IOM X C4D TOOLKIT

A step-by-step guide to applying
Communication for Development (C4D)

What is the purpose of this toolkit?

This toolkit provides practical guidance for researching, designing, implementing and monitoring strategic Communication for Development (C4D) interventions and campaigns. While this toolkit features examples specific to migration and counter-trafficking related activities, its approaches and tools are applicable to a wide range of thematic issues.

This toolkit will help you to:

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

Who is this toolkit for?

This is a step-by-step toolkit for programme managers and project officers, research officers and communication specialists working on project management, community engagement, information, awareness-raising and/or social and behaviour change as well as advocacy campaigns across development sectors.

IOM X

IOM X is the International Organization for Migration's (IOM) innovative campaign to encourage safe migration and public action to stop exploitation and human trafficking. The campaign leverages the power and popularity of media and technology to inspire young people and their communities to act against human trafficking. IOM X moves beyond raising awareness to effecting behaviour change by applying a Communication for Development (C4D), evidenced-based and participatory framework to tailor messaging for its activities.

This toolkit is provided free-of-charge. Please direct questions to IOMX@iom.int

Learn more at IOMX.iom.int

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DEFINITION: What is Human Trafficking?

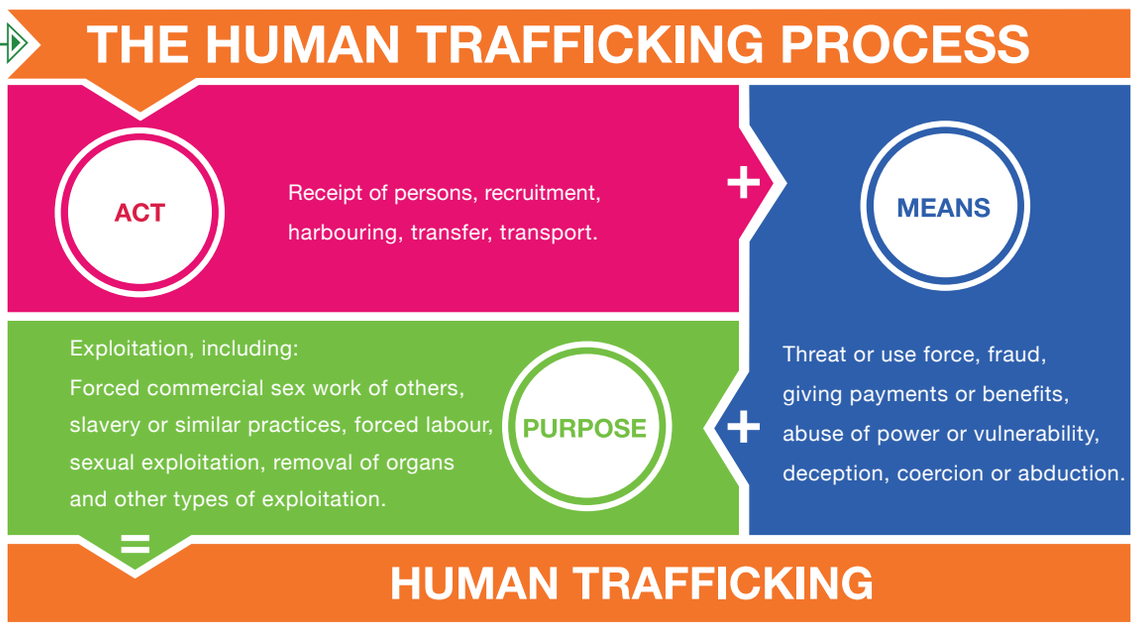
For the purpose of best understanding many of the examples and case studies included in this toolkit, human trafficking is defined by the UN Protocol to prevent, suppress and punish Trafficking in Persons as:

> **...The recruitment, transportation, transfer, harbouring or receipt of persons, by means of threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation.**

Exploitation as defined by IOM is:

> **...The taking advantage of something or someone, in particular taking unjust advantage of another for one's own benefit (e.g. sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs).**

Human trafficking is a process where three elements need to be present: 1) ACT; 2) MEANS; and 3) PURPOSE (exploitation). In the case of a child (under 18 years old), only the Act and Purpose are required. In places/countries of origin, prevention of human trafficking focuses on reducing vulnerability and encouraging safe migration. These efforts mostly address the ACT and MEANS of the human trafficking process. In places/countries of demand, prevention efforts tend to focus on the PURPOSE element of the human trafficking process (e.g. campaigns targeting consumers, migrant workers, etc.).



What is C4D?

Communication for Development (C4D) is an evidence-based framework for finding solutions to development problems. Central to C4D is the desire to understand people's knowledge, attitudes and practices around a certain issue. With this understanding, it will then be possible to select a combination of tailored communication messages, tools and strategies to best address specific knowledge and behavioural gaps of the target audience. Ultimately, C4D offers a strategic toolbox to using communication to prompt social and behaviour change as well as advocacy results. Its focus on participatory methods helps to facilitate sustainable, long-lasting change.

Why use C4D?

Experience from development initiatives have shown that it is not enough to come up with solutions and expect people to automatically adopt them. Knowledge does not automatically lead to changes in behaviour — whether a person's use of a social service (e.g. visit to a migrant information centre) or personal hygiene behaviour (e.g. hand-washing with soap). People's access to information, their attitudes on an issue and motivation or ability to act are coloured by a complex system of internal and external influences.

Participatory processes, under C4D, allow for a deeper understanding of a given problem and the related factors, including influencers, that can be addressed and leveraged to motivate and promote positive change.

What is BCC?

Behaviour Change Communication (BCC) best practice usually entails one-on-one or small group interaction, which help to inform, motivate and problem solve for behavioural adoption, change and/or maintenance. This meaningful two-way dialogue leverages the feelings of trust, respect and openness to address and overcome individual-level challenges. Increasingly new platforms (such as social media) are being leveraged for BCC purposes. Regardless of the engagement method selected, it is vital that BCC media content links to relevant and accessible services or resources to support the promoted behavior change.

What is Social Mobilization?

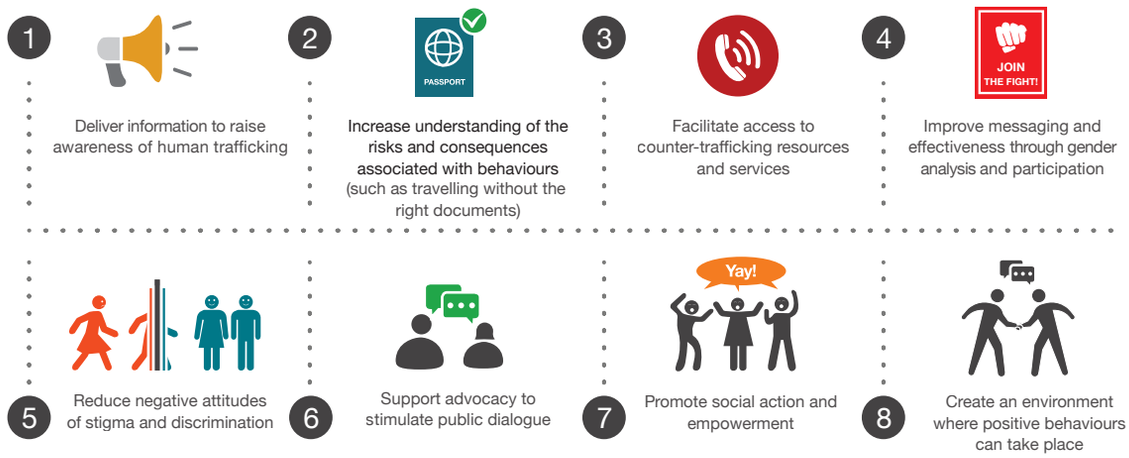
Social Mobilization refers to a set of activities that inform, engage and motivate, for example, community members, social networks and religious groups. Through increased awareness and understanding, these groups take action in support of an issue, with the possibility of changing social norms over time.

What is Advocacy?

Advocacy refers to a process during which, for example, decision-makers, policy officers and legislators, budget officers, and social and cultural influencers, are informed and motivated to take action in support of an issue. This could result in, say, public media statements, increased funding and changes in laws and regulations, among others, all of which support the creation of an enabling environment for positive behaviours at the individual level.

EXAMPLE:

C4D within the context of a counter-trafficking campaign can help:



CONSIDERATIONS: Challenges with participatory approaches

C4D emphasizes the use of meaningful participation of key target audiences at every step of the process: from problem analysis and intervention design to content and message development, to implementation and monitoring and evaluation. While integration of such participation is likely to lead to increased ownership, sustainability and effectiveness, employing a participatory approach does come with its own challenges. This toolkit will equip C4D practitioners with the necessary knowledge to address the following challenges:

- **Voice:** Does everyone have an equal voice? For example, are some people not speaking during a community meeting due to issues such as an imbalance of men and women, and/or the presence of intimidating government officials? It is important to carefully consider who is invited to participate in particular activities, and how best to facilitate a safe environment for participation.
- **Timeframe:** Participatory approaches can be time consuming. However, the extra time spent on the use of participatory tools or ensuring that everyone has the same basic knowledge on an issue regardless of, say, literacy and education levels or status, tends to pay its rewards in the end.
- **Power:** Consider how you are inviting target audiences to be part of the process. Check that you've identified and included informal opinion leaders and influencers as well as representatives from marginalised groups. Be sure that participants are being positioned as speakers rather than listeners.
- **Funding:** Traditionally, many donors have preferred quantitative data to show progress and results. Due to the nature of C4D approaches, monitoring and evaluation activities will ideally combine both quantitative and qualitative research, including participatory methods. Use of participatory approaches creates an opportunity to introduce the value of qualitative feedback to improve project results and positively impact future funding decisions.
- **Impact:** It takes time for the real, measurable impact of C4D — or any social development — interventions to become visible in the wider society. Additionally with behaviour change, this individualised process is a long and complex one, and challenging to prove in short funded timeframes. For this reason, behaviour change programmes often need to rely on proxy indicators methods that showcase progress and positive change instead of a project or campaign's actual societal impact on an issue.
- **Change:** C4D consists of strategic approaches developed to fit a specific situational context. Any context is likely to change over time, influenced by socio-political, economic and cultural factors. Therefore, any C4D programme and its objectives need to be flexible enough to change with potential developments. In order to gain real results, C4D objectives and strategic approaches may need to be modified when moving from one context to the next.

Evidence from entertainment-based and behaviour change-focused C4D interventions across the globe suggest that targeted, high-quality messaging and information (informed by effective research and learning structures) delivered through a mix of media channels, have the potential to increase impact exponentially. This ultimately leads to positive shifts in knowledge, attitudes and behaviours. See the case study below for an example of such measured results.

CASE STUDY: MTV EXIT Battambang Roadshow

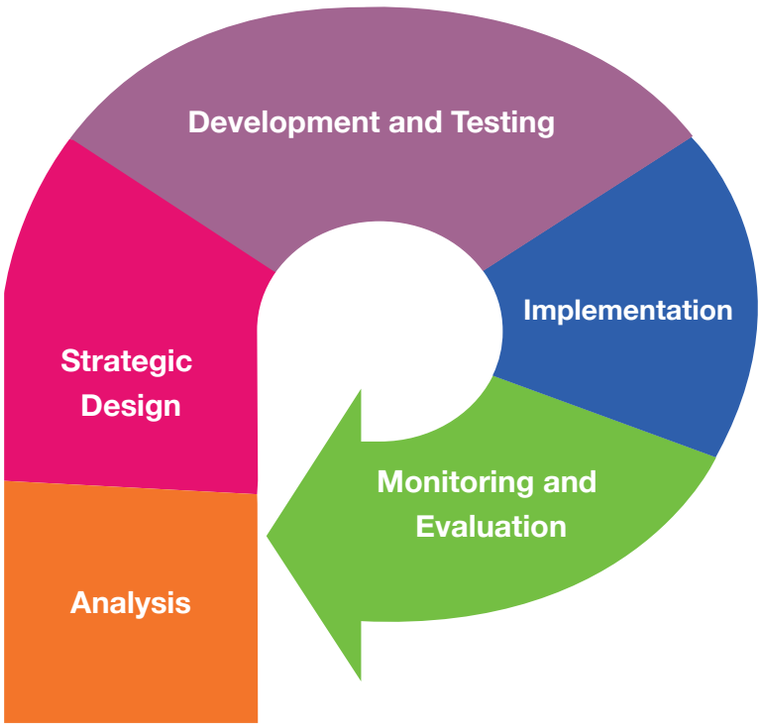
Information campaigns that promote available and accessible resources can result in positive behaviour adoption. An example of this is MTV EXIT's Battambang Roadshow Concert on December 12, 2013. The event took place on the National Anti-Trafficking Day in Cambodia and featured an educational drama performance by youth ambassadors alongside the screening of educational video content.

Over 4,000 people attended this event to learn more about safe migration and associated resources, including the Childline Cambodia helpline. In the month following this event, Childline reported a 55 per cent increase in call volume from Battambang. The number of callers to Childline to request information from Battambang also went up from 17 to 66 during the same time period.

The most effective information campaigns are those conducted in close collaboration with resource and service providers, as opposed to stand alone activities. Coordination of activities helps to ensure, for example, that the promoted resource or service is relevant to targeted users and has the capacity to meet increased user demand. Ideally, C4D approaches are incorporated into comprehensive programme/project/activity plans from the very beginning.

Source: MTV EXIT. 2004. End of Project Final Report October 2006 – June 2014 p 49.
Photo Credit: MTV EXIT Battambang Roadshow Concert 2013

IOM X uses a framework[1] with five inter-dependent stages to develop its evidence-based communication activities.



1. **Analysis**
2. **Strategic Design**
3. **Development and Testing**
4. **Implementation**
5. **Monitoring and Evaluation**

[1] The framework that IOM X uses is a tailored version of John Hopkins' P-Process Framework. This framework was designed to guide communication professionals as they develop strategic communication activities.

STEP 1 – ANALYSIS: *KNOW YOUR AUDIENCE*

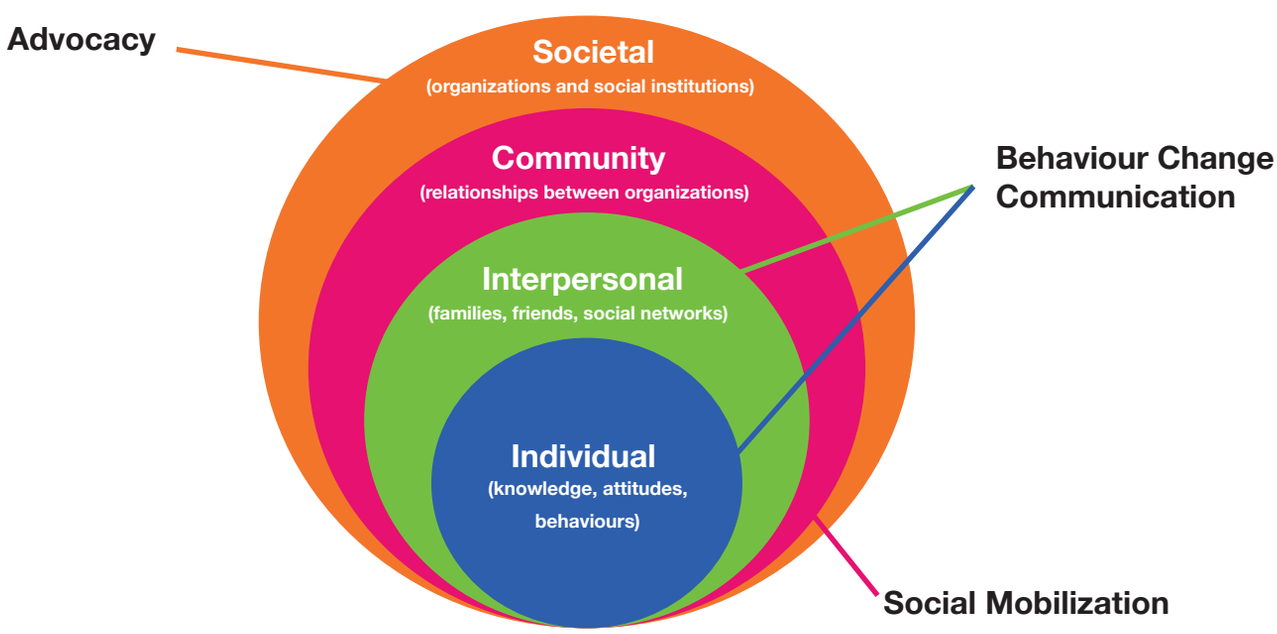
C4D activities require research into the following:

1. Understanding the context
2. Audience analysis
3. Behavioural analysis
4. Communication analysis

1 UNDERSTANDING THE CONTEXT

Analysis into the root causes of, and various influences to, a problem will help in identifying the role that your organisation's actions can play in improving the situation at hand, with support of a mix of communication efforts. A mix of relevant primary and secondary data, including research reports, government statistics, expert interviews and communication assessments, will provide useful information to better understanding the situation — not only the challenges, but also the opportunities.

The Social Ecological Model (SEM)[2] is a useful framework during this early analysis phase. SEM helps to identify and understand the various levels of influence on a person's knowledge, attitude and practices. This framework looks at the complex relationships between individual, interpersonal, community and societal factors. These relationships are always context specific. However, ideally, each level of influence will be addressed for optimal results in an individual's behaviour change journey.



[2] Centers for Disease Control and Prevention (CDC). *The Social-Ecological Model: A Framework for Prevention;* available from: http://www.cdc.gov/violenceprevention/overview/social-ecologicalmodel.html. In some versions of the SEM framework, an additional policy level of influence is added to demonstrate the local, state, national and global policies, laws and regulations that may either help or restrict the creation of an enabling environment on the issue. An example of this version may be found at: www.unicef.org/cbsc/files/Module_1_SEM-C4D.docx.

Each level of influence on the SEM framework will require the implementation of a different type of C4D approach. When addressing the attitudes, motivations, knowledge and behaviours of an individual at the core of the issue, behaviour change communication with its inter-personal and small group communication activities tend to be most impactful. Depending on the problem issue, sometimes these activities (e.g. migration or nutrition counselling) may need to be extended to cover select members from immediate social groups, such as family members or teachers. In many cases, however, these influential people and groups may sufficiently be engaged through community-level social mobilization activities that aim to educate and motivate larger groups of people or social networks (such as community members, peer groups or religious congregations) to take joint action in support of an issue (e.g. demanding for more equal access to, or quality of, social services).

Societal and organizational levels of influence that deal with the organization of social services, development of policies, laws and regulations, funding, etc., and actors influencing the larger public discussion (e.g. media representatives, academia and opinion leaders) are most effectively addressed with strategic and tailored advocacy measures.

CONSIDERATIONS: Working on exploitation

The factors behind the exploitation of migrants and other vulnerable populations are often crosscutting, such as corruption and lack of and/or inconsistent application of protective policies and practices. Lack of accurate information is also central, because without the right information...

- ...*Aspirant and current migrants do not know:* how to migrate safely; what their rights are; what to expect once they arrive at their destination; what is exploitative or that exploitation is criminal; what recourse is available to them should they end up in a situation of exploitation and more. For example, IOM X conducted interviews with aspirant migrants in Cambodia and they all indicated minimal planning for their departure. None had visited a local resource centre and most were planning to travel irregularly (without a passport, visa or work permit).[3]
- ...*Employers and those living in more affluent host communities lack information about:* the benefits of migrant labour to their economies; what rights are afforded to migrant workers; how they should be treated; and how to practice responsible consumerism to ensure that the goods and services bought are not provided by exploited labourers. For example, in a recent IOM X study, employers of domestic workers in Indonesia and Thailand expressed attitudes similar to apathy; such as not caring about exploitation of domestic workers and their labour rights.[4]
- ...*The broader public (general public) lack information about:* their role in contributing to environmental and societal change when it comes to advocating for change on a local, national and regional level.

Negative attitudes can create environments ripe for deception and exploitation. In demand areas, negative attitudes like xenophobia and discrimination toward migrants and minority populations perpetuate unfair treatment including, in the extreme, outright exploitation and abuse of labourers, and more commonly, apathy amongst the general public in reporting suspected exploitation of others. In source areas, there are often positive attitudes towards migration and its potential benefits, and negative ones for returned trafficking victims. Stigma and discrimination towards returned trafficking victims make it hard for these individuals to re-integrate into society and because of this social exclusion they are often at risk of being re-trafficked.

[3] IOM X. April 2015. IOM X Interviews with male aspirant migrants in Cambodia. Unpublished.
[4] IOM X. June 2015. Rapid Asia & IOM X, Knowledge, Attitude and Practice Pre-Evaluation in Indonesia. Unpublished.

2 AUDIENCE ANALYSIS

Audience analysis identifies the various potential audiences at each level of societal influence whose knowledge, attitudes and behaviour(s) the activity(ies) is/are trying to change.

a. Identify the target audience:

There are many potential target audiences for each problem issue. For counter-trafficking activities, these might include some or all of the ones mentioned below:

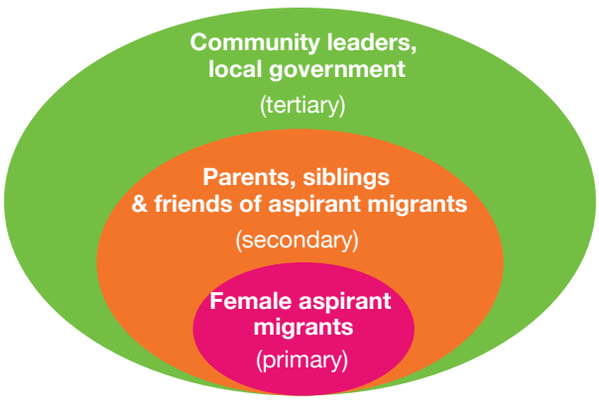
- Populations vulnerable to human trafficking and exploitation:
  - o Current migrants in destination communities
  - o Aspirant migrants in origin communities
  - o Ethnic/religious minority populations
  - o Stateless persons
  - o Children (under the age of 18)
  - o Women and girls
- Populations who may be complicit in human trafficking and exploitation:
  - o Migration facilitators (e.g. border officials, bus drivers, etc.)
  - o Consumers of goods and services
  - o Employers
- Key influencers:
  - o Families of vulnerable individuals
  - o Community leaders such as villages chiefs, elders, religious leaders
  - o Celebrities
  - o Political leaders

b. Determine the primary, secondary and tertiary audiences:

Levels of influence introduced in the SEM framework, and guided by available evidence, determine the primary, secondary and tertiary audiences for addressing the problem at hand.

- ***Primary audience*** consists of the group(s) of individuals whose behaviours are attempted to be changed or influenced through targeted behaviour change communication efforts. Such audiences might include, aspirant or returned migrants, healthcare staff, migration counsellors, and more.
- ***Secondary audience*** refers to both formal and informal social networks and social groups whose members' knowledge, attitudes and practices may influence the primary audience's behaviour either positively or negatively. Typically, such audiences that are engaged with social mobilization activities include influential family members, friends, peers, co-workers and other community members.
- ***Tertiary audience*** consists of those whose actions reflect the broader social, cultural and policy factors that create an enabling environment for positive change to take place or be sustained. These might include local government representatives, law enforcement officials and media representatives.

When addressing the issue of migration for domestic work, the different audience groups might look like in the example below. Here, audience groups are further separated by location: source location for home community of aspirant migrants and demand location to target employers of domestic workers.



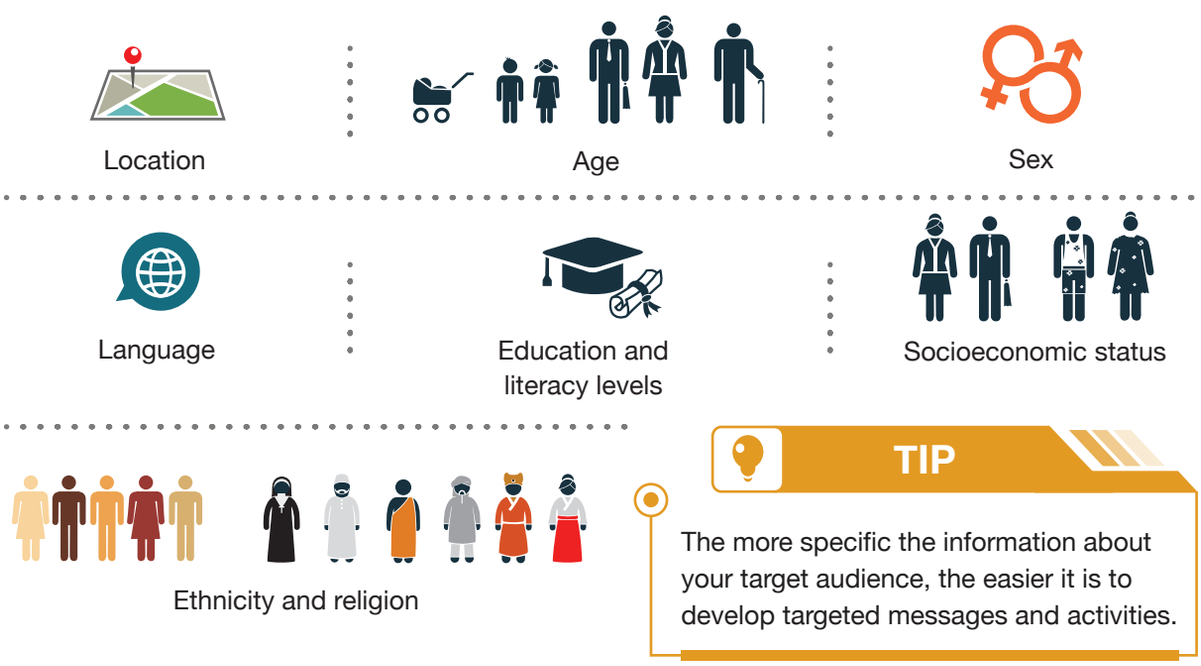
Aspirant Migrants

Employers of Domestic Workers

Specificity is important to be able to design effective activities later on. Messages for a primary audience are not likely to be drafted and disseminated the same way as messages for a tertiary audience. Sustained behaviour change is more likely to happen in a supportive environment, which consists of family and community, social and cultural norms, national policies, etc.[5] A common weakness is targeting the primary audience without thinking about the secondary and tertiary audiences. This consideration becomes increasingly important when the primary audience may have less agency and/or free will to make decisions for themselves. A good example of this is considering the role of parents with regard to the decisions of their children. Likewise, the quality of care given through interpersonal communication by, say, psychosocial support counsellors, is a critical component in the successful recovery of the users of these services.

c. Define the target audience:

Once the critical target audiences are selected, find out as much information as possible about them, such as:



TIP

The more specific the information about your target audience, the easier it is to develop targeted messages and activities.

[5] UNICEF Bangladesh. 2008. Writing a Communication Strategy for Development Programmes: A guideline for programme managers and communication officers. Available from: www.unicef.org/cbsc/files/writing_a_comms_strategy_for_dev_progs.pdf.

d. Determine the audience's Knowledge, Attitude and Practice (KAP):

The next step is to assess what the primary, secondary and tertiary audiences know about the issue at hand. What are their attitudes towards the issue? What are their current or intended practices (behaviours)? This information is assessed against the optimal levels of knowledge, attitudes and desired behaviours.

Here are some sample research questions to determine KAP in two different audience groups:

Source Audience (E.g. aspirant or current migrants)	**Demand Audience** (E.g. employers)
• **Knowledge:** What is the process most people in your community use to migrate? • **Attitude:** How do you feel about migrating abroad? • **Knowledge:** What kind of positive and negative experiences have you heard of other migrants having? • **Practice (behaviour):** Have you migrated before? If so, what process did you follow? • **Practice (behaviour):** If you intended to migrate abroad, what process would you follow? Why?	• **Knowledge:** What does the recruitment process for migrants look like? • **Knowledge:** Are migrant workers entitled to the same minimum wage as national workers? • **Knowledge/Attitudes:** What are some challenges with hiring migrant workers? • **Attitude:** How do people in your community feel towards migrant workers? • **Practice (behaviour):** Do you hire migrants at your workplace?

TIP: Topic ideas for counter-trafficking activities

- Safe migration
- Purchasing ethically made products
- Shifting negative attitudes towards migrants

Information about the target audience's knowledge, attitudes and practice comes from desk reviews, online or face-to-face surveys, focus group discussions, interviews, consultations, etc.

e. Begin to fill out the C4D Strategic Planning Tool:

Knowing the different target audiences, their characteristics, their influencers, and their current knowledge, attitudes and practices will paint a clear picture of their motivations and understanding of the issue. With all this information, it is time to fill out the C4D Strategic Planning Tool (see table on the following page and Annex II). The C4D Strategic Planning Tool enables project teams to plan an evidence-based, relevant and contextual set of activities that will target the primary, secondary and tertiary audience in the most impactful ways.

Table 1: IOM X C4D Strategic Planning Tool (also see Annex II)

Questions for analysis	Primary (target) audience	Secondary audience	Tertiary audience
Who is/are the main target group(s)? (age, gender)			
What are their current levels of knowledge, attitudes and practices?			
What is the desired behaviour change?			
What are the barriers to the recommended behaviour change?			
What are the main existing positive factors for adopting the recommended behaviour?			
Who/what is (are) the most trusted and accessible interpersonal sources of information?			
What are the most trusted and accessible mass media (television, radio, community radio, community theatre, etc.)?			
Based on the above analysis, what are the key messages?			

In the table below, the first part of the C4D Strategic Planning Tool is filled in with research conducted by IOM X, which includes desk review research and surveys conducted by Rapid Asia on behalf of IOM X activities in 2015 in urban areas in Thailand:

Table 2: C4D Strategic Planning Tool - Part 1

	Primary (target) audience (Individual level)	**Secondary audience**	**Tertiary audience**
Who is/are the main target audience(s)? (Age, sex, language, etc.)	*Employers of foreign domestic workers in Bangkok, aged 20-39, Thai national, employed outside the home, university educated, more likely to deal with domestic worker on a daily basis.*	*Spouse, neighbour, family members, Thai national, aged 20-39, and university educated, employed outside of the home.*	*Recruitment agency, trade unions, domestic worker organizations.*
What are their current levels of knowledge, attitudes and intended practice (KAP)?	*Knowledge about domestic worker (DW) rights: High awareness of DW rights such as a day off, fair wages, workings hours, etc.* *Attitude: 54% believed in the importance of DW rights. Negative attitudes towards domestic workers were prominent such as ignorance, denial and prejudice. Positive attitudes were reported by less than 35%.* *Intended Practice: 79% indicated they would seek information on DW rights before hiring a DW. 58% would report if their neighbour were exploiting a DW.*	*Knowledge about (DW) rights: High awareness of DW rights such as a day off, fair wages, workings hours, etc.* *Attitude: Negative attitudes towards domestic workers were prominent such as ignorance, denial and prejudice.* *Intended Practice: Similar to primary audience likely to report neighbour who exploits their DW.*	*Knowledge: They should be (and usually are) fully aware of DW rights.* *Attitude: They believe in the importance of DW rights, but also equally as preoccupied in making a profit for their agency.* *Intended Practice: They focus their energies on educating the domestic workers about their rights, and little focus on the employers.*

3 BEHAVIOURAL ANALYSIS

a. List of desired behaviour changes:

Through consultations, focus groups discussions and interviews, and community meetings with representatives from the target audience, come up with a list of desired, concrete behavioural actions (e.g. memorizing a hotline number, providing a weekly day off to their employees, visiting a Migrant Resource Centre, systematically sharing key hygiene messages with each health centre client, reporting suspected exploitation, applying for a passport, sharing positive psychosocial support messages in community meetings, etc.) and consider the following questions:

- What makes the behaviour feasible?
- What are the benefits of adopting the behaviour?
- Does the target audience have the necessary knowledge or capacity to practice the desired behaviour?
- Do they have the motivation to practice and sustain the behaviour?

b. Barriers and positive factors:

Once the desired behaviour has been identified for each audience group, it will be important to look into the factors that can make practicing this behaviour easier (positive or enabling factors) and/or harder (barriers). Gaining an understanding of and considering such factors will make it much easier to develop and execute successful interventions. To guide this assessment of potential barriers and positive factors against the recommended behaviour in a given context, think of PESTLE!

DEFINITION: PESTLE

PESTLE stands for **P**olitical, **E**conomic, **S**ocial, **T**echnological, **L**egal and **E**nvironmental considerations. Strong local leadership for social causes and particularly for counter-trafficking is a positive **political** factor in reducing incidences of human trafficking. A strong education system in that community and employment schemes for young people are positive **economic** and **social** factors. The presence of Migrant Resource Centres, counselling centres and helpline numbers can be **technological** positive factors. Existing counter-trafficking laws are **legal** positive factors. As for **environmental** factors (which can be positive or a barrier), they can include natural disasters or lack of natural resources that can cause people to migrate.

Far too often in message design, the focus is placed on the barriers to desired behaviour and less attention is paid to existing strengths. A focus on barriers, while very important, may also easily lead to message design that says "don't do X or Y". Conveying positive messages and existing strengths of a community (such as services and resources) enables the target audience to attach personal value to the issue.

Small, gradual changes to existing behaviours tend to be easier to adopt than big changes.

When a desired behaviour takes large amounts of time, resources and skills, it will likely be more challenging to convince target audiences to adopt it.

TIP

People are more likely to adopt behaviours if they know that there is already a movement within their community towards adopting that behaviour or if they perceive that it is the norm.

Now fill out the following table, *C4D Strategic Planning Tool - Part 2*. Refer to the example below targeting aspirant male migrants to adopt safe migration practices:

Table 3: C4D Strategic Planning Tool - Part 2

	Primary audience *(aspirant male migrants in rural Cambodia)*	**Secondary audience** *(immediate family of aspirant migrants, especially parents)*	**Tertiary audience** *(Migrant Resource Centres in rural Cambodia)*
What is the desired behaviour?	*Ability to recall the number of a Migrant Resource Centre hotline number in their province.*	*Ability to recall and recommend the number of a Migrant Resource Centre hotline number in their province.*	*Disseminate materials in areas where aspirant migrants frequent that promote their hotline number.*
What are the benefits of adopting of the recommended change?	*Migrants can inform themselves of safe migration practices to avoid the risk of being exploited by criminals. Taking the proper measures to migrate safely can also enable them to save more money.*	*Families will be aware of the services available to help their family members practice safe migration. By being able to recall the number, they can also call and find out important migration information.*	*More visitors to the Migrant Resource Centre.*
What are the barriers to the recommended behaviour change?	*They might not have a cell phone or a phone at home.* *This is the first they've heard of a service like this, they are used to trusting the information their friends tell them.* *Misinformation from their friends.*	*They might not have a cell phone or a phone at home.* *They trust community members' information over government sources.* *Lack of information about safe migration.*	*Do not have the staff or resources to create creative posters promoting the services of the Migrant Resource Centre.*
What are the factors that make this behaviour easy to adopt?	*A hotline number is easy to remember.* *Calling a hotline number doesn't require someone to be literate.* *Family and community leaders are a strong influence in their lives.* *Someone in the community may have a phone that can be borrowed.*	*They want their family members to be safe, so they give good advice when it comes to migrating to a new country.* *There is a shop in town where community members can go to use telephones.* *They trust community leaders' advice.*	*Migrant Resource Centres are usually located in border towns and can easily intercept migrants as they pass through the border and informally chat to them about their migration plans.*

4 COMMUNICATION ANALYSIS

The last step of the analysis is to understand how the target audiences access information and what their preferences are for different media platforms. Some key questions are:

- Do they have access to media outlets like television, Internet, radio, mobile phones and/or print materials?
- Is it mass media or community media, or a mix?
- What or who do they listen to?
- What do they watch?
- What TV/music/movie genre (drama, action, mystery, comedy, etc.) is popular with the target audience?
- How often are they accessing their most popular type of media?
- At what time of day?

TIP

Mass media is any means of communication that reaches a very large number of people, such as television, newspapers, radio, etc.

Community media is any form of media that is created and controlled by a community.

It is not only important to understand which media platform the target audience turns to for information and entertainment, but also what are the most trusted and accessible interpersonal sources of information. For example, do they turn to local NGOs, the village chief, their teacher or their friends at school for information? Having a clear understanding of interpersonal sources will be important especially if community-based outreach activities are being planned.

Once different sources of information have been assessed, fill out the following table. Please see the example provided below, which is filled out with the findings of a KAP baseline study conducted in Cambodia in December 2013 by Rapid Asia and MTV EXIT.

Table 4: C4D Strategic Planning Tool - Part 3

	Primary audience	Secondary audience	Tertiary audience
What are the most trusted and accessible interpersonal sources of information?	*Friends and family (this network can be encouraged and utilized to also reach audiences with little media penetration)* *Local government officer or NGOs* *About 30% indicated that recruitment agencies are the most reliable source of information* *Friends and family* *(Note: This information is not always consistent over the three target groups)*		
What are the most trusted and accessible mass and traditional media sources of information? (Television, radio, community radio, community theatre, etc.)	*Media penetration:* • *Television: 65%* o *Most popular genres: Drama* o *Time of day: High viewership in the evenings* • *Mobile phone: 66%* • *Radio: 51%* o *Most popular genres: Comedy* o *Time of day: High listenership in the mornings* *Most trusted media sources for migration information:* • *News and media reports* • *TV programmes* *(Note: Media consumption research is often limited to the media penetration of the different mediums in broader geographic areas. Thus, it is important to do further qualitative research to find out the specifics of the target audiences' media habits such as what TV/radio genre they listen to, what time of day, what channel, etc.)*		

ENGAGE YOUR AUDIENCE

During **Step 1: Analysis**, involve individuals who are representatives of the target audience. Participatory techniques can include in-depth interviews, focus group discussions, small group meetings and community dialogue meetings with representatives of the target audience and relevant stakeholders.

Other participatory research activities include community mapping, transect walks, drawing a problem tree, card sorting, mapping problems, body mapping, network analysis, story telling, role playing and reflecting. Learn more about these activities by researching "Participatory Learning and Action" online.

After the analysis in the table above is done, it is time to bring it all together and start planning the communication strategy.

KEY TAKEAWAYS

Have you:

- Identified the primary, secondary and tertiary audiences?
- Selected the desired behaviour change for the primary audience?
- What are the positive factors and barriers to practicing the desire behaviour change?
- Determined how the primary, secondary and tertiary audiences get their information?

STEP 2 - STRATEGIC DESIGN: *KNOW HOW TO BEST REACH YOUR AUDIENCE*

During the STRATEGIC DESIGN phase, the following are planned and developed:

1. SMART objectives
2. Communication channel analysis
3. Communication strategy
4. Creative brief
5. Monitoring and evaluation plans

1 SETTING SMART ACTIVITY OBJECTIVES

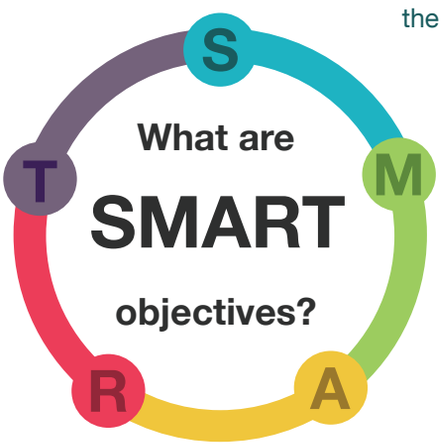
An objective refers to a set of activity goals or targets, such as the desired changes in the problem situation, behaviours or knowledge. Turning your objectives into SMART[6] objectives ensures they meet the necessary requirements to be able to measure the intended progress or change.

Time-bound:

Is it clear that the desired change be achieved within the timeframe available for project implementation?

Specific:

Does it capture the essence of the desired change?



Measurable:

Are changes objectively verifiable? Is it a reliable and clear measurement of the desired change?

Relevant:

Is it plausibly associated with the desired change?

Achievable:

Will it require no more than a reasonable amount of time, effort and money to gather and analyze the necessary data? Are targets realistic?

Examples of SMART objectives:

- After viewing this programme about domestic worker rights, 30 per cent of surveyed viewers who employ live-in domestic workers in their home will be able to recall three rights to which domestic workers are entitled.
- After watching this animation on safe migration, 10 per cent of surveyed aspirant migrant Cambodian and Myanmar men and boys (aged 15 to 30) from rural areas can recall the counter-trafficking hotline number in Thailand.
- After training on improved interpersonal communication skills, 80 per cent of trained psycho-social support counsellors show demonstrated improvement in their counselling skills and confidence to counsel (as per set criteria on body language, tone of voice and key messages).

TIP: What is awareness?

If your objective is about 'raising awareness' it is important to define what 'awareness' means in the context of your intervention. This term, like others such as 'understanding' are vague and can lead to misunderstandings. It is, therefore, important to define objectives as precisely as possible, and consider clearer alternatives to using such words.

In labour migration campaigns, for example, a clear definition of 'awareness' could be: ability to recall the rights entitled to workers in a specific sector, ability to recall a hotline number to report suspected exploitation, etc.

[6] International Organization for Migration (IOM). 2011. *IOM Project Handbook.* p. 153.

2 COMMUNICATION CHANNEL ANALYSIS & DISSEMINATION STRATEGIES

Now it is time to start designing the activity and determining how messaging will be disseminated. The table below outlines communication channels by their reach, suitable message type, cost and how it can be used to facilitate two-way dialogue. Each channel is also described as 'mass media' or 'community media'. Community media is usually well suited for a narrow target audience, whereas mass media is suited for large-scale audiences. It is best to select the channels that match the target audience's media consumption preferences to ensure effectiveness.

Table 5: Communication Channel Characteristics[7]

Channel type *(mass media vs. community media?)*	**Reach**	**Type of message** (simple/complex)	**Cost**	**Is it interactive?**
Television *(mass media)*	Can reach large audiences, although some people might not have access to television. If power outages are common, consider a different channel.	More general messages often used as television reaches a broad scope of targets. General information, news or entertainment. Public service announcements can be used for short simple messages. Dramas and soap operas better for complex messages. Engaging and influential.	Production and airtime costs can be very high. Buying TVs for target audience can be costly in low-income communities. $$$	Community-based shows, live call-in shows, debates/ discussion between a cross sector of the audience are some of the possibilities.
Radio *(mass media or community media)*	Large reach, both urban and rural. Can reach illiterate audience.	As above, general information/news or entertainment ideal for radio. Radio dramas convey complex messages.	Lower prices for radios. Listeners' club can lower costs. Lower production costs than TV. $$	Call-in shows, answering listener questions on air and community outreach shows.
Film *(mass media or community media)*	Depends upon the popularity of cinemas and availability of film facilities (e.g. cinema halls, community screenings).	Films are good for complex messages due to time available to work through messages with audience.	Production very costly with long production time. $$ ↔ $$$	Discussions and question and answer sessions following screening can be interactive.
Online video *(mass media)*	Reach can be large for online audiences.	Can be made for general or specialized audiences. Complex messages and scenarios can be depicted.	Dependent on the quality of production desired. $ ↔ $$$	Generate immediate discussion in online forums.
Newspaper/ magazine *(mass media or community media)*	Large reach for literate audiences. Depends on circulation levels.	Specific announce-ments, technical information, short clear messages.	Reasonably priced. Advertisements are expensive, but news can be printed for free. $ ↔ $$	May stimulate local discussions.

[7] Adapted from: UNICEF Bangladesh. 2008. *Writing a Communication Strategy for Development Programmes: A guideline for programme managers and communication officers* p. 33-34.

Channel type *(mass media vs. community media?)*	Reach	Type of message (simple/complex)	Cost	Is it interactive?
Posters/billboards *(mass media)*	Can have a wide reach depending on effective placement.	Suitable for short and focused messages. Do not convey complex messages effectively.	Reasonably priced. Design and distribution may be costly. $$	May stimulate discussions among viewers.
Interpersonal communication *(community media)*	Can reach small groups or individuals.	Good for specific, complex, intimate information exchange. Engaging and influential. Good for motivating specific behavioural practices. Encourages listening skills, ability to empathize and be supportive.	Cost factors include training, equipment, transportation, etc. $	Highly interactive as it allows sharing of information, responding to questions and doubts, convincing or motivating the listener to adopt certain behaviours or use certain services.
Community outreach, local theatre and concerts *(community media)*	Small to medium sized groups, depending on the scale of the event.	Localised messages, emotive, interactive and effective.	Low to medium cost, although staffing, transport and props all need to be considered. $ ↔ $$	Highly interactive. Community discussions.
Social media *(mass media)*	Can reach young people with targeted messages. It lends itself to using multiple kinds of content: video, photos, etc.	Simple, easily understood messages. Can also be used for simple or complex messages for targeted audience.	Cost for dedicated staff to run and maintain social media. High cost of computers and smartphones of target audience. $$	Very interactive (Twitter, town hall, live Facebook chats, Google hangouts, interactive surveys, etc.)
Mobile applications *(mass media)*	Can reach young people with targeted messages.	Suitable for specific and focused messages.	Cost for dedicated staff to run and maintain app. Cost of smartphones for intended audience to be considered. $$ ↔ $$$	Very interactive.

TIP: Lowering the cost $

When your budget for dissemination is limited, consider which community radio/TV channels, local organizations or youth networks you could work with to disseminate messages to the target audiences. You are more likely to secure distribution partners for little to no cost when you make high quality programming and engage with potential partners for joint development (where feasible) and distribution early in the production process.

3 DESIGNING THE COMMUNICATION STRATEGY

When planning the communication strategy, identify where the audience sits along the behaviour change journey (image below). Against available data, ask questions such as:
Are they totally unaware or do they have some knowledge about the desired behaviour? Do they know the risks and benefits of their behaviour(s)? How long have they been practicing it? Are they motivated to sustain the change? Do they encourage other people to adopt the behaviour?

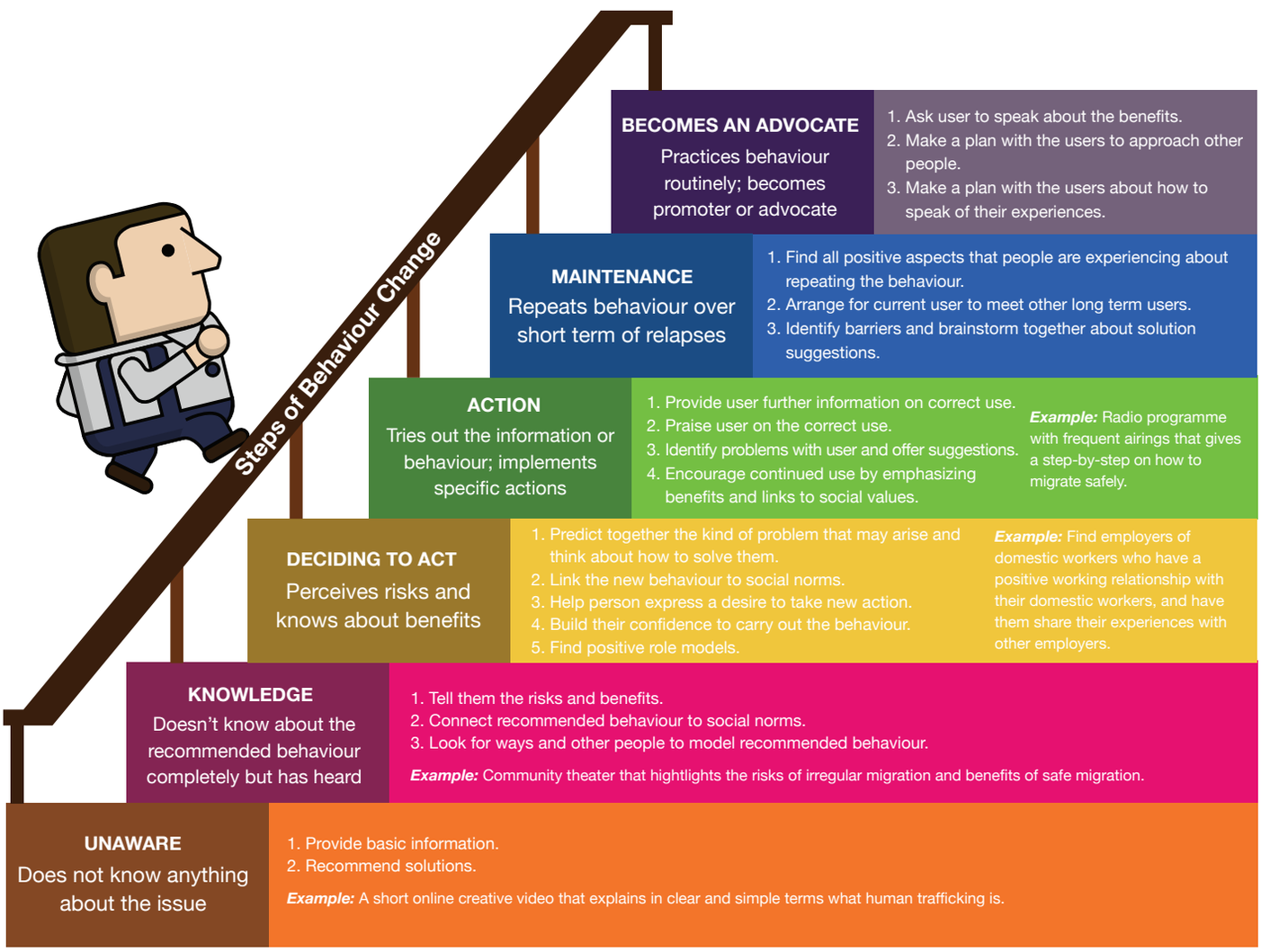
As shown below, there are six steps in behaviour change:

1. Unaware
2. Knowledge
3. Deciding to act
4. Action
5. Maintenance
6. Becomes an advocate

TIP

It is important to have ongoing monitoring activities to assess where the target audience sits along the behaviour change journey to keep designing relevant messages and activities. Monitoring will also help to identify if the target audience is moving down instead of up the behaviour change ladder, which signals that messages and activities need to be adjusted.

To move the target audience along the journey, suggested communication actions are provided to the right of each level of behaviour (as well as examples of what these communication actions look like in practice).



[8] This Transtheoretical Model by Prochasca and DiClemente is one of the most widely used and tested behaviour change theories. It was first introduced in: Prochaska, J. and DiClemente, C. (1983) Stages and processes of self-change in smoking: toward an integrative model of change. Journal of Consulting and Clinical Psychology, 5, 390–395.

4 DEVELOP A CREATIVE BRIEF

By now, a lot of research has been done and it is time to turn that research into accessible information. In order to get the creative team (whether they are internal or external) on the same page, it is important to develop a creative brief, a compilation of information that sets out the target audiences, communication objectives, key messages and content, call(s) to action, guidelines, message tone, genre and other creative considerations (as outlined in the table below). A creative brief intends to be informative, attractive, relevant, involving and persuasive.

Creative Brief Component	Contents (questions to answer)
Audience	• For whom is the activity/material intended?
Changes, barriers, opportunities and communication objectives	• Desired change: What change is the activity asking for? • Barriers: Why is the change not happening? What barriers or opportunities is the activity addressing? • Communication objectives: What is the aim of the activity?
Message brief	• Key benefit: If the audience adopts the behaviour, what is the benefit for them? • Support statement: What convinces the audience they will experience a benefit? What extra information might they need? • Call to action: What is the activity asking the person to do?
Key content and tone	• What key information needs to be included in the material or activity? • What is the tone of the message? (encouraging, alarming, etc.)
Other considerations	• Are there any other creative considerations such as literacy levels, graphics, gender and language? • How is this activity complemented or supported by other activities? • What is the distribution strategy? What is the storage plan for the material?

See Annex III for an example of an IOM X Creative Brief.

ENGAGE YOUR AUDIENCE

In **Step 2: Strategic design,** it is preferable to work with stakeholders and representatives of your target audience. One idea is to hold a strategic design workshop where a mix of stakeholders and target audience representatives are invited to give input. Ensure fair representation of women, men, youth and marginalized groups.

KEY TAKEAWAYS

Have you:

- Identified SMART objectives?
- Selected communication channel(s) to disseminate activities and messages that best fit the targeted audiences?
- Identified where the different audience groups or segments sit along the behaviour change journey and how the activities will move them along the journey?
- Developed a creative brief?

STEP 3 - DEVELOPMENT & TESTING: *DOES IT WORK?*

Within this phase, concepts, materials and messages are developed, tested, revised and retested before final production to ensure that an activity will not only be understood and relevant to its audience but will also evoke emotion that can motivate positive behaviour change and/or social action. The development of social and behaviour change, as well as advocacy messages and strategies, is a continuous learning and development process.

1 DEVELOP CONTENT

Creating communication activities combines science and art. Scientific evidence is used in message and material development as the basis for analysis *(Refer to: STEP 1 – ANALYSIS)*. Art comes to play when materials are created to evoke emotion, motivate the audience and fit the communication strategy.

TIP

Remember, materials do not stand alone; they are created to complement and reinforce the effectiveness of other project activities, both technical and communication focused.

BEFORE DESIGNING CREATIVE MATERIALS

Consider:

HOW MUCH TIME?
FOR THE PRODUCTION FOR THE MATERIALS

Production timelines can vary depending on the production quality, length (if video), complexity and scale of the communication activity. Remember to allow time to pre-test draft materials with samples of the target audience. Also allow time for consultations with key stakeholders in order to best garner their support for the promotion and dissemination of the final campaign content.

IS THERE in-house capacity to develop and produce the materials? *(The more the team can contribute, the better for the budget!)*

IF NOT, is there budget to hire a creative agency and in-house capacity to manage the hired creative team?

HOW MUCH budget is there for content creation?

Here are the pros and cons of designing content in-house versus hiring a creative agency:

	In-house $	**External $$$** *(e.g. creative agency, production company consultant)*
Pros	• Builds in-house capacity to create content and increased ability to make additional versions of content at low cost. • More ownership over content. • Greater opportunities to implement changes and manage creative direction. • Lower costs. • Greater familiarity with the issue, organization, branding and style considerations (reduced need for introductions/orientation time and materials for external partner)	• Provide specialized skills and equipment (video equipment, video or design software, etc.) • They can provide a new perspective on the Creative Brief, and help to further refine and expand concepts as well as offer suggestions not yet considered. • They can help in conceptualizing a whole intervention with a set of mutually supportive activities and materials rather than stand-alone materials. • Professional creative and/or production agencies often have a greater understanding of current communication trends and associated distribution specifications.
Cons	• Usually not as high quality. • Time consuming if staff need to build their capacity to learn new technical skills. • Lack of contacts with distribution outlets. • Lack of awareness of the most up-to-date trends and influencers. • Likely lack of technical expertise for producing diverse formats (such as animation). • The donor and/or organizational management has to support investing in fixed assets (such as video editing software, equipment, etc.).	• Expensive • Time consuming finding an affordable and high-quality service. • Capacity necessary to oversee the creative agency can vary largely depending on the relevant experience levels and agency understanding of the creative brief for the desired content. • Availability of creative agency is out of one's control, so it might be difficult to sometimes schedule meetings. • Creative agencies are often managing multiple projects at one time so any delay from either party can incur greater delays. • Contracts with creative agencies usually include a finite number of opportunities for receiving inputs and revisions.

Here are some recommended steps in selecting and working with a creative agency:

1. Identify creative agencies that have experience with the kind of content that is desired.
2. Develop a detailed request for proposal which includes: description of work, timeline and deliverables, request for creative submission, budget and selection/evaluation criteria.
3. Meet potential agencies and discuss scope of work.
4. Select creative agency and have initial kick-off meeting to discuss material and activity. Provide background knowledge on the issue the campaign wishes to address and highlight the desired behaviour change for the target audience.
5. Designate a team member who will be the point of contact, and ensure the creative team understands the scope of work and expectations.

TIP: If hiring a creative agency…

…It is good to work with a local creative agency as they are the best equipped to produce locally relevant and entertaining content for your audience.

Many creative agencies lack awareness or understanding of development issues. Therefore it is important to invest in the time for them to not only understand the issue but to also appreciate its relevancy to their own lives, where relevant. Like all of us, the more they care, the more they will invest their time and energy in the project at hand.

Also, many creative agencies are not familiar with the C4D framework, so it is important to ensure they understand the value of allowing ample time for participatory processes.
Remember to set up regular meetings for check-ins to ensure everyone is on the same page and direction.

2 DEVELOP EFFECTIVE BEHAVIOUR CHANGE MESSAGES

These messages are already created in rough form in the creative brief, but the final messages should be further refined with representatives of the target audience.

A slogan (typical statement message) can be useful for rallying support, but ultimately clear action messages have a greater impact because they tell people concretely what they can do.

Action messages should be…

- Direct
- Short
- Positive
- Relevant
- Do-able

Typical Message

Stop human trafficking!

We are not for sale!

Action Message

Be informed! Ask questions and take your time before accepting a job offer. Anyone can be a trafficker.

If you see someone being abused or exploited, report it immediately by calling this hotline number _____

Negative messages (such as information about risks and/or consequences) can be used, but they should be balanced with positives (such as alternative services). Overly negative campaigns will erode trust from your target audience;[9] it can leave them feeling alienated or discouraged, rather than motivated.[10] Positive messaging can contribute to:

- Supporting the target audience in believing they can make a difference/do something.
- Encouraging the target audience to model and reinforce positive/safe behaviours.
- Facilitating community ownership of the positive change being promoted.

[9] Governance and Social Development Resource Center (GSDRC). 2008. *Helpdesk Research Report: Information Campaigns and Migration.* Available from: http://www.gsdrc.org/docs/open/hd529.pdf.
[10] International Labour Organization (ILO). Family Health International (FHI). 2008. *HIV/AIDS Behaviour change communication: a toolkit for the workplace.* Available from: http://www.ilo.org/wcmsp5/groups/public/@ed_protect/@protrav/@ilo_aids/documents/publication/wcms_115460.pdf.

Images matter too. Consider the impact of images of people in shackles and chains versus a picture of a smiling migrant worker. For example, some counter-trafficking campaigns use images of abused women as a way to warn female migrants about the dangers of migration and sexual exploitation, but also as a way to encourage them to make informed choices about working and travelling abroad. However, research shows that the use of negative images like these could have contradictory effects and contribute to the objectification of women, which can limit women in imagining themselves as active agents.[11] Similarly with demand audiences (such as employers of domestic workers), using images that cast a negative light on their current behaviours will make them feel as though they are being vilified, which is less likely to result in positive behaviour change. Image content needs to strike an emotional chord with the audience for them to care and share.

NEGATIVE

Photo credit: Voices of Youth

Photo credit: The Citizen Daily

POSITIVE

Photo credit: Asia Foundation

Photo credit: H.O.M.E. Singapore

Human trafficking is a terrible crime but people should feel empowered to be able to do something about it – not hopeless. Balanced messages (positive and negative) and positive images are more effective to inspire feelings of empowerment.

TIP

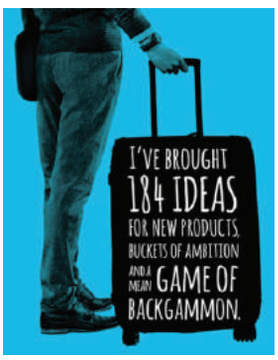
To appeal to an audience, they need to be able to identify in some way with the key characters of the story. The more similar a character (including physical and emotional characteristics) the easier it is for your target audience to relate.

[11] Andrijasevic, Rutvica. 2007. Feminist Review. *Beautiful dead bodies: gender, migration and representation in antitrafficking campaigns.* Available from: http://www.palgrave-journals.com/fr/journal/v86/n1/pdf/9400355a.pdf.

EXAMPLE

Storytelling is a powerful way to communicate important information. A story can activate parts of the brain so that a listener can turn the story into their own idea and experiences. Be creative! Use testimonials, animated images, stories and more.

IOM had a campaign where they used positive testimonials and an image of a suitcase to highlight the positive contributions that migrants are bringing to their destination country. See images from the campaign below:



3 PRE-TEST

Materials used for pre-testing can include scripts, storyboards, short animations, print content drafts, live drama performance and a rough cut of the media content (depending on the budget). Pre-testing should be carried out through consultations, focus group discussions, semi-structured interviews and/or other qualitative methods. As often as possible, partners (such as local media and production partners) and targeted audiences should be involved in this testing process to ensure ownership. Results from the pre-testing will inform any necessary revisions. If budget allows, a second test can be conducted of the revised materials to ensure revisions were properly done before final production.

TIP: Pre-testing

Pre-testing can be done through focus group discussions with a suggested number of 10-12 people per group.

Mixed groups might not be conducive for pre-testing, as some individuals are likely to feel constrained in airing their views. Therefore, to the extent possible, the facilitator should organize groups around shared characteristics (such as migrant domestic workers of the same nationality, community leaders, age group, employers of the same sex and nationality, etc.). If needed, follow-up interviews can also be conducted with specific individuals to gain deeper insight into a specific issue.

Pre-testing is done to ensure that communication materials achieve their objectives. It is best to develop the materials working with members of the relevant target audience. However, whether materials are developed with the target audience or not, it's still important to test them with their intended audiences. Pre-testing with colleagues familiar with the subject matter does not qualify as pre-testing as it will provide unrealiable information on the impact of the materials. Pre-tests ensure that messages and materials meet the following five elements:

1. *Comprehension* – is the message clearly explained and easy to understand?
2. *Attractive* – is the message attractive enough to hold attention and be remembered?
3. *Acceptable* – does the message contain anything that is culturally offensive, annoying or false?
4. *Involving* – does the audience feel that the message/material speaks to them and is about them?
5. *Persuasive* – does the message convince the audience to take the recommended action?

THE GENERAL PRE-TESTING PROCESS

1. Prepare materials to be tested. Ensure any translation needs have been taken into consideration. Make sure to have the appropriate capacity to facilitate and record the results of the consultation. It is always a good idea to have a note taker!
2. Test draft communication materials (animated storyboard, printed material drafts or recording of script) with sample of the target audience using focus group discussions (FGD).
3. Ask, observe, discuss if they understand it (measure their understanding, even measure their recall of the message). Ask them how to improve it.
4. Modify the material based on the feedback.
5. Test it again – *only if comprehension was less than 70%.* (It is safe to assume that if 70% of the target audience understands the outputs and messages, would consider taking the action recommended and finds the material relevant, attractive, acceptable and believable, then the materials are successful.)
6. Modify again, if necessary.
7. Produce a final version.

Pre-testing helps to enhance relevance, test messaging and identify any mistakes, errors or miscommunication. For an example of a facilitation guide for pre-testing activities, please see Annex IV.

ENGAGE YOUR AUDIENCE

Once draft materials are developed, ask representatives of the target audience for their input on messages and materials. This can be done in a number of ways such as inviting them to creative brainstorm meetings, focus group discussions, community meetings, role plays, screening rough cuts of videos or radio programmes followed by feedback sessions, etc.

KEY TAKEAWAYS

Have you:

- Developed evidence-based content?
- Developed actionable and relevant messages?
- Pre-tested draft materials and messages with their intended target audiences?

STEP 4 - IMPLEMENTATION: *GETTING YOUR MESSAGE OUT THERE*

This phase includes the implementation of the activity. Mobilizing key stakeholders who were involved in the development of the communication activity should also be part of dissemination. By virtue of having applied participatory processes, there should be an established strong network of partners (such as trade unions, healthcare units, migrant workers organizations, counter-trafficking NGOs, youth groups, etc.) who are pushing out the materials through their unique networks. This is one of the benefits of employing a highly consultative, participatory approach when developing materials, as it creates greater opportunities for dissemination.

Refer back to the Communication Channel Characteristics table and the media consumption data. What is the target audience watching/listening to/attending/etc. and where? Using a mix of traditional communication channels combined with interpersonal communication through informal networks is ideal for stimulating and promoting behaviour change. Interpersonal or two-way communication can strengthen the engagement with the audience especially if trying to communicate more complex issues or behaviours. Mass media is also useful for reinforcing messages that may be discussed through less formal outreach methods.

If the dissemination channels are limited (due to expertise or cost), think about working with partners. Local partners can help increase the impact of activities by providing expertise and resources, and are usually respected by the community because of their involvement in social issues.

Some of these local partners can include:

Government agencies and NGOs working on related/ relevant subject matter

Creative groups with skills in music, dance, art and theatre

Businesses that are active in the community

Schools

Youth volunteer groups

Community leaders and public figures

Transportation companies (e.g. bus lines)

Broadcasters

TIP: Mix of communication channels

Think about a mix of communication channels such as a print media campaign followed by targeted workshops with audio-visual materials and a facilitator to lead discussions on these materials. This approach will give the audience the most exposure to the key messages.

The audience has time to consider the messages through interpersonal communication, and the print materials act as message reinforcements.

When selecting a mix of communication channels, be sure to consider the following questions:

- Does the activity and channel that's being used directly target the audience? If so, how?
- Will the audience be motivated by the activity?
- Is the channel and activity timely and efficient?

ENGAGE YOUR AUDIENCE

Be sure to mobilize a large number of partners and stakeholders to help implement activities and develop a broad sense of ownership. Offer different ways partners and stakeholders can be involved, such as for a radio program, invite the audience to participate in listening groups, or have them suggest questions for the programme. Organizing panels at media events can also be a good way to include diverse partners.

KEY TAKEAWAYS

Have you:

- Selected communication channels that are appropriate for the messages needed to communicate to the primary, secondary and/or tertiary audience?
- Identified partners that can help in the dissemination of the materials?
- Considered using a mix of dissemination channels?

STEP 5 - MONITORING AND EVALUATION (M&E)

- *HOW IS IT GOING?*
- *WILL WE DO THIS AGAIN IN THE SAME WAY?*

This section will outline ideas on M&E activities specific to the C4D activities. M&E attempts to measure progress and results. Monitoring tracks activities and the changes that take place as a result of them so that adjustments can be made to the activity during implementation, if needed. Evaluation at the end of implementation measures how well the programme achieved its objectives. It is very important to allow time and budget for implementation research and monitoring.

Often in C4D strategies, a lot of resources are put into producing high-quality media content. If insufficient resources are reserved for M&E activities, then it will be very difficult to assess whether the activity achieved the desired change and/or impact. However, conversely, if a small amount of funding was spent to produce a video, it is wise to consider how much should be spent on evaluating its long-term impact. Be mindful of relative costs. The below table distinguishes between monitoring and evaluation:

Table 6: Distinguishing between monitoring and evaluation[12]

Monitoring	Evaluation
Purpose: • To inform • To correct, re-orient or redesign • To readjust communication activities and messages	**Purpose:** • To demonstrate the longer-term impact of the project —including C4D activities • To help determine the level of change (which may include adoption or discontinuation of practices or environmental conditions) as a result of behavioural, social and advocacy interventions
Answers these questions, among others: • What is happening to the target audience? • Why is it happening? • What early signs of progress can we detect? • What are the short-term effects? (In the target audience group, in the Migrant Resource Centres, etc.) • To what extent are planned activities actually being realized?	**Answers, for example, these questions:** • What happened as a result of the communication activities? • What change(s) have taken place? • What portion of the target audience adopted the new behaviour or dis/continued and/or expanded a currently practiced one? • Why did they adopt it or continue/expand it; and did they influence others to practice it? • What was the impact on the target audience?

Monitoring is designed to capture data on the day-to-day activities to gain insights about effectiveness (such as likeability and comprehension) of activities and guide the potential modification of activities (based on feedback and recommendations).

Let's say, for example, a radio talk show is produced for the purpose of increasing awareness of safe migration practices and related resources available in the community. The qualitative monitoring activities of this talk show should involve two-way communication processes to be able to answer the monitoring questions in **Table 6** above.

[12] Adapted from: Academy for Educational Development. 1995. *A Tool Box for Building Health Communications Capacity.* Washington, D.C.

These monitoring activities could include radio listening clubs, two-way SMS communication, focus group discussions, in-depth interviews, etc. Quantitative monitoring, in contrast, tends to involve record-keeping and numerical counts, such as numbers reached, number of radio channels airing the talk show and number of public and private sector organizations engaged, etc.

Evaluation is designed to capture the activity's longer-term results, e.g. whether the activity has contributed to set higher-level objectives and potential bigger picture societal impact.

Behaviour change tends to take time and is typically beyond the scope of time-bound programmes. However, within the field of C4D it has long been recognized that, at times, interim social and behavioural change as well as advocacy indicators can act as useful 'predictors' of longer-term change.

CASE STUDY: Unintended Consequences

"The human rights of trafficked persons shall be at the centre of all efforts to prevent and combat trafficking to protect, assist and provide redress to victims." - S.O.A.P.

It is important to have processes (often in the form of qualitative research) in place to capture unintentional or negative impacts on your target audience. For example, information cards with hotline number can be dangerous for potential victims of trafficking for sexual exploitation to hold because if their traffickers/pimps find this card on them they might be penalized for trying to escape. During large sporting events in the United States, trafficked women allegedly spend a significant amount of time hidden in hotel rooms, completely controlled by their pimps/traffickers and often the only moments they have alone are in the bathroom. Thus, one counter-trafficking organization distributed bars of soap with an imprinted human trafficking hotline number to hotels in those areas to provide a lifeline for these trafficked women and children.

Source: Save Our Adolescents from Prostitution (S.O.A.P.)
http://www.stopenslavement.org/studymodules/USCSAHT-05.pdf.

Examples of how to evaluate the success of a radio talk show to answer the evaluation questions in **Table 6** include the monitoring activities above, as well as: Impact assessments testing the community's knowledge, attitude and practice (KAP) before and after the communication activities have been conducted.

All information, especially about learnings, collected throughout the monitoring and evaluation processes should help to inform future activities.

TIP: Remember…

"Innovation implies doing something new and different. It means change. 'New', 'different', 'change'; three scary words in any organization. These words imply risk, potential failure and blame. But without risk and failure, we would not have innovations that make a positive difference."

- Anthony Lake, UNICEF Director

Depending on what information is required as well as the time, budget and expertise available, there are different methods to gather information, such as questionnaires, most significant change stories, outcome mapping, etc. To learn more about these different (qualitative and quantitative) methods, please refer to Annex V.

ENGAGE YOUR AUDIENCE

Participatory M&E is a great way to generate local level ownership of communication strategies, content development and processes. Some principles include:

- Local people are active participants, not just sources of information.
- Stakeholders evaluate, outsiders facilitate.
- Focus on building stakeholder capacity for analysis and problem solving.

Source: Sustainable Sanitation and Water Management (SSWM). Participatory Monitoring and Evaluation. Available from: http://www.sswm.info/content/participatory-monitoring-and-evaluation.

KEY TAKEAWAYS

Have you:

- Decided what is to be monitored? How?
- Identified what will be evaluated? How?
- Determined how information will be collected?
- Established the lessons learned for future activities?

IOM X C4D TOOLKIT ANNEXES

IOM X C4D TOOLKIT ANNEXES

ANNEX

- Annex I: Glossary of Terms
- Annex II: C4D Strategic Planning Tool
- Annex III: IOM X Creative Brief — Example
- Annex IV: Pre-Testing Facilitation Guide
- Annex V: List of C4D Research Methods
- Annex VI: *Know Before You Go* Research and M&E Overview
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ANNEX I: GLOSSARY OF TERMS

Behaviour Change Communication (BCC)	An approach commonly used within C4D. It is the strategic use of communication to promote positive and safe behaviours. BCC uses practices such as face-to-face dialogue with individuals to inform, motivate, plan and solve problems to promote and sustain behavioural change.
Behaviour change journey	A six-step process that leads to behaviour change. The six steps are unawareness, knowledge, deciding to act, action, maintenance and becoming an advocate.
Behavioural analysis	Desired behaviour change should be informed by a behavioural analysis, which considers the underlying social, cultural and economic causes of current behaviour. A behaviour analysis also considers what makes the desired behaviour change feasible, the benefits upon adoption, the capacity of the individual to practice the behaviour and if they are motivated to practice the behaviour. This can be assessed through consultations, focus group discussions, interviews and community meetings.
Communication for Development (C4D)	A people centred concept that uses communication tools and activities to support social and behaviour change in a meaningful and sustained may. C4D is used to understand the context and people's knowledge, attitudes and practices surrounding an issue. C4D helps tackle issues by developing empowering messaging tools.
Communication analysis	An analysis of media consumption of the target audience that helps inform the platforms and specific messaging to best reach that audience.
Community media	Refers to all types of media that are created and controlled by a community. This community can be tied together geographically or by social, cultural, ethnic or religious factors. Community media is suited for narrow target audiences.
Creative brief	Usually a document created after initial research. This document serves as the basic guide for the project at hand. It should include details such as the target audience, communication objectives, key messages and content, call(s) to action, guidelines, tone and genre.
Empowerment	A process that aims to develop the capacity of individuals or groups to make choices, which lead to a desired outcome.
Evaluation	Measures how well an activity achieves its desired outcome. Evaluation uses a wide variety of both quantitative and qualitative methods, providing comprehensive information about what is taking place, why, and whether it is appropriate or not, and to provide guidance for future directions.

Exploitation	The act of taking advantage of something or someone, in particular the act of taking unjust advantage of another for one's own benefit (e.g. sexual exploitation, forced labour or services, slavery or practices similar to slavery, servitude or the removal of organs).
Focus group discussion (FGD)	A qualitative research method whereby a group of people that share similar characteristics are brought together and asked questions about a specific topic.
Human trafficking	According to the Palermo protocol, human trafficking is the "recruitment, transportation, transfer, harbouring or receipt of persons, by means of threat or use of force or other forms of coercion, of abduction, of fraud, of deception, of the abuse of power or of a position of vulnerability or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purpose of exploitation"[1].
Influencers	Those who have the ability to impact the behaviours of others. This may include family members, friends, teachers, government officials, community and religious leaders.
Irregular migration	Entering, remaining or working in a country without possessing the legal documents (such as a passport, visa or work permit) required under the local immigration regulations or entering a country with fake documents.
Mass media	Any means of communication, such as television, newspaper, radio, etc., that reaches a large-scale or mass audience.
Monitoring	Generally involves tracking progress with respect to previously identified plans or objectives, using data easily captured and measured on an ongoing basis. Monitoring tracks key elements of an activity on a regular basis so that adjustments can be made to the activity during implementation.
Monitoring and Evaluation (M&E)	The process of overseeing and assessing the progress (or lack thereof) of a project and if it is achieving the desired results both on a financial and operational basis.
Migration facilitators	The people who help enable (regular or irregular) migration. This may include brokers, recruitment agencies, resource centre staff, border officials and transportation operators.
Most significant change stories	This is a structured process for generating and selecting stories of change that identify what different individuals and groups see as the most important outcomes or impacts. Ask people in a community in which an intervention has been introduced: "What has changed in this community within the last XX months?" The purpose is to judge how people perceive the intervention in comparison to all the other events in their lives. These stories of most significant change are then revealed in in-depth discussion groups to determine the value of the changes reported. This technique helps to capture the effectiveness of a project.
Non-Governmental Organization (NGO)	Also sometimes referred to as Non-profit Organization, is usually associated with organizations from the public sector, not private.

[1]UNODC. *Human Trafficking*.
Available from: https://www.unodc.org/unodc/en/human-trafficking/what-is-human-trafficking.html.

Outcome mapping	This is a tool for planning the monitoring and evaluation of development projects. Trying to predict the outcomes from a project helps assess the results of a project's activities downstream. Mapping also helps identify the intended target, the intended changes and the strategies that should be used to accomplish the goal.
Participatory M&E	A form of M&E that involves the stakeholders by integrating them into the monitoring and evaluation of a project's content, implementation and outcome. Stakeholders are invited to help identify corrective measures for any potential problems recognized in the project.
PESTLE	Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors (positive factors and barriers related to the desired behaviour change) that are taken into account when carrying out a project.
Primary audience	Also referred to as a target audience, this is the group of people whose behaviour the project aims to change.
Regular migration	As opposed to irregular migration, regular migration involves entering, remaining or working in a country with all the legal documents (such as a passport, visa or work permit) required under the local immigration regulations.
Safe migration	This involves regular migration to another country with all the proper documentation (including passports and necessary visas). Safe migration also means being informed about a new job, new area, checking recruitment agencies for proper licensing and having a legal contract before migrating. Preparing for emergencies and holding copies of legal documents are also considered practices of safe migration.
Secondary audience	The formal (and informal) social networks and social support systems that can most influence the primary audience's behaviour, including family, friends, peers and co-workers.
SMART	Specific, Measurable, Achievable, Relevant, Time-bound (SMART) is a criteria applied to activities or outcomes of development projects. The objective of applying SMART criteria is to best ensure that each activity contributes to the changing or developing of behaviours.
Social Ecological Model (SEM)	A theory-based framework used for understanding the various personal and environmental factors that determine one's behaviour. SEM focuses on the complex interplay between individual, interpersonal, community and societal factors, and how these factors influence each other.
Stakeholder	Any individual, group, agency, or organization that has a real or potential interest in a project, and who could negatively or positively influence or be affected by the project directly or indirectly.
Target audience	A particular group whose behaviour a project wants to change; also referred to as primary audience.
Tertiary audience	The groups whose actions indirectly help or hinder the behaviours of the primary and secondary audiences. The actions of tertiary participants reflect the broader social, cultural and political factors that create an enabling environment to sustain desired behaviour change. These might include politicians and government representatives.
Trafficking in Persons (TIP)	*See human trafficking for definition*

ANNEX II: IOM X C4D STRATEGIC PLANNING TOOL

Objective: This tool aims to facilitate the application of C4D/BCC to prioritizing the primary, secondary and tertiary audiences for an intervention. This tool also aims to build awareness and capacity among stakeholders about the Communication for Development (C4D) process in message development for behaviour change.

Where: This tool is meant to encourage participation and should be facilitated in a workshop setting where message development for behaviour change is being discussed.

How to use: In a group discussion(s), fill in the blank boxes below using the group's local knowledge. Note that the Behaviour Change Communication approach only targets the primary and secondary audience, however it is also important to look at the tertiary audience to see what partnerships can be formed.

Questions for analysis	**Primary (target) audience** (individual level)	**Secondary audience** (family, friends, peers, etc.)	**Tertiary audience** (community leaders, local government representatives, etc.)
Who is/are the main target group(s)? (age, sex, location, etc.)			
What are their current levels of knowledge, attitudes and practices?			
What is the desired behaviour change?			
What are the barriers to the recommended behaviour change?			
What are the main existing positive factors for adopting the recommended behaviour?			
Who/what is (are) the most trusted and accessible interpersonal sources of information?			
What are the most trusted and accessible mass media?			
Based on the above analysis, what are the key messages?			

ANNEX III: IOM X CREATIVE BRIEF — EXAMPLE

VIDEO CONCEPT

Safe Migration Video (working title)

IOM X is seeking a production company to produce a video that meets the criteria outlined in the table below.

Target audience	Young men aged 18-35 from rural towns in Cambodia and Lao PDR who aspire to migrate through irregular channels to another country for work.
Length	Around six minutes
Languages	Versioned in Khmer (priority); second priority Laotian
Quality	Suitable for screening at events, trainings and online platforms
Genre	Animation
Desired change the video will have	• Viewers can recall the steps for how to migrate safely. • Viewers understand the risks of migrating irregularly. • Viewers can recall promoted resources.
Call-to-action	Know before you go. Visit or call your local Migrant Resource Centre (MRC) before you migrate to find out how to migrate safely: • **Ministry of Labour and Vocational Training**, Migrant Resource Centre Phnom Penh, Tel: 023 0880 474, 023 881 291 • **Department of Labour**, Migrant Resource Centre, Poi Pet City, Banteay Meanchey Province, Tel: 097 7515 541, 087 793 055 • **Phnom Srey Organization for Development**, Migrant Resource Centre, Kampong Cham Province, Tel: 088 711 5590 • **Cambodian Labour Confederation (CLC)**, Migration Resource Centre, Prey Veng Province, Tel: 097 776 5858, 012 267 302 • **Battambang Job Centre**, Polytechnic Institute of Battambang Province, Hotline: +855 (0) 97 369 7779, Toll free Job Centre number: +855 (0) 16 926 555
Tone	• Messages should be conveyed in a simple, easy-to-understand, friendly and clear format. NOT academic, not intimidating to someone who doesn't know the subject. • Content with emotive storytelling about human trafficking is effective and can be achieved by featuring characters that the audience can relate to. • At the end, the viewer should feel empowered and knowledgeable about migrating safely and NOT feel as though they are being talked down to.
Avoid	• Heavy print/text GFX because it's very difficult when re-versioning the video in another language. • Shocking imagery (i.e. guns, chains, drugs). • Violence. • Scaring people away from migration. • Images or references to specific countries (should be generic so it can be used for other countries). • Complicated explanations.

Suggested talent	Open. No celebrity/influencer required.
Information and messages that must be in the video	**General Messaging:** • Human trafficking can happen to anyone, anywhere. There is no fail-safe way to avoid exploitation but taking the below precautions greatly minimizes your risk. No matter what, it is always important to stay aware! • Traffickers can be people you know, such as relatives or even private recruitment agencies. If someone offers you a job, check to make sure the job is real before you say yes, even if the offer comes from a person that you know. **Steps to Safe Migration:** **1. Secure a job before migrating.** • By securing a job before moving, the employing company will usually help you apply for a passport and work permit so that you are able to work legally and save more money. Make sure you understand the contract before signing it. If you are caught in your destination country without proper working documents, you risk being deported without receiving any of the wages that you may have earned. o ***Justification:*** *Being a legal worker in your destination country ensures that you are legally allowed to be working there, and increases your likelihood of earning a higher income, gives you greater access to health care, increases your ability to save money to send home and reduces your likelihood of arrest.* **2. Check to make sure the job is real.** • Contact your closest Migrant Resource Centre or Labour Exchange Office to check if your broker or recruitment agency is legally registered and has a license with the Ministry of Labour. Check to make sure the job is real. o ***Justification:*** *If your recruitment agency or broker is not registered with the Ministry of Labour, they are probably not offering you a real job, which means your risk of being exploited in the destination country is much higher.* **3. Ask your broker/recruitment agency questions and share this information with someone you trust!** • If you use a broker, get information such as their name, address, phone number, as well as information about the job you are being offered like location, pay and work tasks. o ***Justification:*** *Asking lots of questions can make illegal brokers nervous. They prey on those who have limited knowledge about finding a job overseas. If a broker or recruitment agency does not answer all your questions, they are not safe.* • Share the above information of the person you are going with independently with at least one person, such as a relative, friend, community leader or village chief. o ***Justification:*** *By being aware of who arranged your migration and recruitment, your contact at home will be more likely to be able to help you from a distance if something goes wrong.*

	4. Before moving make contacts in your destination country and MEMORIZE at least ONE phone number • Before moving, make sure you have trusted contacts, such as friends, relatives, your embassy or NGOs in the destination country that you can connect with so they can help you adjust to your new home. o ***Justification:*** *Knowing someone in your destination country can help you become familiar with the area, learn about the culture and customs, learn key phrases and orient yourself in the new community.* • Memorize the phone number of a family member, friend or trusted organization in case you need help in the destination country. o ***Justification:*** *If your phone is ever taken away from you, a memorized phone number can help you contact someone you trust.* • Keep in regular contact with someone you trust back home. o ***Justification:*** *Stay in contact with someone you trust, and agree that if they do not hear from you within a certain amount of time, they should seek help.* **5. Keep identification on you and leave copies at home!** • Keep identification with you at all times and leave copies at home with your family or a trusted friend. It is your right to keep your passport or ID card and no one (not even your employer) is allowed to take this document from you. o ***Justification:*** *It is your right to keep your documents. Do not give originals even if your employer or recruitment agent say it is for safekeeping. Giving up your documents leaves you vulnerable because you need these documents in order to move around.*
Distribution of the video	The video will be distributed on the ground (at local Migrants Resource Centres, NGO outreach events, schools, etc.) and online.
Delivery of final video	1 February 2016

ANNEX IV: PRE-TESTING FACILITATION GUIDE FOR FOCUS GROUP DISCUSSIONS — EXAMPLE

IOM X Pre-testing Facilitation Guide

Domestic Worker Programme – September 2015

Summary: Pre-test draft IOM X script for domestic worker TV programme to ensure there is a 70 per cent agreement on message comprehension and relevancy by the target audience through the use of focus group discussions (FGD). A pre-test will ensure targeted, localized and relevant pieces of communication materials before final production and dissemination.

Participant profiles:

- 6-8 Thai employers of domestic workers, female, between the ages of 18-50
- 1 discussion facilitator
- 1 notetaker
- 1 IOM X staff (quality assurance)

Materials needed:

- 1 copy of the scirpt for each FGD participant

INSTRUCTIONS:

- Thank everyone for coming
- Introduce IOM and IOM X
- Explain why they are here: This focus group discussion is to help inform the key messaging for IOM X's programme being produced about domestic workers. Since the target audience is employers of domestic workers, it is important that they are involved in the development of the messages.
- Ice breaker activity
- Ask if anyone has any questions before we start.
- Agenda for the meeting: First I will walk you through the concept of the video, and then we will do a script reading[2], which will be followed by a discussion about the script. The FGD should take about two hours.
- Ground Rules: Let's make sure we don't speak over each other and that only one person is speaking at a time. There are no right or wrong answers. If you are not comfortable with a question that is asked, then you don't have to answer it. This focus group discussion is completely voluntary, and we greatly appreciate that you have all given time to help us. If at any point you'd like to stop the FGD, please just let me know.
- Talk about confidentiality:This focus group discussion is for research purposes only, and will not be shared publicly. No personal information will be shared either.
- Consent and Confidentiality Form: Ask everyone to sign the attendance sheet, which has the consent and confidentiality form. Please ask everyone to put down their phone number and email so that we can follow up with them and let them know when the video is finished. If some do not want to share their contact information, they are not required to provide it. Their contact information will not be used for any other purpose.
- Explain the concept of the TV programme
- Live-script reading which entails identifying participants in the focus group to read aloud for the characters in the script (the script read can be done sitting down or standing up).

[2] For the script reading, assign the main reading parts to those facilitating the focus group discussion, such as facilitator, note taker, etc. They have more time to become familiar with the script and so can read it with emphasis and energy. If there are more roles to read, ask for volunteers from the focus group participants.

DISCUSSION QUESTIONS:

1. **What was this story about?**
2. **What do you think the message was?** (What do you think the story is trying to tell the audience to do?) Note: It is important to see how many people understand the message. After one person offers their interpretation, ask if anyone has any different interpretations. It is important to note whether more or less than 70 per cent understand. The message to be understood in the Thai story is the importance of having a day off. If they did not understand the main message, please inform them and ask for recommendations on what we can do to get that message across.
3. **What specific elements made you think that this was the message?**
4. **Did the story feel realistic or plausible?** (Does the employer's transformation/behaviour change seem realistic? Do the conversations between the employer and employee seem realistic? If not, why not? How can that be changed?)
5. **What did you like about this script?**
6. **Was there anything you didn't like or found inappropriate about the story? If yes, what and why?**
7. **Who do you think this story is for?** (If no responses, follow up with: Is it for someone like you? Or other people?)
8. **Do you think this script will make employers want to adopt better practices with the domestic workers they hire?** If yes, how?
9. **What information could be added to this script to make the messaging stronger?** Where would you include this information (such as at the top of the video, during the video, at the end of the video)?
10. **In general, do you think this story should be shown to other groups (employers or domestic workers)? Why or why not?**

End of Focus Group Discussion

- Explain next steps in the process of creating the programme and how they will receive updates.
- Thank everyone for coming and provide contact information for anyone who wants it.

ANNEX V: LIST OF C4D RESEARCH METHODS

Research Method	What is it?
Surveys	Surveys are a great tool to gather data from the target audience about their Knowledge, Attitude, and current (or intended) Practice (KAP) toward an issue or an activity to inform baseline data. Surveys can then be conducted again after the intervention to assess any potential shifts in levels of KAP. Surveys can be used to collect qualitative or quantitative data. Survey modes include: online, paper, phone surveys, mobile phone/SMS surveys. Surveys can be relatively inexpensive, especially online (e.g. Survey Monkey) or mobile surveys.
In-depth interviews	Interviews are conducted one-on-one for the purpose of gaining in-depth, or detailed, information of the interviewee and how they think and feel about a certain topic.
Positive deviance approach	Positive deviance is based on the observation that in every community there are certain individuals or groups whose uncommon behaviours and strategies enable them to find better solutions to problems than their peers, while having the same resources and facing similar or worse challenges.[3] In counter-trafficking, a positive deviance approach would look at those who had chosen not to undertake risky migration, or who had migrated successfully when their peers had not been successful, and seek to understand the determining factors.[4] Positive deviants can be identified through interviews, focus group discussions, recommendations from stakeholders or community members.
Focus group discussion	Focus group discussions are vital for acquiring feedback about activities, campaigns, etc. A focus group is a type of qualitative research in which groups of people who have a shared connection to the issue (such as employers of domestic workers or domestic workers for a project about domestic worker rights) discuss their perceptions, opinions, beliefs and attitudes.
Role play	This can be used to give people experience in practicing recommended behaviour and/or to strengthen the self-confidence of a group in practicing the new behaviour. Take note of all arguments for and against, and the actual language people use. Conducting a role play activity in a focus group discussion requires: 1) creating a role play scenario that reflects the situation that is being focused on; 2) a facilitator to model a role play scenario; 3) volunteers to play out the scenario; and 4) a group discussion about the scenario following the role play (Was it realistic? Is this how you would react in the situation?).

[3] See http://www.positivedeviance.org/.
[4] Marshall, Phil. Research Communications Group. 2011. *Re-thinking Trafficking Prevention: A Guide to Applying Behaviour Theory*. P.12. Available from: http://www.adb.org/sites/default/files/publication/29907/rethinking-trafficking-prevention.pdf.

ANNEX V: LIST OF C4D RESEARCH METHODS (CONTINUED)

Research Method	What is it?
Expert or peer review	Talk to experts about a particular issue, people who are practicing the recommended behaviour or people who are against the recommended behaviour and ask them their reasons for why it is 'good' or 'bad'. This will yield information to be used in the content of all communications.
Testimonials	Ask people who have adopted the 'positive behaviour' why they decided to practice this new behaviour and what they would say to people just like themselves about it. Ask them if they would be willing to speak on radio or television about it, if these are relevant platforms for your project.
Most significant change technique	This is a structured process for generating and selecting stories of change that identify what different individuals and groups see as the most important outcomes or impacts. Ask people in a community in which an intervention has been introduced: "What has changed in this community within the last XX months?" The purpose is to judge how people perceive the intervention in comparison to all the other events in their lives. If they don't mention the intervention, you may prompt by asking, "How do you feel about _____?". See if they will remember when it was introduced.
Sticky dot voting	This is a decision-making tool to help group members give their immediate feedback on lists of ideas or various scenarios or outcomes that will help them to identify priorities. This technique gives equal voice to all participants and provides a visual representation of how the group feels about their options by giving everyone a certain number of votes equal to a number of stickers/post-it notes that they can place on the options they prefer.[5]
Outcome mapping	This method focuses on identifying the "boundary partners" – organizations or groups whose actions are beyond the control of the intervention, but are essential for the impact to be achieved – and then articulating what these partners need to do and how the intervention can seek to influence them.[6] This is usually an internal process that can be strengthened by consultations or meetings with representatives of the target audience.

[5] See: http://centerforchildwelfare.fmhi.usf.edu/kb/bpam/NRCOI-StickyDotTechnique.pdf.
[6] Rogers, Patricia J. InterAction and The Rockfeller Foundation. 2012. *Introduction Impact Evaluation* p. 7.

Know Before You Go Research and M&E Overview

IOM X applies Communication for Development (C4D) approaches to inform content and messaging to support positive behaviour change for the prevention of human trafficking and exploitation. IOM X follows a framework[1] with inter-dependent steps to develop its evidence-based activities: 1 **Analysis** 2 **Strategic Design** 3 **Development and Testing** 4 **Implementation** 5 **Monitoring and Evaluation** (see page 6)

Legend: How much do these activities cost?

$	$0 ↔ 100
$ $	$101 ↔ 1000
$ $ $	$1001 ↔ 10000
$ $ $ $	More than $5001

This report gives an overview of the below steps and the research activities and methodologies used to inform and assess *Know Before You Go*.

1 **Analysis**

3 **Development and Testing**

5 **Monitoring and Evaluation**

To see details for steps 1 through 5, please refer to IOM X's C4D Toolkit.

STEP 1: Analysis *(Duration: 6 months)*

Why content on the fishing industry?

Countries like Thailand and Malaysia are major destination countries for many male migrants looking for jobs. In Thailand alone there are an estimated 3.25 million migrant workers[2], many of whom are from neighbouring countries. Of these migrant workers, an estimated 1 million migrated irregularly[3]. Irregular migrants are at high risk of being abused, exploited and trafficked as they are often employed in unregulated or informal sectors such as fishing.

Moreover, this video was part of IOM X's broader strategy in producing three videos targeting different audiences (aspirant migrants, current migrants and consumers) to address trafficking in the fishing industry. This video focuses on safe migration tips for aspirant migrants, whereas a second video focuses on increasing consumer's knowledge about trafficking in the fishing industry, and the third focuses on increasing knowledge about labour rights for current fishers, especially migrant workers.

What did IOM X do?

IOM X produced *Know Before You Go*, a seven-minute animation on safe migration practices. It is primarily meant for on-the-ground (offline) dissemination, such as at migrant resource centres (MRCs) and community based activities in Cambodia and Lao PDR.

Target audiences:

The primary target audience is male aspirant[4] migrant workers (aged 18-35).

[1] IOM X uses a tailored version of John Hopkins' P-Process Framework, a framework that guides communication professionals to develop strategic communication activities.
[2] IOM, Thailand Migration Report 2014 (2014) p. 1.
[3] Bangkok Post, "Government Pushes to Document all Migrants" 9 February 2017. Available from http://www.bangkokpost.com/news/security/1195189/government-pushes-to-document-all-migrants.
[4] An aspirant migrant here refers to someone who has never migrated overseas before, but may have migrated to another province.

Objectives:

- After viewing *Know Before You Go*, viewers will have increased knowledge about how to migrate safely for work and will demonstrate intent to practice safer behaviour (such as contacting a migrant resource center before migrating).
- For every activity that is assessed using KAP surveys *(more details below)*, IOM X has the following cross-cutting objectives: at least 15% increase in knowledge of targeted audiences; at least 5% increase in positive attitudes; and at least 20% increase in positive intended practice.[5]

What research was conducted to inform Analysis (Step 1)?

The following formative research was conducted to understand aspirant migrants' knowledge, attitudes and practices (behaviours) towards safe migration.

Research	Objectives	Respondents
Consultation with experts $	Identify possible behaviour change objectives and messaging	7 regional experts in migration and human trafficking issues
Focus group discussion (x1) $	Understand motivations and practices of migrant workers and get input on safe migration messaging	5 male Myanmar migrants in Samut Sakorn, Thailand
In-Depth Interviews (x8) $	Gain better understanding of migration behaviours and get input on safe migration messaging	2 aspirant and 6 returned male Cambodian migrants, all from rural areas

The information gained from the formative research was used to inform **Step 2 –strategic design** (the creation of a creative brief and draft communication materials).

TIPS

- Record interviews (make sure to get their consent!) so that you can pay attention to what interviewees are saying and listen again if you forgot what they said.
- Record with mobile phones, dictation machines or software like Call Recorder.
- Interview via Skype, WhatsApp, FaceTime or Viber to save time and cost. It's also a great way of getting input from those who are not in the same city.

[5] The target of shifting knowledge by 15%, positive attitudes by 5% and intended practice by 20% stems from the average impact shift achieved by the final three video programmes MTV EXIT tested in Asia.

STEP 3: Development and Testing *(Duration: 1 month)*

The rough cut of *Know Before You Go* was shared with members of the target audience and a number of partners to elicit feedback and suggestions on messaging and execution.

Research	Objectives	Respondents
Consultations (x7) $	• Identify if the messaging was appropriate • Collect feedback on likes, dislikes and suggestions for improvement • Identify relevant and accessible resources to promote (e.g. helpline).	Representatives from IOM Viet Nam, IOM Lao PDR, IOM Cambodia, MRC staff in Poi Pet, ILO, UN-ACT, Cambodian National Committee for Counter Trafficking
Focus Group Discussion (x1) $	• Evaluate message comprehension • Test if animation is relatable • Assess what is attractive and identify anything offensive • Collect feedback on likes, dislikes and suggestions for improvement	6 returned Khmer migrants (3 male, 3 female[6]), aged 18-25.

The results from the testing were used to improve the programme, which allowed for **Step 4** of the process, **Implementation**.

STEP 5: Monitoring and Evaluation *(Duration: 2 months)*

Monitoring and evaluating during and after implementation is important to be able to to assess effectiveness, learn what worked well and what could be improved for future interventions.

Monitoring

Good practice involves routine data collection to measure the progress of an activity. Monitoring captures day-to-day activities to gain insights in whether the target audience are engaging in the activity (such as # of views) and what is happening to the target audience (such as testimonial comments on the video).

Know Before You Go was made available to a number of IOM Migrant Resource Centres (MRCs) in Cambodia and Lao PDR where aspirant migrants can view it. Monitoring this type of programme is different to online programmes. IOM monitored the screenings of *Know Before You Go* and collected feedback from the audience on behalf of IOM X.

TIP

Behaviour change takes time and usually happens over a long period. However, as with any SMART objective, it is important to set a timeframe for data collection. This is necessary for budgeting reasons and to be able to deliver results to donors.

[6] Women were also interviewed to gauge if the content is also relevant to this audience.

What is being monitored?	What does this tell us?	6 months following release
Video views	Is the video reaching the target audience?	12,000
Feedback from target audience	Is message relevant to those it is intended for?	Qualitative testimonials of returned migrants from Bantaey Meanchey, Cambodia
Message retention	Are viewers able to recall the key messages from the video?	Face-to-face qualitative survey with 30 Cambodian aspirant and returned migrants at IOM MRC in Poi Pet, Cambodia

Evaluation

To evaluate a programme's impact, best practice is to conduct baseline research (before an intervention) and an impact assessment (after an intervention has been implemented). Useful evaluation tools are the **Knowledge, Attitude and intended Practice (KAP**) pre- and post-surveys, which measure shifts in knowledge, attitude and intended-practice by conducting surveys before and after an intervention. IOM X hired a research agency to conduct a KAP to inform the baseline and assess the impact of *Know Before You Go*. Additionally, a qualitative survey was carried out.

KAP surveys are a standard methodology but it's important they are conducted in a way that is appropriate for the target audience of the intervention. With regard to this programme, the targeted audience have low levels of access to the Internet, which means that online surveys would not have been appropriate and greater financial and human resources needed to be invested to conduct face-to-face interviews.

Location	# of respondents and methodology	Demographics
Svay Rieng, Cambodia $$$$	Pre-survey: 30 Post-survey: 30 Door-to-door KAP survey *(conducted in May and June 2016)*	Aspirant male migrants, aged 18-35

KAP surveys can measure how successful an intervention was in accomplishing its objectives. The *Prisana* KAP surveys measured levels of knowledge, attitudes and intended practices towards human trafficking in the fishing industry based on responses to the statements below:

KAP	Statement
Knowledge	• Human trafficking means people are forced to do a job in which they are exploited • Human trafficking is linked to sex work, domestic work and labour • Human trafficking takes place in the Thai fishing industry • Men, women and children are at risk of human trafficking • Most trafficked persons are tricked by people they know and trust
Attitudes	• Human trafficking is not really a big problem in Thailand • Assisting people who have been trafficked will attract unwanted migration • If human trafficking victims were poor to start with, at least now they have a job • People don't really care if domestic workers are mistreated (apathy) • People I know don't really care if migrant workers are mistreated • People who end up being trafficked have only themselves to blame
Practice (intentions to do the following)	• Report suspicious employers who exploit people • Avoid buying products if it is suspected that they are produced by exploited workers • Talk to friends about human trafficking issues • Advise friends not to buy brands that come from companies that exploit workers • Encourage friends to support companies that follow fair trading practices

The impact assessments evidenced that *Know Before You Go* fulfilled all of its objectives:

1. Knowledge increased by an average 20% (target 15%)
2. Positive attitudes increased by an average of 6% (target 5%)
3. Intended practice increased by an average of 32% (target 20%)

All targets were met except for the five per cent increase in positive attitudes. Among male respondents, positive attitudes increased by around 10 per cent but as there was little impact among female respondents, the overall score was three per cent.

Learnings

It is important to form local partnerships with organizations that have direct access to the targeted audience throughout the production process so that the content is receiving relevant input but also so these local organizations have a sense of ownership over the content that is intended for local level distribution, as is the case with *Know Before You Go*. IOM X is well positioned to create high quality media content, but as it is a regional campaign, IOM X depends on local IOM offices and partners that are better positioned to distribute videos to certain targeted audiences that have limited access to internet (such as aspirant male migrants in rural areas of Cambodia and Lao PDR). Local partners can reach the target audience better, as they already have well established networks at the local level. Thus, IOM X worked closely with partners in Cambodia to conduct the research and learning activities to inform, monitor and assess the video. As of November 2017, the video was viewed more than 92,000 times by aspirant and returned Cambodian migrants visiting the Poi Pet Migrant Resource Center. While the video was also

intended to be viewed by aspirant Laotian migrants, dissemination there was based more on an ad hoc approach, as the initial research to inform the video did not include partners in Lao PDR, due to resources of only being able to conduct the research in one country (Cambodia).

TIPS

- Some useful questions to keep in mind when monitoring and evaluating are:
  - Is the programme reaching its intended audience?
  - Is the target audience comprehending/relating to the content?
  - What early signs of progress can we detect?
- If you cannot be physically present to monitor the intervention, work with partners to relay information on how the programme is running.
- Creating your own qualitative survey can help gather information on how a programme is impacting your audience. This a cheap solution to complement a quantitative KAP survey.
- A large-scale KAP survey can be expensive. However, it is crucial to set aside budget for M&E activities to know if the intervention accomplished the desired impact.
- Even if the budget is tight, it is still possible to assess impact. To create a baseline, existing data such as the following can be used:
  - Official statistics
  - Existing survey results
  - Research reports
  - Journal and newspaper articles

  Based on this information it is then possible to create a study to assess the impact of a programme.

Conclusion

The entire research process surrounding *Know Before You Go*, from formative research to the final impact assessments took place between December 2014 to June 2016. On average, IOM X assigns 12% of the total production budget to research and learning to ensure that the activity is providing IOM X with meaningful returns on impact and reach.

Know Before You Go succeeded in increasing understanding of safe migration practices, as was evidenced by the impact assessments. Additionally, watching the animation strengthened positive attitudes towards safe migration and intentions to migrate safely in aspirant migrants. For this reason, IOM X is continuing the dissemination of the video to grassroots organizations, migrant resource centres and NGOs in communities with high rates of out migration.

To learn more, watch *Know Before You Go*, read the *impact assessment* of the programme and visit *IOMX.org*.

Open Doors Research and M&E Overview

IOM X applies Communication for Development (C4D) approaches to inform content and messaging to support positive behaviour change for the prevention of human trafficking and exploitation. IOM X follows a framework[1] with inter-dependent steps to develop its evidence-based activities: 1 **Analysis** 2 **Strategic Design** 3 **Development and Testing** 4 **Implementation** 5 **Monitoring and Evaluation** (see page 6)

This report gives an overview of the below steps and the research activities and methodologies used to inform and assess *Open Doors*.

1 **Analysis**

3 **Development and Testing**

5 **Monitoring and Evaluation**

Legend: How much do these activities cost?

$	$0 ↔ 100
$ $	$101 ↔ 1000
$ $ $	$1001 ↔ 10000
$ $ $ $	More than $5001

To see details for steps 1 through 5, please refer to IOM X's C4D Toolkit.

STEP 1: Analysis *(Duration: 7 months)*

Why domestic workers?

Domestic workers are at significant risk of exploitation because they work in the confines of a private home. They suffer from pervasive negative attitudes, and labour laws in many ASEAN countries do not cover domestic work. Despite the first global standards for domestic work created in 2011, domestic workers still commonly face abuses such as no weekly days off, excessive working hours, confiscation of identification, restriction of movement, salary deductions, non-payment of wages, and verbal and physical abuse.

What did IOM X do?

IOM X developed a long-form video, *Open Doors*, to encourage employers of domestic workers to uphold fair labour standards in their homes. *Open Doors* is a three-part drama set in Malaysia, Thailand and Singapore.

Target audiences:

The primary audience is employers and those living in homes that employ live-in domestic workers. The secondary audience is domestic workers. Both audiences are based in ASEAN.

Objectives:

- After viewing *Open Doors*, viewers will have increased knowledge about the exploitation of live-in domestic workers and they will be motivated to adopt practices to reduce exploitation, such as providing one day off per week.
- For every activity that is assessed using KAP surveys *(more details below)*, IOM X has the following cross-cutting objectives: at least 15% increase in knowledge of targeted audiences; at least 5% increase in positive attitudes; and at least 20% increase in positive intended practice.[2]

[1] IOM X uses a tailored version of John Hopkins' P-Process Framework, a framework that guides communication professionals to develop strategic communication activities.
[2] The target of shifting knowledge by 15%, positive attitudes by 5% and intended practice by 20% stems from the average impact shift achieved by the final three video programmes MTV EXIT tested in Asia.

What research was conducted to inform Analysis (Step 1)?

Formative research was conducted to gain a deeper understanding of the relationship between domestic workers and employers, as well as understand employers' knowledge, attitudes and intended-practices towards domestic worker rights.

Research	Objectives	Respondents
Consultation with experts $	Determine common forms of exploitation, which rights to prioritize and who should be targeted.	10 experts on domestic worker issues
Focus group discussion (x1) $	Understand motivations/ experiences of domestic workers.	7 Myanmar domestic workers in Thailand
Online survey $	Gain insights on attitudes towards domestic workers.	57 youth (aged 18-25) primarily from the ASEAN region
In-depth interviews $	Discover common working conditions, challenges, attitudes and experiences.	6 employers of domestic workers and 16 migrant domestic workers in ASEAN

The information gained from the formative research was used to inform **Step 2 – the strategic design** (the creation of a creative brief and draft communication materials).

TIPS

- Record interviews (make sure to get their consent!) so that you can pay attention to the interviewees and listen again if you forgot what they said.
- Record with mobile phones, dictation machines or software like Call Recorder.
- Interview via Skype, WhatsApp, FaceTime and Viber to save time and cost. It's also a great way of getting input from those who are not in the same city.
- For online-surveys use free service providers such as Survey Monkey, which allow you to create and publish surveys, and to view your results graphically.

STEP 3: Development and Testing *(Duration: 1 month)*

To evaluate the effectiveness of the draft *Open Doors* scripts, they were pre-tested in focus group discussions with the target audience. A script reading by participants was facilitated (except in Thailand where the script was read by actors, filmed and screened to the focus groups).

Activity	Objectives	Respondents
Focus Group Discussion (x 9) $$-$$$	• Evaluate message comprehension • Test if script is relatable • Assess what is attractive and identify anything offensive • Collect feedback on likes, dislikes, and suggestions for improvement	91 employers and domestic workers in Bangkok, Jakarta and Kuala Lumpur

The results from the testing were used to improve the programme, which allowed for **Step 4** of the process, **Implementation**.

STEP 5: Monitoring and Evaluation *(Duration: 4 months)*

It is important to monitor and evaluate a program during and after its implementation, in order to assess its impact on the targeted audience, to learn what worked and what could be improved upon for future interventions.

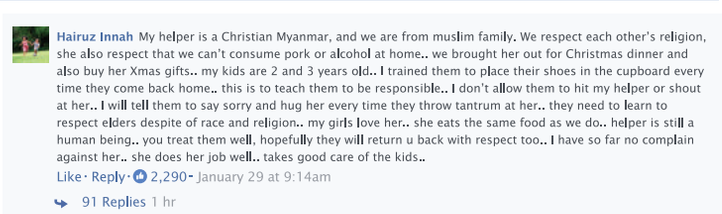
Monitoring

Good practice involves routine data collection to measure the progress of an activity. Monitoring captures day-to-day activities to gain insights in to whether the target audience is engaging in activity (such as # of views) and what is happening to the target audience (such as text/content analysis of video comments). For a digital activity such as *Open Doors*, most of the monitoring involved online tracking.

TIP

- Behaviour change takes time and usually happens over a long period. However, as with any SMART objective, it is important to set a timeframe for data collection. This is necessary for budgeting reasons and to be able to deliver results to donors. For *Open Doors*, IOM X released a post-event report four weeks after the launch, which included the following monitoring data.

What is being monitored?	What does this tell us?	4 weeks following launch (25 June 2017)	Latest statistics
Video views	Are people watching the video?	1,526,446	76,922,347 (June 2017)
Visits to Happy Home landing page	Are viewers taking steps towards learning more about the issue?	6,204	358 average monthly visits (March 2017)



Evaluation

To evaluate a programme's impact, best practice is to conduct baseline research (before an intervention) and an impact assessment (after an intervention has been implemented). Useful evaluation tools are the **Knowledge, Attitude and intended Practice (KAP)** pre- and post-surveys by conducting surveys, which measure shifts in knowledge, attitude and intended-practice before and after an intervention. IOM X hired a research agency to conduct six KAP surveys with the primary target audience (employers of domestic workers) as well as members of the general public in three countries to inform the baseline and assess the impact of *Open Doors*.

KAP surveys are a standard methodology but it's important that they are conducted in a way that is appropriate for the target audience of the intervention. As the targeted audience of this intervention have high access to the Internet, all surveys were completed online. Conducting surveys online also saves costs and are used when it is relevant for the target audience.

Country	# of respondents	Demographics
Indonesia $$$$	Pre: 324 *(April 2015)* Post: 307 *(June 2016)*	50% male, 50% female Ages: 15-50 62% employers of domestic workers and 38% general public (non-employers)
Thailand $$$$	Pre: 313 *(April 2015)* Post: 302 *(June 2016)*	50% male, 50% female Ages: 15-50 47% employers of domestic workers and 53% general public (non-employers)
Malaysia $$$$	Pre: 208 *(November 2016)* Post: 104 *(December 2016)*	50% male, 50% female Ages: 15-50 100% employers of domestic workers

KAP surveys can measure how successful an intervention was in accomplishing its objectives. The *Open Doors* KAP surveys measured levels of knowledge, attitudes and intended practices towards domestic worker rights based on a number of different questions/statements, which differed slightly based on country specific contexts. Some of these questions included were:

KAP	Question/Statement
Knowledge	• Minimum wage of domestic workers • Domestic workers are entitled to have fully paid sick days • Domestic workers are entitled to at least 1 full day off per week • Fair working hours • Fair wages of live-in domestic workers
Attitudes	• Exploitation of domestic workers is not a big issue in this country (denial) • Live-in domestic workers should be available to work at any time (ignorance) • Migrant domestic workers don't deserve the same pay as local domestic workers (discrimination) • People don't really care if domestic workers are mistreated (apathy) • Domestic workers are mistreated because they did something wrong that deserves punishment (prejudice)
Practice (intentions to do the following)	• Advise a friend on contracts for domestic workers • Advise a friend on hiring a domestic worker • Tell friends about the positive contributions of domestic workers • Seek information on domestic worker rights • Report suspicious employers who exploit domestic workers

The impact assessment showed that *Open Doors* succeeded in meeting most of its objectives:

1. Knowledge increased by an average 27% (target 15%)
2. Positive attitudes increased by an average of 21% (target 5%)
3. Intended practice increased by an average of 10% (target 20%)

A 20% increase in behavioural intent (intended practice) was not achieved because pre-survey levels were already high at 70%.

Learnings

Pre-testing draft scripts with employers and domestic workers proved to be extremely valuable as some of the focus groups did not recognize that the domestic worker (protagonist) was even a character in the script. Thus, IOM X collected suggestions from the focus groups on how to increase the visibility of the domestic worker character and these were shared with the creative agency to draft a new script. Pre-testing therefore ensured that *Open Doors* included messaging and storytelling relevant to the target audience.

TIPS

- Some useful questions to keep in mind when monitoring programmes are:
  - Is the programme reaching its intended audience?
  - Is the target audience comprehending/relating to the content?
  - What early signs of progress can we detect?
- Websites such as Facebook and YouTube have their own analytics services for tracking engagement. For other social media, you can use free or paid accounts on Sprout Social to monitor engagement.
- Large-scale KAP surveys like can be expensive. However, it is crucial to set aside budget for M&E activities to know if the intervention accomplished the desired impact.
- Even if the budget is tight, it is still possible to assess impact. To create a baseline, existing data such as the following can be used:
  - Official statistics
  - Existing survey results
  - Research reports
  - Journal and newspaper articles
  - Your own survey created using Survey Monkey

  Based on this information it is then possible to create a study to assess the impact of a programme.

Conclusion

From analysis to M&E, the research (qualitative and quantitative) surrounding *Open Doors* took place over a two-year period. On average, IOM X assigns 12% of the total production budget to research and learning to ensure that the activity is providing IOM X with meaningful returns on impact and reach.

IOM X continues to disseminate *Open Doors* as it has proven to be an effective tool in terms of increasing knowledge about domestic workers' rights and having a positive impact on respondents' intended behaviour to adopt or to continue practicing positive behaviours towards domestic workers.

To learn more, watch *Open Doors*, read the *impact assessment* of the programme and visit *IOMX.org*.

Prisana Research and M&E Overview

IOM X applies Communication for Development (C4D) approaches to inform content and messaging to support positive behaviour change for the prevention of human trafficking and exploitation. IOM X follows a framework[1] with inter-dependent steps to develop its evidence-based activities: ❶ **Analysis** ❷ **Strategic Design** ❸ **Development and Testing** ❹ **Implementation** ❺ **Monitoring and Evaluation** (see page 6)

This report gives an overview of the below steps and the research activities and methodologies used to inform and assess *Prisana*.

❶ **Analysis**

❸ **Development and Testing**

❺ **Monitoring and Evaluation**

Legend: How much do these activities cost?

$	$0 ↔ 100
$ $	$101 ↔ 1000
$ $ $	$1001 ↔ 10000
$ $ $ $	More than $5001

To see details for steps 1 through 5, please refer to IOM X's C4D Toolkit.

STEP 1: Analysis *(Duration: 1 month)*

Why content on the fishing industry?

Asia Pacific is the world's largest producer of fish[2], accounting for more than 50 per cent all fish caught worldwide, In an industry employing millions of people, many of whom are boys and young men, human trafficking and forced labour are not uncommon. It is estimated that in Asia Pacific there are about 1 million people working in conditions of forced labour in the agricultural sector, which includes fishing.[3] Moreover, awareness among young people in Asia Pacific about human trafficking in the fishing industry is low.

What did IOM X do?

IOM X produced a 10-minute video, *Prisana: An IOM X Drama*, – which featured Thai celebrities – to raise awareness on the issue and encourage young people to care about the issue.

Target audiences:

The primary target audience is people who consume products of the fishing industry, aged 15-30 and based in ASEAN.

Objectives:

- After viewing *Prisana*, viewers will have increased knowledge that human trafficking happens in the fishing industry, and viewers will care enough about this issue to want to learn more via the IOM X website.
- For every activity that is assessed using KAP surveys *(more details below)*, IOM X has the following cross-cutting objectives: at least 15% increase in knowledge of targeted audiences; at least 5% increase in positive attitudes; and at least 20% increase in positive intended practice.[4]

What research was conducted to inform Analysis (Step 1)?

To help inform the content of *Prisana*, formative research was carried out to better understand consumers' knowledge, attitudes and practices towards human trafficking in the fishing industry.

[1] IOM X uses a tailored version of John Hopkins' P-Process Framework, a framework that guides communication professionals to develop strategic communication activities.
[2] Food and Agriculture Organization of the United Nations (FAO), Asia-Pacific Fishery Commission (2017).
[3] ILO, Profits and Poverty: The Economics of Forced Labour (2014), p.18.
[4] The target of shifting knowledge by 15%, positive attitudes by 5% and intended practice by 20% stems from the average impact shift achieved by the final three video programmes MTV EXIT tested in Asia.

Research	Objectives	Respondents
Consultation with experts $	Identify possible behaviour change objectives and messaging	5 regional experts in migration, human trafficking and forced labour issues
Focus group discussion (x1) $	Understand media consumption, views on migrant workers and knowledge and attitudes on human trafficking, and practices of seafood consumption	5 Thai youth (aged 20-24)

The information gained from the formative research was used to inform **Step 2 – the strategic design** (development of a creative brief and draft communication materials).

TIPS

- Record interviews (make sure to get their consent!) so that you can pay attention to what interviewees are saying and listen again if you forgot what they said.
- Record with mobile phones, dictation machines or software like Call Recorder.
- Interview via Skype, WhatsApp, FaceTime or Viber to save time and cost. It's also a great way of getting input from those who are not in the same city.

STEP 3: Development and Testing *(Duration: 1 month)*

Once the rough cut of the video was completed, it was pre-tested in focus group discussions with the target audience to evaluate how effective it was. A rough cut of *Prisana* was screened to a sample target audience.

Research	Objectives	Respondents
Focus Group Discussion (x2) $	• Evaluate message comprehension • Test if video is relatable • Assess what is attractive and identify anything offensive • Collect feedback on likes, dislikes, and suggestions for improvement	10 Thai youth (5 male, 5 female) age 18-25

The results from the testing were used to improve the programme, which allowed for **Step 4** of the process, **Implementation**.

STEP 5: Monitoring and Evaluation *(Duration: 2 months)*

Monitoring and evaluating during and after implementation is important to be able to to assess effectiveness, learn what worked well and what could be improved for future interventions.

Monitoring

Good practice involves routine data collection to measure the progress of an activity. Monitoring captures day-to-day activities to gain insights in whether the target audience are engaging in the activity (such as # of views) and what is happening to the target audience (such as text/content analysis of video comments). For a digital activity such as *Prisana*, most of the monitoring involved online tracking.

TIP

- Behaviour change takes time and usually happens over a long period. However, as with any SMART objective, it is important to set a timeframe for data collection. This is necessary for budgeting reasons and to be able to deliver results to donors. For *Prisana*, IOM X released a post-event report four weeks after the launch, which included the following monitoring data.

What is being monitored?	What does this tell us?	4 weeks following launch	Statistics as of April 2017
Video views	Are people watching the video?	1,080,523	1,975,400

Evaluation

To evaluate a programme's impact, best practice is to conduct baseline research (before an intervention) and an impact assessment (after an intervention has been implemented). Useful evaluation tools include **Knowledge, Attitude and intended Practice (KAP)** pre- and post-surveys, which measures shifts in knowledge, attitude and intended-practice before and after an intervention. IOM X hired a research agency to conduct a (KAP) pre- and post-survey to inform the baseline and assess the impact of *Prisana*.

KAP surveys are a standard methodology but it's important that they are conducted in a way that is appropriate for the target audience of the intervention. As the targeted audience of this intervention have high access to the Internet, all surveys were completed online. Conducting surveys online also saves costs and are used when it is relevant for the target audience.

Country	# of respondents	Demographics
Thailand $$$$	Pre-survey: 232 *(May/June 2016)* Post-survey: 116 *(May/June 2016)*	50% male, 50% female Ages: 15-50 (50% 15-30); Mainly living in urban areas

KAP surveys can measure how successful an intervention was in accomplishing its objectives. The *Prisana* KAP surveys measured levels of knowledge, attitudes and intended practices towards human trafficking in the fishing industry based on responses to the statements below:

KAP	Statement
Knowledge	• Human trafficking means people are forced to do a job in which they are exploited • Human trafficking is linked to sex work, domestic work and labour • Human trafficking takes place in the Thai fishing industry • Men, women and children are at risk of human trafficking • Most trafficked persons are tricked by people they know and trust
Attitudes	• Human trafficking is not really a big problem in Thailand • Assisting people who have been trafficked will attract unwanted migration • If human trafficking victims were poor to start with, at least now they have a job • People don't really care if domestic workers are mistreated (apathy) • People I know don't really care if migrant workers are mistreated • People who end up being trafficked have only themselves to blame
Practice (intentions to do the following)	• Report suspicious employers who exploit people • Avoid buying products if it is suspected that they are produced by exploited workers • Talk to friends about human trafficking issues • Advise friends not to buy brands that come from companies that exploit workers • Encourage friends to support companies that follow fair trading practices

The impact assessment showed that overall *Prisana* succeeded in meeting most of its objectives:

1. Knowledge increased by an average 27% (target 15%)
2. Positive attitudes increased by an average of 3% (target 5%)
3. Intended practice increased by an average of 30% (target 20%)

All targets were met except for the five per cent increase in positive attitudes. Among male respondents, positive attitudes increased by around 10 per cent but as there was little impact among female respondents, the overall score was three per cent.

Learnings

The qualitative research that was conducted to inform *Prisana* allowed IOM X to move beyond awareness raising (increasing knowledge) and ensure that audiences are relating to the content and engaging with it on an emotional level, and are motivated to adopt positive behaviours (in this case this resulted in an increase of 30% of respondents in intended positive behaviours).

However, even though *Prisana* was well received by viewers, positive attitudes towards migrants remained relatively low even after watching the video. In general, shifting pervasive negative attitudes is difficult and multiple interventions are needed. Thus, to inform future activities, IOM X is conducting a qualitative study to examine effective methods for how to shift negative attitudes and increase positive attitudes towards migrants. Results will be made available in 2018.

TIPS

- Some useful questions to keep in mind when monitoring programmes are:
  - Is the programme reaching its intended audience?
  - Is the target audience comprehending/relating to the content?
  - What early signs of progress can we detect?
- Websites such as Facebook and YouTube have their own analytics services for tracking engagement. For other social media you can use free or paid accounts on Sprout Social to monitor engagement.
- Large-scale KAP surveys like can be expensive. However, it is crucial to set aside budget for M&E activities to know if the intervention accomplished the desired impact.
- Even if the budget is tight, it is still possible to assess impact. To create a baseline, existing data such as the following can be used:
  - Official statistics
  - Existing survey results
  - Research reports
  - Journal and newspaper articles
  - Your own survey created using Survey Monkey

  With information gathered from such sources, it is then possible to create a study to assess the impact of a programme.

Conclusion

The entire research process took about four months but spanned over two and a half years from November 2014 to June 2016, due to delays in the process. On average, IOM X assigns 12% of the total production budget to research and learning to ensure that the activity is providing IOM X with meaningful returns on impact and reach.

As *Prisana* succeeded in fulfilling its objectives of increasing knowledge of human trafficking in the fishing industry and encouraging people to learn more via the IOM X website about the issue, IOM X continues to disseminate the video on social media platforms.

To learn more, watch *Prisana*, read the *impact assessment* of the programme and visit *IOMX.org*.

Thank you for taking the time to read through IOM X's C4D Toolkit.

Learn more at IOMX.iom.int

IOMX.iom.int

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