote and considering the conditions an individual will face when trying to adopt that behaviour. Trying to understanding people individually enables you to get a true sense of how they feel. This method is especially effective when you want to learn someone's full opinion, as opposed to a focus group. By getting into the mind of your target audience, you can better understand why they have not been engaged in the behaviour till now.

Examining the Impact of Traditional Media

The production and dissemination of a good media coverage has been a complicated task for many years. It is a constant challenge for human rights campaigners to develop a proper and comprehensible, but not boring concepts and messages for their audience. Photo messages should evoke interest and be impactful, but there is no need for exaggerations as too much colours or items in one picture could seem ridiculous and unserious.

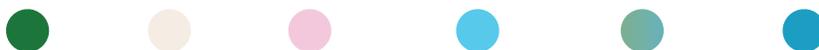
Having good and professional relations with media representatives for leaving a positive impact through media coverage. Try to get as many numbers of front-page coverage, stories or photos published prominently on TV and radio news as possible. Every campaign has its characteristics and various rules. If your campaign activities are not covered by any media, you should try to contact the news editors by yourself. When you manage to contact and establish good relations to the media representatives, be sure that you have a unique and impactful story to tell or publish and their readers or audiences will be hearing with interest.

Never stop inquiring about any possible changes about the organization of your events (timeline, announcements, design, messages, or notifications) to ameliorate your activities and improve the probability of better media coverage.

It is generally useful during HR campaigns to conduct systematic media briefings. Preferably, these briefings should be on a regular basis in order to make the target audience get used to follow you and the journalists remember about your goals.

Under the great pressure of HR campaigns there is hardly ever sufficient time to be prepared for or plan your campaign activities. Thus, it is sometimes useful to follow already well-known tools or to have as many plans as possible in place beforehand. Having an initially prepared framework for critical or unexpected situations during your campaign, when being active and visible to your target groups is very essential, helps to overcome a number of obstacles. However, your plans should be detailed, well-thought out, comprehensible, agreed and familiar to the key decision-makers in the communications roles of the campaign to give the team members a general idea about your work, make it easier and ensure efficient activities.

It is essential to take into account the spacing out of your activities to consider your abilities to organize engaging events, and also distinguish the media's capacity and likelihood to cover them. In the course of the campaign, it is beneficial to issue a media notice by emails including the date and time and full description of important events taking place the following days. If you do not plan to organize specific media events, the schedule may contain detailed information of your speeches or meetings in which public figures are participating.

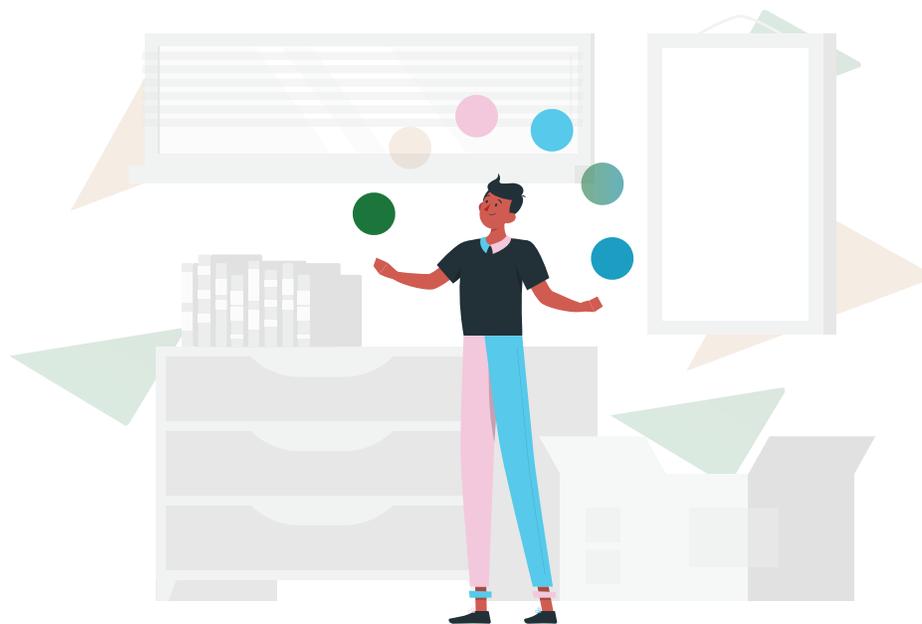


If you plan very important events in which you need the presence of a specific number of auditorium or during last-minute events, it could be beneficial to send a message to the participants, news editors or photographers, as it is more probable that they check their phone more than their emails. If your team members do not have a press clippings or media monitoring services, you can schedule a newspaper review in the morning in order to have an overview of big stories and modify your messages and events as required.

It should be mentioned that like many campaigns, HR campaigns also contain a number of similar activities – set-pieces like: launch activities to get the campaign going on, unveil posters, publish the events, showcase a broadcast, wrap up the campaign, etc.

Generally, there are different opportunities to present various policy ideas and it is traditionally a great idea to introduce and present your concepts with visuals that create an overview of your policy in action. Sometimes it is not effective to organize a press conference as it provides little visual material for TV stations and photographers to work with; thus, even the most proficient communicator struggles to make detailed policies interesting in a room full of media representatives and other interested people.

In order to make your policy for human rights more interesting, entertaining and comprehensible, you should remember that journalists are frequently more interested in personalities involved in establishing human rights rather than campaigning activities. Therefore, you should research the environment and include public figures in your campaigns who will assist and disseminate your idea. HR campaigns are generally poorly funded because many HR defenders try to solve the problems on the state level without taking into account the civil society representatives' point of views. So, outdoor advertising could cost above your budget; thus, you should try to use public relations to leverage your spending.



For organizing good campaigns, you should have some necessary accessories, and you should:

- o Always stand with multiple microphones while speaking in front of a big public and stop people to crowd too close to you.
- o Have a digital camera and video camera for taking quality photos and clips without relying on the people who have promised to do that instead of you, as you never know what can happen at the last moment. It will give you the opportunity to put up a YouTube clip immediately after your speech.
- o Always record your speeches with a digital audio recorder for podcasting and in case of improper wordings during your speech you will have the opportunity to know your mistakes and correct them as needed.
- o Put name plates in front of you while sitting or standing to speak as it will allow people to remember you and photographers to sort out their captions more easily.
- o Have media monitoring alerts, such as a developed system with which it is possible to send SMS alerts to target people, volunteers and allies reminding them with positive messages to listen to the broadcasts of your team members.



Campaigning through Word of Mouth

Campaigning through word of mouth is a technique that relies on a person naturally promoting an idea or concept by talking to another person about it. It is based on the grassroots advocacy and lobby through which interest groups identify target people (human rights activists, volunteers, allies) with similar concerns, stimulate, motivate and activate them for managing and running campaigns.

Through lobby and advocacy, you will be able to integrate local or regional change makers and opinion leaders as advocates for your specific goals.

For organizing a good human rights campaign, you should be able to coordinate and train your team, activists and volunteers (they should be localized and familiar with your messages and further activities) by letting them know their activities and responsibilities.



Generally, there are three stages of HR campaigning: input, organization and mobilization. During the input phase you should:

- o Try to gather your friends, family members and acquaintances together and ensure their involvement in your activities.
- o Systematically investigate your goals for finding ways of strengthening them through communication.
- o Prepare as much as possible for reaching your audience through messages.

During the organization phase you should:

- o Build a strong network of volunteers and activists.
- o Choose your team and team leaders to help and coordinate your networks by indicating their capacities and responsibilities.
- o Form your group of activists and volunteers geographically in order reach people effectively by letting them know the goal on which they work for.
- o Suggest your network members acting according to their interests, capacities, resources and goals.
- o Ensure online and offline constant communication with your networks for keeping their motivation and assistance.
- o Take your activists and volunteers' feedback on the campaign activities seriously.

During the mobilization phase you should:

- o Train your networks on the goal and objectives of your campaign.
- o Let your networks know about the strategy of your campaign.
- o Train your networks on the tactics to be used during your campaign.
- o Let your networks know about the messages to be communicated during your campaign.
- o Offer your networks exact information earlier than the public and let them know their concrete activities.

In the current highly developing advertising environment, people play a crucial role in making a big impact as personal counselling and recommendations are the most effectual way to reach your target groups and gain their trust and support. Your speech becomes more trustworthy and effectual through the communication with your acquaintances or friends and your ideas are more probable to be spread by them than through social media, as the Armenian society loves open, full of heart, frank discussions, and if you manage to make your speech credible and precise at your target groups' point of interest, then your success will be inevitable.

Communication through word of mouth is frequently perceived and used as a tool during the last stage of the HR campaigning process, as this tool is largely used to integrate the target groups to the communication itself by getting acquainted with them and their interests and using their resources to multiply the results.

For achieving success in the process of the word of mouth communication, you should:

- o Research and get to know the target groups' interests, their lifestyle, and the existing trends and market environment.
- o Closely work with opinion shapers and change-makers among your target groups.
- o Integrate and involve your target audience in the marketing processes of your campaigns.
- o Find out the best means of communication with your target audience and spread your campaign message among them. Emotionally communicate with the target audience by applying witty and relevant messages.



Campaigning through Canvassing

During human rights campaigns in a district or town, social media advertising, posters and leaflets cannot replace door-to-door contact to your audience as it is one of the most effective ways of direct marketing. However, it is one of the most time-consuming forms of conducting a campaign, but it is one of the most spectacular one as well. If you choose to visit your target audience, it is more probable that they will recall you and remember your message in a leaflet or booklet.

Door-to-door HR campaigns are very valuable even in the cases when you have no experience in campaigning. It is more likely that someone will join you by seeing your 'living' image rather than your good picture.

During the direct contact to your audience, you should remember that your visual impressions are as essential as your speech and message. Therefore, during door-to-door campaigns, the focus should be on non-verbal communication, such as your habitus and kinetic image. In addition, it is vital that your verbal and non-verbal signals be consistent and correspondent, and in case of non-compliance, the recipient will trust your visual signals (gestures, facial expressions, attitude towards people, and tone of voice and fluency of speech).

It is better to run door-to-door HR campaigns in apartment buildings and in the areas with terraced housing as it is required a lot of time to go from one door to another to conduct campaigns, sometimes you can just consume your time in the areas of low-density housing, especially when people are not at home or just do not want to listen to you. For organizing door-to-door campaigns effectively and save human resources, you can be accompanied only by one person who will be responsible for making notes and reminding you some information if needed.

Whenever you knock the door, always keep some distance from the entrance as it is not appropriate to see a person trying to enter your comfort zone when you open your door. And you should always have in mind the opening statement well-constructed and well-developed in the way to:

- o describe who you are;
- o detail why you are canvassing;
- o specify the purpose of your campaign;
- o represent the changes you suggest for ameliorating the situation;

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- o describe who you are;
- o detail why you are canvassing;
- o specify the objective of your campaign;
- o represent the changes you suggest for ameliorating the situation;
- o describe the ways you are going to achieve these changes.

While designing your statement and your speech, you should be aware of the following information:

- o the issue that is of great importance to your audience;
- o you as a person or a representative of an organization understand the problems of the recipients;
- o you have the required skills and competences to solve the problems;
- o your messages should include a particular purpose.

During the direct contacts with information recipients there are some problems including people's response to your messages and their personal attitude towards your plans and intention. There are cases when people are in bad mood, they feel tired because of household chores, they are busy with their work at home and care about their family members, or they just enjoy their leisure time and do not want to contact strangers, then you should be responsive to your behaviour and your reaction, you should be sensitive to that situation and be able to reach them through other means than speaking about your message for hours, you can give them your flyers, or provide contacts with short information in condition that you will contact later.

Remember not to be concentrated on or take to heart closely the reactions of your information recipients, but focus on the first impression on them by winning their trust and support.

It is very important to value your time and not to be engaged in long conversations during canvassing. Whenever you notice that you are exceeding five minutes interaction you should master the skill of stopping the conversation smoothly by asking them to contact you via social media, email or by phone. Although, if your interlocutor tries to continue the conversation for finding out your opinion on a specific theme connected to your campaign, be short and precise and meet their needs by answering to their questions.

The canvassing is the highest quality contact methods that a campaigner can use while interacting with recipients. HR campaigns through canvassing strategy takes into account every means to optimize the effectiveness of your campaign.

The right used tools and data, a cohesive outreach strategy with your community and in-depth conversations with information recipients may just be what gives your campaign the advantage to ensure your campaigning idea win.

Campaigning Online

At the beginning of each HR campaign it is very important to consider the demographics of your target audience as you will be supported highly by the people who are active internet users.



IDAHSIT2020
Breaking The Silence
#INSTATRANS

I just want to be happy like everyone else in this world, I want to be without phobia, discrimination and hate, I want to live in a world where everyone is equal despite their diversity.

Monica

RIGHT SIDE
HUMAN RIGHTS CENTER

Online campaigning has become one of the most usable tools recently across our region as greater number of youth people start to be interested in their rights and social media and internet usage have become a part of their life. The COVID-19 outbreak has ground the HR campaigns on the online platform. Activists are robbed of the typical ways for connecting with supporters and changing the hearts and minds of the public.

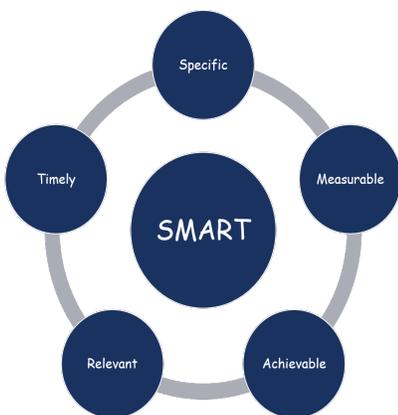
For many years, campaigners have been working on perfecting their use of the internet's vast array of social media platforms, websites and digital tools. They've identified effective strategies of digital communication with supporters and the press. Now that traditional in-person campaigning has been highly limited and campaigns should lean greatly on that digital experience, focusing in three areas: social media, campaign-specific mobile apps and paid advertising on social media.

At the level of HR campaign organization and during the ideology development, HR activists should be at the forefront of using the web for campaigning. HR campaigns are more open to internal and external arguments, debates and discussions and this participative approach of campaign organization is widespread across the networks.

Moreover, right use of the internet may act as an effective way for solving some environmental issues as you will reduce the usage of paper (posters, leaflets, flyers, etc.) during your campaigns. By delivering your messages online can help you to construct good relationships with environmentalists and people striving for green economy. The same method works when you plan your campaign activities online, you can be sure that the activity costs are contracted but you should work twice as much as before in order to maintain the interest of your audience and get the same results and achieve success.

You should always remember that without e-mail between campaign organizers, activists and staff, Google searches and internet information for the most recent opinion poll data or all the latest news drawn from news sites, modern HR campaigns would simply fail. For having the intended results the online HR activities should be more than the reflection of the offline activists, because they need to change the neglect and indifferent attitude of individuals by showing their suggested change-maker policies to them in an easy-to-remember way. Effective network campaigning can contribute to achieving every single supporter in large urban areas which seems impossible during the consultancy time of offline campaigns.

Like your goals, your set some objectives for HR online campaign activities should be SMART:



- o Specific – Your objectives should specify what they want to achieve.
- o Measurable – You should be able to measure whether you are meeting the objectives or not.
- o Achievable – You should understand if your set objectives are achievable and attainable or not.
- o Realistic – You should be realistic in assessing your competences by thinking if you can realistically achieve the objectives with the resources you have or not.

In case of setting objectives for everything, you should concentrate on one thing, for example on website by clearly defining the numbers of your site visitors, the numbers of linkages to your website, etc.

Besides, a precise content plan should be developed by distributing the roles: who is responsible for what by specifying also the timeframe. As it is not right to expect everything from one person responsible for content writing. Your campaign content should be updated by the activists, needs to be accurate and interesting, as web campaigning, and especially social media campaigning records success when organizers are a part of that as they best know their concerns and needs.

Though, there is no absolute truth that by doing in this or that way you can achieve your goals, instead you should prioritize the quality and immediacy of content according to the situation.

The website is very important as it contains your campaign information and the online activities. And because of the limited finances of almost each campaign you should always remember that by commissioning your website you have to realize the size of your content, the ongoing functions to be involved in the site, the functions which may be needed later; besides, you need to be informed of your competitors and allies' websites in order not to repeat the same information and functions, to be innovative and suggest new services to your target group.

Your website representing the most important in a campaign: the content, should have a content management system, as any HR campaign is a fast moving process, you should develop your content online. If you do not have enough budget, you can apply to acquire a system programmed by individual agencies that provide open or free of charge source content management systems such as WordPress, Joomla, Magento Open Source, Webflow, SilverStripe, Umbraco, Contao, Zenario, Typo3, Drupal, etc.



While designing your website, it is vital to have the overall picture in mind in order not to get complicated during the process, and it is useful when all design ideas are collected by one person. First of all, it is always important to start your website design by understanding who you are designing your website for or who is your target audience by analysing some demographics in your mind.

Besides, it is crucial to remember the following tips, in order not to create a website only because everyone has one:

- o Investing in fast loading page speed helps you to keep your visitors for a long time. If your website is slow, people will not stick in that as time is the most precious thing.
- o Using short, precise and descriptive headlines which will explain why your website has been designed, what it suggests, or what benefits you will have. Be concise and use impactful expressions.
- o Including a call to action (CTA) button in your website. Be sure that the CTA is clear and visible in order to promote converting.
- o Including media, such as images, videos or audio which will assist you to give special importance to point. Visual content is eye catching and easy to remember.
- o Displaying only the social buttons for networks you are active on.
- o Sticking to only one goal and the objectives merely for that goal in one page.
- o Reducing the number of menu items and limiting form fields.
- o Rethinking the sidebar: a number of websites are getting rid of the sidebars for having a single-column design and drawing less attention by putting the focus merely on the content.
- o Using to standard layouts is helpful as the mainstream society loves familiarity and can get confused by non-standard designs. They sometimes do not want to go deeper to find the information they need; thus, for HR campaigns it is a good idea to stick with familiar design layouts. However, you should find ways to stand out by your content or other ways in order not to be forgotten shortly after visiting your website.
- o Using images of people help you to keep the interest as people like personalized information; though, you should do that only if you have the data permission. Besides, never download pictures from the internet for saying something important, be creative to create your own. If you are going to use images of people for your content, be sure that they are genuine and real figures, include your supporters, staff or customers by saying no to stock which is widely spread in the Internet.

Eventually, to brief the above mentioned information, you need to be able to compromise when it comes to the technical choices that you make. On that account, for clearly emphasizing the importance of the content during your online campaigns, you should remember that generally campaigns succeed or fail depending on the quality of the produced content, and again content, not because of the tech or design of a website.



I was fifteen when on the way home from school I came out to my friends who trusted me very much and believed me the way I was

Campaigning through Social Media

The implementation of a planned social media campaign strategy is to enhance the awareness about your objectives, to improve the interaction among social media users who are your target audience, as well as campaign to achieve campaign goals and key performance indicators, which can be measured through analytics and outcomes.

Coordinated efforts of the HR campaigners develop and promote a specific goal by using one or more social media networks and this demands concentration, focus, targeting and analysis while comparing with general social media marketing usage.

Social media is an expression which is used to portray a number of rather contemporary forms of online connection and interaction, many of which can be very helpful for organizing HR campaigns if used correctly.

By using different available social platforms you will be able to spread knowledge and information about your campaigns, ensure a suitable way for allies to get in contact easily and follow your campaign, communicate with supporters, organize and coordinate events, do fundraising activities, underrepresent the role of traditional media to reach potential supporters to your idea.

Nevertheless, social media is not an easy way of campaigning as it may seem. Many platforms, such as Facebook or Twitter are becoming more and more crowded which means that you need creativity, a lot of time, willingness and energy to make sure that your message is achievable to a specific group of people. Besides, social media campaigns need to be accompanied by web and E-mail campaigns to have a bigger impact. Besides, it is important to remember that social media is not an addition to the traditional ways of campaigning, but it is a specific strategy for reaching a particular audience, generally youth



Thus, how do social media campaigns work and what to do for achieving success?

- o You should develop yourself for creating images and videos, press releases, blog posts, infographics, or white papers in order to grab the attention of your target audience and you should make the most of your advertising campaign budget.
- o You need to be social and make your presence online by sharing content worthwhile to follow. Your activism should include responding to both positive and negative comments and messages, liking others' posts, hosting a digital event by increasing interaction with your target audience.
- o Nowadays, it is useful to take the opportunity of social media networks' offers which provide a number of paid advertising tools (Facebook ads, Instagram ads, Twitter's promoted tweets, Pinterest's promoted pins, etc.) that can help to promote your desired content and drive traffic right to your website.
- o You should measure your data through data analysis while developing your content and making improvements in the social media platforms. Paid campaign advertisements offer a range of valuable data, which makes your job easier; however, you should set up and track how your visitors interact with your website either.

Social media advertising reaches audiences in a low-cost, effective and impactful way. This is especially true in a world where there are over two billion active users on Facebook, one billion on Instagram, and 365 million on Twitter. That is why social media campaigns have become a crucial marketing technique for selling ideas everywhere. With billions of people on social media and ongoing growth in monthly users and influence they have on the audience, it is difficult to imagine how campaigns could achieve the set goals without creating a social media presence.

Facebook is the largest and best known social media platform in Armenia, which offers the opportunity to set up personal profiles, groups or pages. Free of charge advertising is usually better, but paid ads allow you to quickly increase numbers, which can help you to spread your message instantly. The prices of Facebook promotion vary, but for example, with EUR 10 your post can reach anywhere between 10,000 and 50,000 people and from 20 to 400 likes on average.

Twitter is described as a microblogging site where you can post 140 character tweets to your followers which can contain links to websites, press releases, information about events or just a simple message for your audience. Twitter is usually considered as a bridge between private, public and the most popular profiles. People on Twitter are usually looking for behind the scenes, semi-official information, witty commentary and personal views.

Snapchat, Instagram, Vine, Pinterest or other platforms are popular with only some potential supporters. If your target audience is youth, then you should have a much more interesting and visual content than the one of the previously mentioned social networks.



Social media is seen as a good-working platform if you try to involve your followers in your HR campaign. The best way to do this is to use social media to keep your allies involved in your campaign on a daily basis.

For having a daily content you may need volunteers as it is impossible for one person to communicate all the time and create a good content, for example your volunteer can keep a video diary, or have some interviews with the people who are aware of your work which can result in some really great content that you can tweet or post on Facebook

Together with rewards, social media presents also different risks, such as the lack of control over a debate in Twitter. Or when you start a hash tag such as #LouderforTransYouth, it's possible for your opponents to join your conversation with sarcastic or fake reasons to manipulate your audience. And also, social media has an overall younger profile and generally it is limited to younger people; thus, you should take this fact into account while deciding which policies to prioritize on your social media accounts.

Notwithstanding, social networks are valuable tools in increasing the level of participation and lessening the level of motivation that participation requires; thus, you should only perceive social media as a tool to get to higher interaction with your campaign by advertising your activities, and sharing useful information.

FINAL PHASE: ACHIEVING Monitoring the Campaign Outcomes

Quite often, when your campaign is over, your staff or activists begin thinking that there is no work to do anymore and they can have a rest for a while after their success or failure and continue their path by trying to be engaged in new things. And most of the times they fail to remember that the most important thing is yet to come and they need to systematically evaluate and monitor the results.

Moreover, having a thankful attitude towards your supporters, allies and your audience is one of the most important features of a campaigner; then, you should thank everybody personally (via face-to-face meetings, E-mails, phones or other means of connections) who has been supporting you through their activities and ideas throughout your campaign. And it does not matter if you have achieved to your goal or there is still a lot of work to do, as people have devoted their most precious time and a lot of energy for standing by your.



Expressing a big gratitude to your donors during and after your campaign by highlighting the most important results you have achieved through their support, by mentioning what you could not do without them and what are your plans for future activities and their role in them can make them feel appreciated and valued, they will understand that they are not merely source of income for you but also a contributor to your ideas and a change-maker in your society.

Furthermore, when you are not able to bring your ideas to life, never blame anyone, as only bad losers can hold responsible others' actions or inactivity for their failures. Always make people understand that you are able to deal with any situation.

Your campaign monitoring should be a continuous process from the very beginning of your activities; you should have a planned evaluation and monitoring plan in order to assess your productivity and, if needed, change your direction. Monitoring is sometimes referred to as a process, performance or formative evaluation. This is a very important responsibility for a campaign manager or initiator. In order to evaluate your campaign success, you have to be profoundly informed about the aim and objectives of your campaign, and for that a strategic plan can serve as a basic document for its monitoring and evaluation. Formative evaluation is a process of ongoing feedback on your HR campaign activities.

A milestone schedule of your campaign at different stages, for example after selecting the audience or after deciding the activities, is a helpful tool to analyse with your staff which targets have been met on time, what has gone wrong so far, what can be corrected yet, etc. For controlling and monitoring your campaign easily you need to define precise objectives which are measurable and achievable. Your evaluation should include both quantitative and qualitative indicators which will be based on the notes taken during all evaluation discussions. And also, the final evaluation containing all the midterm evaluations in summary helps to recognize larger trends in performance and to assess the final results compared to the initially defined targets.

For final evaluation, you may need a good facilitator in order to compile all the data or you can organize a workshop with the campaign initiators, main staff and volunteers of your campaign participants to discuss the outcomes of your activities and develop a document which can be used by your donors too.

Your workshop agenda can be very simple and include the main activities, for example:



Campaign Initiator: "Right Side" Human Right Defender NGO
Campaign Theme: Louder for Transgender People' Rights
Date: 25.08.2020 – 25.08.2020

25.08.2020	What?
10:00 – 10:30	Arrival to the venue
Coffee Break	
Session 1 11:00 – 13:00	<ul style="list-style-type: none"> o Opening and introduction o Quick start: all the participants should write down the 5 best and the 5 worst things about your HR campaign
Lunch	
Session 2 14:00 – 16:00	<ul style="list-style-type: none"> o Buzz groups (3 participants) consider and discuss their findings, and each buzz group should come to a conclusion on the 7 best and 7 worst things about the campaign by writing them on colorful stickers o Bigger groups (3 buzz groups, 9 participants) discuss and agree on the 10 best and 10 worst things, writing them on stickers in 2 different colours o Presentation of the outcomes of the final discussion, clustering the results. o Input/Reminder: the initially developed campaign strategy (aim, objectives, messages for target groups, hindering factors)
Coffee Break	
Session 3 16:30 – 18:30	<ul style="list-style-type: none"> o Inputs and Outputs (the input can be provided by a number of participants which should be well developed and structured providing facts and figures not just opinions). The following aspects should be mentioned: <ul style="list-style-type: none"> ➢ Campaign team and cooperation with volunteers ➢ Online and offline performances during the campaign ➢ Relations to and cooperation with media and PR agencies ➢ Grassroots activities ➢ Campaign finances and fundraising, etc. o Conclusions and feedback (facilitated discussion, visualization on flip chart and pin board)
Dinner	
19:30 – 20:00	Leaving the venue

In spite of the fact that evaluations are frequently retrospective, their aim is fundamentally forward looking, as they apply the lessons and recommendations to decisions about your programs. As evaluations are used to promote new project ideas, get support from governmental and non-governmental bodies, raise funds from public or private institutions and inform the general public on your different activities, you should take this stage of your campaign into account very carefully and do your best for developing a good evaluation paper.

All in all, good planning, together with effective monitoring and evaluation, play a significant role in increasing the effectiveness of development of your campaign programs. Good planning helps focus on the results that are important, while monitoring and evaluation help you learn from your past failures, successes and challenges and be informed about the value of decision making. By evaluation and monitoring you will be better able to improve your skills and competences during current and future initiatives and expand your choices for making changes in your society.



Planning for Further Activities

When your campaign is finally behind your daily activities, you should remember that irrespective of your outcomes your idea and will should never fade and you will continue the fight for a society where human rights are respected and valued. Sometimes, when people achieve success, they forget about the most important people: their supporters. You should let your audience know have stood by your side and whom you are grateful for your outcomes.

During your campaign, you have surely managed to enlarge your base with new allies, volunteers and activists ready to fight for your aim; thus, you need to continue contacting them, keep your allies informed about your future plans without revealing sensitive issues and keeping good relationships with them, as once you lost people, it would be twice harder to bring them back than when you were a foreigner offering to join your initiative. Always keep your supporters close and busy with your new and developed ideas.



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Thank
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In order to be prepared for a new campaign which will give better results, you need to do an analysis about your strengths, weaknesses, opportunities and threats, make a fact-based and in-depth evaluation of your campaign that have ended recently by enabling yourself to distinctly point out the outcomes of your initiative. Or arranging a meeting with journalists who cover your campaign activities and counselling with academics that have an idea about your work can help you understand your flaws or successes in your strategic plan and communication which are not visible for yourself.

Campaign initiators cannot just put their volunteers and activists' full engagement in a box and whenever needed open and re-use them during next campaigns. If people do not find an engaging platform for their activism, enthusiasm, confidence, involvement and energy in a place where they have been involved, they will seek to find that platform somewhere else to invest their time and good-will. Successful campaigners tend to work throughout a year without big intervals on different issues.

During your previous campaigns you might have collected a lot of details about the problems and issues that are important for your target audience and a very valuable source of information to keep your members busy. This information can become the basis of your next campaign achievements. However, you should also think about new topic and themes to work on accompanied with the mentioned issues. Find the human rights issues that are forgotten or neglected by other activists; this build credibility outside your main topics. Your campaign cannot be run on the same promises and suggestions as if you once failed it would be of no interest for your audience to address current issues. Invite your activists to make their input in updating your platform.

In the process of collecting new issues to address, do not be concentrated only negative ones. Despite the fact that it is frequently easier to be supported against an issue rather than in favour of something, you can face a number of demonstrations and be conceived as a naysayer if you neglect the positive parts and this will make you vulnerable for critique. As you are working in a new reality, your new supporters are important for dealing with defeat, victory and positive outcomes.

One of the first steps to do, is to assess your internal communication strategy and your decision making process to make your campaigners adopt these structures and refrain from frustration and disagreements between your staff, volunteers and active members.

Besides internal structures, you as a campaigner should adapt to the external reality too. If you do not change your working attitude in accordance with the demands of your target audience, your work will be perceived irrelevant and your support will surely decrease. Therefore, you need to find a recently developed balance between your core principles and the current situation demands.

So, if you have or have not achieved your campaign objectives, it does not mean that you have to stop your initiative, on the contrary, you should start planning your further activities right away. Developing a timetable for more societal changes and effectively using your time for fundraising activities or events, educating and training your current members or newcomers on campaign management skills and techniques and strengthening your internal and external communication can be the core activities for your career as a change-maker. Observe the world surrounding you and learn from the best experience of other campaigners; though, never imitate someone, as current society loves creative changes. And what is more important, love whatever you do and have some fun while doing all this.





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CHANGE HAS COME!



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