SOCIAL AND BEHAVIOR CHANGE COMMUNICATION (SBCC)

DEMAND REDUCTION GUIDEBOOK

NOVEMBER 2020

Photo Credit: Tanawat Likitkererat

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USAID Wildlife Asia
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ACKNOWLEDGEMENT

ABOUT THIS GUIDEBOOK

This Social and Behavior Change Communication (SBCC) Guidebook is intended for use by individuals and organizations in planning, implementing, and evaluating SBCC activities and campaigns to reduce consumer demand for illegal wildlife products or to promote desired conservation behaviors.

This Guidebook was developed under the USAID Wildlife Asia Activity, funded by the United States Agency for International Development Regional Development Mission for Asia (USAID RDMA). It uses the SBCC framework and adapts modules from C-Modules - A Learning Package for Social and Behavior Change Communication created by FHI 360 under the USAID-funded C-Change Project.

The contents of this Guidebook are based on the modules used by USAID Wildlife Asia for training workshops on SBCC to reduce consumer demand for illegal wildlife products conducted in China and Thailand from 2017 to 2019. The case examples described are based on the Beautiful Without Ivory demand reduction campaign implemented by USAID Wildlife Asia in Thailand.

For additional information on C-Modules please see: https://www.fhi360.org/resource/c-modules-learning-package-social-and-behavior-change-communication

ABOUT THE CASE EXAMPLES: BEAUTIFUL WITHOUT IVORY CAMPAIGN

This Guidebook uses specific examples from the SBCC demand reduction campaign implemented by USAID Wildlife Asia in Thailand, called Beautiful Without Ivory, from December 2019 to June 2020. A second campaign implementation is planned in early 2021. The development of this campaign followed the SBCC Planning Process. Each step of the process described in this Guidebook is illustrated by a specific example from this campaign.

The Beautiful Without Ivory campaign aims to reach and engage those who desire to buy and use ivory jewelry and accessories because of its perceived beauty. It promotes a lifestyle that rejects the use of ivory since it is not beautiful and never socially acceptable. The USAID Wildlife Asia Research Study on Consumer Demand for Ivory and Tiger Products conducted in Thailand in 2018* revealed that perceived beauty is a major driver to the use of ivory products among Thais. Those who desire ivory for its beauty are generally urban women in their 20s or older, well-educated, well-informed, with access to the internet and social media. Most are married with small children and balance family with a stable career as an office employee or business owner. They follow the latest fashion trends. When they shop, they don't plan to buy ivory but make a purchase when a particular piece catches their eye.

The campaign is endorsed by five Influencers with large social media followings - Cindy 'Sirinya' Bishop - Supermodel and Actress, Pichaya Soontornyanakij - Celebrity Chef, Jareyadee Spencer - TV Host and Entrepreneur, Praewatchara Schmid - Top 10 Miss Thailand Universe 2019 and Varine Charungvat - Content Creator and Celebrity Photographer. They represent various occupations and are at the peak of their careers. They have committed to be champions of this campaign since they firmly believe the key message that *True Beauty Does Not Need Ivory* and that *Ivory Is Never Beautiful and Never Acceptable*. The campaign has been disseminated through social media (Facebook, Instagram) and out-of-home channels (billboard, fashion magazines, metro ads) that are frequently accessed by the Target Audience.

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* USAID Wildlife Asia, Research Study on Consumer Demand for Ivory and Tiger Products in Thailand, 2018.

HOW THIS GUIDEBOOK CAN HELP YOU

This Guidebook provides simple, easy-to-follow steps on how to use a social behavior change communication (SBCC) approach to plan, implement, and evaluate campaigns to reduce demand for wildlife products. To facilitate understanding and application, each step is illustrated by a case example from the Beautiful Without Ivory campaign implemented by USAID Wildlife Asia in Thailand. The Guidebook is divided into two parts:

1. What is SBCC: An Overview

2. The SBCC Planning Process

   • Guidelines for each step in the SBCC Planning Process

   • Illustrative example of how each step was applied in planning an SBCC demand reduction campaign

HOW TO NAVIGATE THIS GUIDEBOOK

This user-friendly Guidebook has been designed for ease of online navigation. Links to key sections are available at the top of each page. An icon appears over items where links to resources and examples are available. You can click on the page numbers listed on the Table of Contents to immediately access the content of these sections.

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SBCC: AN OVERVIEW

WHAT IS SOCIAL AND BEHAVIOR CHANGE COMMUNICATION (SBCC)

SBCC is an approach advanced by the USAID-funded C-Change Project, which created C-Modules – A Learning Package for Social and Behavior Change Communication. These modules have been used in the health and broader development sector to change individual behaviors and social norms.

SBCC uses a systematic planning process that is evidence-based and grounded in social and behavioral theory.

SBCC applies a Socio-Ecological Model (SEM) that recognizes the relationship between people and their environment to identify "tipping points" to change individual behaviors and social norms.

SBCC is now being applied to reduce demand for wildlife products or promote desired conservation practices.

For additional information on C-Modules please see: https://www.fhi360.org/resource/c-modules-learning-package-social-and-behavior-change-communication

WHY USE SBCC TO REDUCE CONSUMER DEMAND FOR WILDLIFE

Activities against illegal wildlife trade focused on supply and regulation of products but have not addressed the root cause of consumer demand, resulting in continued demand for wildlife products (Drury, 2009).

Communication campaigns have succeeded in raising high levels of awareness among general populations about the need to conserve wildlife but have not significantly reduced demand for wildlife products among current and potential consumers (USAID Wildlife Asia Situation Analysis, 2017).

Conservation-related messages in campaigns have not resonated with those who consume or intend to consume wildlife products and have not reduced their desire and demand for these products. Current and potential consumers are motivated to use wildlife products by drivers such as status affirmation, health, and spiritual beliefs that they do not relate to conservation of animal species (USAID Wildlife Asia, Research Study on Consumer Demand for Elephant, Pangolin, Rhino and Tiger Products in China, 2018 and USAID Wildlife Asia Research Study on Consumer Demand for Ivory and Tiger Products in Thailand, 2018).

CHARACTERISTICS OF SBCC

**Is a planned
change process**
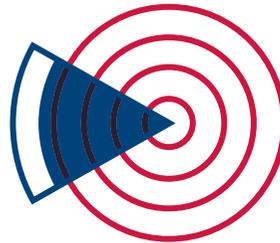
**Uses a Socio-Ecological
Model (SEM) for change**
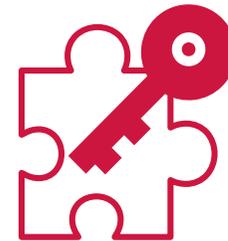
Utilizes three key strategies

Behavior Change Communication (BCC)

Social and Community Mobilization

Advocacy

A. SBCC IS A PLANNED PROCESS
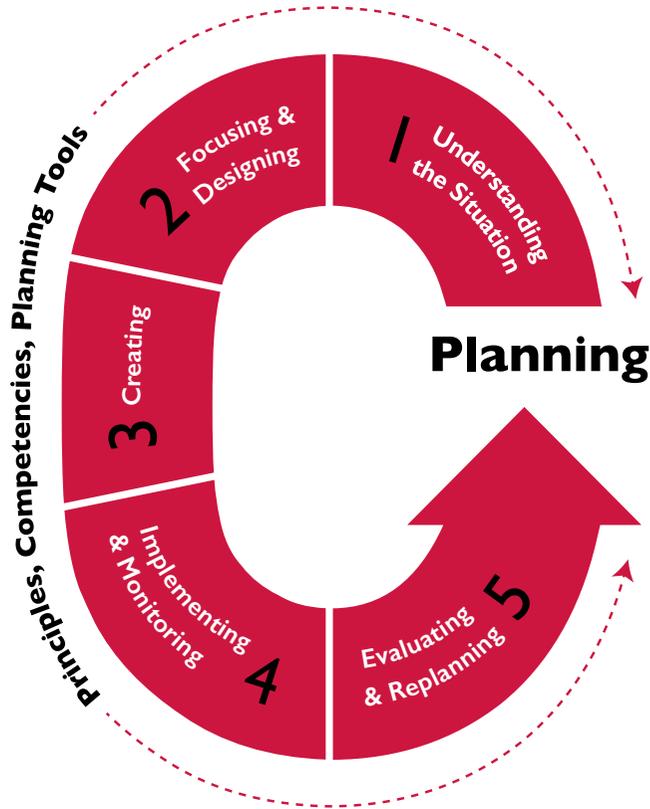
A PLANNED CHANGE PROCESS - FIVE STEPS

1. Understand the Problem through a Situation and Target Audience Analysis > Select and Define Target Audience(s) and Desired Behaviors

2. Design the SBCC Strategy and Interventions

3. Create Messages, Materials, and Dissemination Plan

4. Implement and Monitor

5. Evaluate and Replan for Improved Outcomes and Sustainability

Source: Adapted from C-Modules: A Learning Package for Social and Behavior Change Communication

https://www.fhi360.org/resource/c-modules-learning-package-social-and-behavior-change-communication

B. SBCC USES A SOCIO-ECOLOGICAL MODEL (SEM)

SOCIO-ECOLOGICAL MODEL FOR CHANGE

Source: Adapted from C-Modules: A Learning Package for Social and Behavior Change Communication

https://www.fhi360.org/resource/c-modules-learning-package-social-and-behavior-change-communication
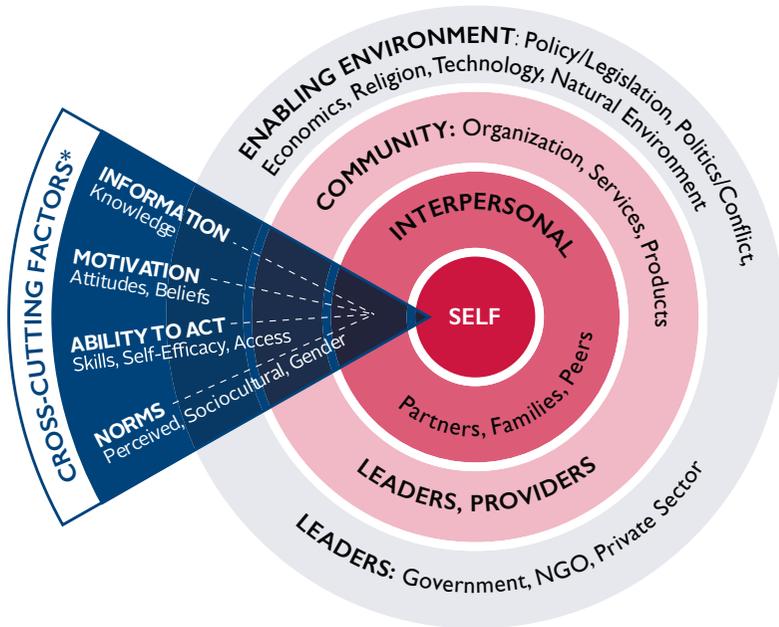
LEVELS OF ANALYSIS AND INFLUENCE: WHERE IS THE TIPPING POINT FOR CHANGE?

Circles	*Self and Level of Influence*
Self	At the center
Interpersonal	Partners, families, peers
Community	Organization, services, products, leaders, providers
Enabling Environment	Policy/legislation, politics/conflict, Economics, religion, technology, natural environment, leaders of government, NGOs, private sector
Cross-Cutting Factors	Determinants of Behaviors

*These cross-cutting factors (determinants of behaviors) are applicable at **all Levels** of Analysis and Influence. They motivate behaviors of all "actors" within each Level. These cross-cutting factors include knowledge, perceptions, attitudes, beliefs, skills, social norms and gender roles, among others.

SOCIO-ECOLOGICAL MODEL ADAPTED FOR DEMAND REDUCTION UNDER USAID WILDLIFE ASIA

ENABLING ENVIRONMENT
Socio-Cultural, Political/Legislation, Luxury Product Industry, Economics, Religion

COMMUNITY
Opinion Leaders, Mass, Traditional & Social Media, "Marketers" (Sellers)

INTERPERSONAL
Traditional Medicine Practitioners, Spiritual Leaders, Other Role Models
Family, Peers, Business & Social Networks

CONSUMER
SELF
(Current/Potential)

Other Influencers (fashion, arts, culture, lifestyle, health)

Medical & Pharmaceutical Industry

SEM - POINTS TO REMEMBER

Circles | *Levels of Influence*

Self — Current and potential wildlife product consumers at the Center

Interpersonal — Family, friends/peers, neighbors, co-workers/colleagues, social/business networks, traditional medicine practitioners, spiritual leaders

Community — Organizations, service providers, opinion leaders, media (mass, traditional, social), other influencers (fashion, art, lifestyle, culture, health leaders or role models)

Enabling environment — Policy, legislation, socio-cultural, political, luxury product industry, medical and pharmaceutical industry, religion/religious teachings, technology

Note: The farther the layer is from the Consumer, the more indirect the influence, but this does not mean that this influence is not important.

C. SBCC USES THREE STRATEGIES

Behavior Change Communication (BCC)

To change knowledge, attitudes, beliefs, and practices of consumers (Target Audience) and change social norms

Social and Community Mobilization

To change behaviors and social norms, and generate wider participation, coalition-building, and local ownership among groups, associations, and networks that are influential among consumers

Advocacy

To generate active support, resources, and political-social commitment that create an enabling environment for lasting desired behavior change

THE SBCC PLANNING PROCESS

SBCC AS A PLANNED PROCESS – STEP 1

STEP 1. UNDERSTAND THE PROBLEM THROUGH SITUATION AND TARGET AUDIENCE ANALYSIS: SELECT AND DEFINE TARGET AUDIENCE AND DESIRED BEHAVIOR(S)
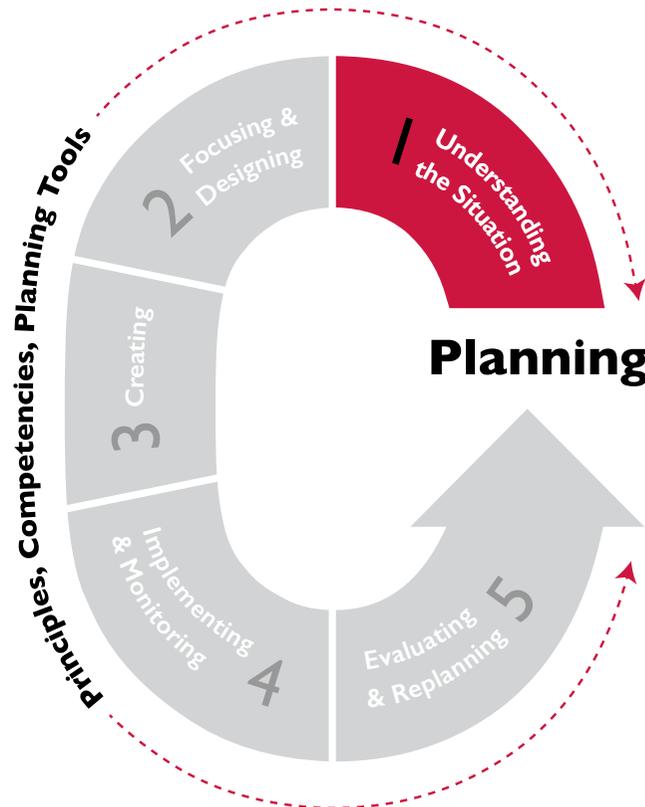
GUIDELINES FOR STEP 1

1. Identify what behavior(s) needs to be changed, who is performing the behavior(s), what are the motivating factors (drivers) and concerns* (barriers) regarding the current and desired behavior(s)

2. Identify and segment the Target Audience(s)

3. Identify drivers (motivating factors) and other influencing factors underlying behavior(s) you need to change

4. Create a Target Audience Profile

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* Concerns are factors that the consumers (Target Audience) feel will put them at risk for continuing current behavior(s) e.g., legal consequences, buying fake products, embarrassment among peers.

1.1. IDENTIFY WHAT BEHAVIORS NEED TO BE CHANGED, KEY MOTIVATIONS/DRIVERS, AND CONCERNS RELATED TO CONSUMPTION AND DESIRED BEHAVIOR(S)

How? Use research data which can be generated from primary or secondary sources.

PRIMARY DATA SOURCES
Research you conduct among current/potential consumers

- Quantitative: face-to-face or online interviews using questionnaires

- Qualitative: focus group discussions (FGDs) or individual interviews (IDIs)

- Site visits/observations

- Interviews with stakeholders

KEY BENEFITS
Research can be structured to explore specific needs to inform the SBCC campaign; organization owns findings (data) and can disseminate them for knowledge sharing.

DISADVANTAGES
Needs research expertise for planning and implementation; time consuming; costly.

SECONDARY DATA SOURCES
Readily available research data

- Research conducted by other organizations

- Data or reports from government, UN or other organizations

- Published articles or reports from credible online or other sources

KEY BENEFITS
Readily available, if conducted by credible organizations.

DISADVANTAGES
Data may be outdated, incomplete, and not fully suited to the needs of an SBCC activity; need to validate data from one organization with similar studies done by other organizations or experts; keyword searches for online data may lead to a high volume of unrelated results.

CASE EXAMPLE: HOW RESEARCH ON IVORY IDENTIFIED MOTIVATIONS/DRIVERS AND BARRIERS TO IVORY CONSUMPTION

Perceived <u>benefits</u> and <u>concerns</u> were used as indicators for drivers and barriers, respectively. Questions were asked about respondents' perceived benefits and concerns regarding owning ivory products. These benefits and concerns were based on findings from a review of existing consumer-related research on ivory. Respondents were asked to rate their answers based on a 5-point agreement scale. By tabulating items that have the most frequent "strongly agree" or "agree" responses, the research determined the <u>top drivers (benefits)</u> and <u>barriers (concerns)</u> related to using ivory products. Below are sample questions with the response items.*

What are the <u>benefits</u> for people to own ivory products? Please rate using the scale from 1 to 5, where 5 means strongly agree and 1 means completely disagree. (Check one answer per statement)

☐ Ivory is rare, of high value, good for investment.

☐ Ivory projects image of purity, nobility.

☐ Ivory is sacred.

☐ Ivory brings luck/good fortune.

☐ Ivory provides protection from evil/wards off harm.

☐ Ivory projects image of high status/ranking/nobility/wealth.

☐ Ivory helps people feel more powerful.

☐ Ivory brings good health.

☐ Using ivory makes people feel beautiful, well-dressed, and shows good taste.

☐ Ivory enhances charisma.

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* USAID Wildlife Asia, Research Study on Consumer Demand for Ivory and Tiger Products in Thailand, 2018.

CASE EXAMPLE (CONTINUED)

What are the <u>concerns</u> that people might have for purchasing ivory products? Please rate using the scale from 1 to 5, where 5 means strongly agree and 1 means completely disagree.* (Check one answer per statement)

☐ Ivory products are not legal in the country.

☐ Ivory seems old fashioned, outdated.

☐ Ivory is associated with cruelty and extinction of elephants.

☐ Ivory's spiritual power to bring good luck is unfounded.

☐ Ivory's power to prevent harm is unfounded.

☐ There are many fake ivory products in the market.

☐ I am ashamed to wear ivory.

☐ My family/friends no longer wear ivory.

☐ Wearing ivory shows bad taste.

☐ Ivory is no longer a good investment.

* USAID Wildlife Asia, Research Study on Consumer Demand for Ivory and Tiger Products in Thailand, 2018.

1.2. IDENTIFY AND SEGMENT THE TARGET AUDIENCE

For wildlife product consumption, Target Audiences can be generally categorized into two groups:

Current and potential users of wildlife parts and products	**Those who influence current/potential users**
Individuals performing or desiring to perform behaviors we need to change to achieve our demand reduction goals	Individual(s), formal or informal groups or organizations which can influence or convince current and potential users to accept the desired behavior(s)

Under these groups, it is important to segment your Target Audience.

Segmenting the Target Audience means that you group those who share similar demographic and psychographic (socio-psychological) characteristics that differentiate them from the general population.

How to identify and segment the Target Audience (current or potential users of wildlife products):

• Look at their demographic and psychographic characteristics regarding use of wildlife products and media consumption patterns.

• Search for information on these characteristics from the research data (primary or secondary research) that you have collected.

How to segment the Target Audience – Use Demographics: Identify the demographic characteristics that differentiate the Target Audience from the general population.

Identify and select the demographic characteristics of your Target Audience that differentiate them from the general population. This will help you focus on who to reach and how to reach them and engage them in your campaign.

Demographic characteristics generally include age, marital status, gender, education, occupation, income, geographic location. These categories are generally used in national and local statistics. However, you can tailor the description of the demographic categories based on your campaign needs.

AGE
- Below 18 years old
- 18-24 years old
- 25-29 years old
- 30-39 years old
- 40-49 years old
- 50-64 years old
- 65 years old and above

EDUCATION
- Lower than primary school or no education
- At least primary school
- Secondary school
- Vocational Training/Diploma
- Bachelor Degree
- Masters Degree/Post-Graduate

INCOME
Socio-economic status (SES)
- A) US$1500 and above
- B) US$1165 - US$1499
- C) US$499 - US$1164
- D) US$329 - US$498
- E) US$160 - US$328
- D) US$160 and below

MARITAL STATUS
- Single
- Married
- Divorced
- Widowed

OCCUPATION
- Senior/Middle/Junior Management
- Senior/Middle/Government Officer
- Business Owner
- Professional (Doctor, Lawyer)
- Civil Servant
- Merchant
- Freelance
- Skilled/Semi – Skilled/Unskilled
- Retired

GEOGRAPHIC
- Metropolitan Area
- City
- Township
- Municipality
- Rural

GENDER
- Male
- Female

How to segment the Target Audience – Use Psychographics: Identify their socio-psychological characteristics

Psychographic characteristics can help you understand how your Target Audience thinks, what they value and believe in and what they aspire for. Information on these characteristics is based on your research (quantitative and qualitative).

Some examples of these psychographic characteristics include attitudes, beliefs, values, social norms, aspirations, interests, lifestyle and media habits.

Attitudes	A set of emotions and beliefs towards an object, person, event or organization.
Beliefs	Feelings of being certain that something is true.
Values	Principles or standards of social behavior of what a person considers important.
Social Norms	Informal understandings that govern what are acceptable behaviors in a society.
Aspirations	Desire or hope to achieve something.
Interests	Hobbies, activities or topics that the Target Audience engage in or are attracted to.
Lifestyle	The pattern or way in which one goes about his/her daily life.
Media Habits	How the Target Audience get their information and the types of media they regularly access.

1.3. IDENTIFY TARGET AUDIENCE DRIVERS (MOTIVATING FACTORS) FOR BEHAVIORS YOU NEED TO CHANGE

Select motivations or drivers that influence the Target Audience to behave - key factors that make them want to buy or use wildlife products.

CASE EXAMPLE*

67% strongly agreed and agreed with

"Ivory makes me feel beautiful, well dressed and shows good taste."

The research on perceived benefits and concerns for using ivory products revealed that most (67%) of respondents (ivory users, intenders and gift receivers) strongly agreed and agreed with the Benefit "Ivory makes me feel beautiful, well dressed and shows good taste".

16% strongly agreed and agreed with

"Ivory seems old-fashioned."

The research revealed that 16% of respondents (ivory users, intenders and gift receivers) strongly agreed and agreed with the Concern "Ivory seems old-fashioned".

Based on the above findings, one can conclude that the main driver or motivating factor to using ivory is that ivory is perceived as making users feel beautiful. A barrier (concern) related to ivory's perceived beauty is that using ivory is old-fashioned.

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*   USAID Wildlife Asia, Research Study on Consumer Demand for Ivory and Tiger Products in Thailand, 2018.

1.4. DEVELOP A TARGET AUDIENCE PROFILE

The demographic and psychographic information of the Target Audience, including the drivers/motivating factors underlying their consuming or wanting to consume wildlife products provide data for developing a Target Audience Profile.

To prepare the Target Audience Profile, select relevant demographic and psychographic information that will give you insights on how the Target Audience thinks, feels, and intends to act regarding the wildlife product in question.

CASE EXAMPLE: TARGET AUDIENCE PROFILE – BEAUTIFUL WITHOUT IVORY CAMPAIGN

Generally women living in cities, in their 20s or older, well-educated, with at least a diploma degree. Well-informed, with regular access to the internet and social media.

Most are married with small children, have middle to high incomes, and balance family with a stable career as an office executive/employee or a small/medium business owner. They follow the latest fashion and lifestyle trends and seek information on these online, through print publications or turn to family or friends for guidance.

They desire ivory products, mainly jewelry and accessories, because they think that ivory makes them feel beautiful, well dressed, and shows good taste.

They like to shop and when they do, they don't specifically plan to buy ivory products but make a purchase when a particular piece catches their eye.

SBCC AS A PLANNED PROCESS – STEP 2

STEP 2. FOCUS AND DESIGN THE SBCC STRATEGY AND INTERVENTIONS
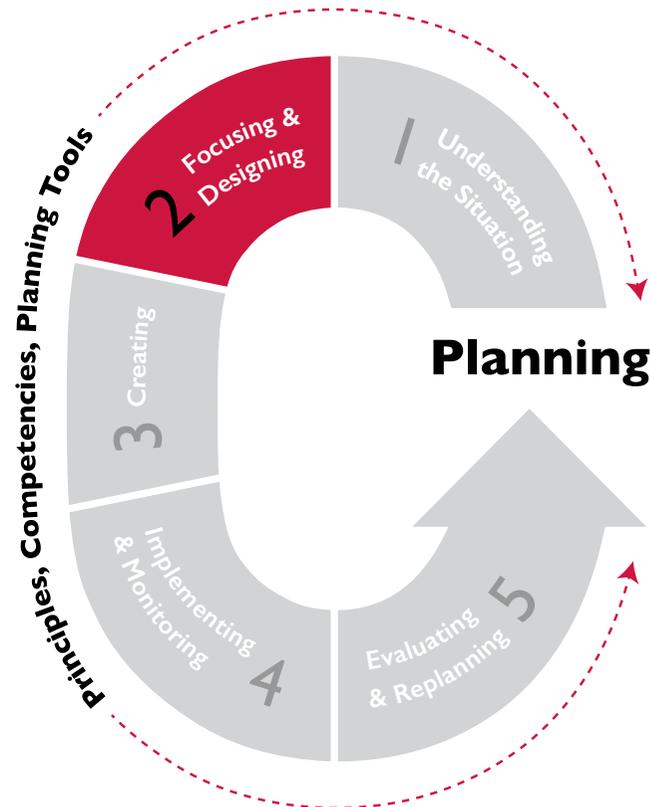
GUIDELINES FOR STEP 2

There are three SBCC strategies to choose from:

1. Behavior Change Communication

2. Social and Community Mobilization

3. Advocacy

The most effective SBCC campaigns use multiple strategies to address the various layers of the Socio-Ecological Model.

2.1 SELECT THE SBCC STRATEGY - ONE OR A COMBINATION

The SBCC strategies selected should be mutually reinforcing:

1. **Behavior Change Communication** for changes in knowledge, attitudes, beliefs, and practices of specific Target Audiences

2. **Social and Community Mobilization** for wider participation, coalition building, and ownership

3. **Advocacy** to raise resources and political and social leadership and commitment to actions and goals

Define your Strategic Approach

The strategic approach is the combination of strategies that you will use to achieve your campaign's SBCC objectives. It reflects how these strategies will work together to produce the optimum results based on your resources.

You are not limited to a single strategy. Which one or combination of strategies to use depends on your Target Audience analysis.

Behavior Change Communication
Reaches and engages the Target Audience through:

- Interpersonal Communication – one-on-one

- Interpersonal Communication – small group

- Mass Media – social media (Facebook, Instagram, YouTube), digital media (mobile ads, Google ads, SMS), broadcast media (TV, radio), mass media print (newspaper, magazine), out-of-home (billboards, bus shelter ads, bus ads, sidewalk ads, etc.)

Social and Community Mobilization
Engages the Target Audience and creates an enabling environment for the desired behavior(s) generally through commitment and participation of:

- Professional or civic associations, groups, clubs

- Social and business organizations or networks

- Religious groups or associations

- Community groups or associations

- Political groups or associations

- Crowdsourcing - petition or pledge website (e.g., Change.org)

Advocacy
Changes laws, policies, regulations (government and private) through support of:

- Government decision makers, policymakers

- Private sector decision makers

- Donors

- NGOs

2.2. IDENTIFY MEDIA CONSUMPTION PATTERNS OF THE TARGET AUDIENCE (LIFECYCLE MEDIA TOUCHPOINTS)

By understanding the regular lifecycle of the Target Audience, you can identify opportunities where you can best reach and engage them. These opportunities are termed "touchpoints" – media channels where you can reach your Target Audience during the day or week.

Use research findings to determine how your Target Audience lives at home, at work, during leisure time and corresponding media or channels that can be used to optimally communicate your message and engage with them.

Example of a daily or regular lifecycle and touchpoints to reach the Target Audience:

- Free time at home in the morning before work (morning news on TV, newspaper, online news)

- On their commute to school/work (social media, transit ad e.g., metro, bus, taxi, billboard, bus or taxi shelters, trains or train stations)

- Making purchases at retail outlets/convenience stores (poster, flyer, ad at product shelf)

- On their commute home (social media, transit ad e.g., metro, bus, taxi, billboard, bus or taxi shelters, trains or train stations)

- Social/business /club gatherings (flyers, discussion groups, events, workshops)

CASE EXAMPLE: BEAUTIFUL WITHOUT IVORY CAMPAIGN

Behavior Change Communication

Objective: To change attitudes, intention to use, use, and social acceptability of ivory jewelry and accessories among current and potential users.

The Profile of ivory consumers was used to identify what points in their regular lifecycle can be optimally used to reach and engage them and what are the most appropriate channels to address the drivers of the behavior. The Target Audience Profile of ivory consumers showed that they access social media, follow the latest fashion trends, socialize with friends, and like to shop.

Considering this Profile, social media, fashion publications, and out-of-home media located in or near shopping malls (billboards, metro stations) were selected as media channels that can directly reach and engage the Target Audience, and credibly engage them around the message that will address the driver of "perceived beauty of ivory".

Social Mobilization

In order to create and strengthen change in social norms, efforts were made to mobilize jewelry associations, lifestyle media groups, and retail groups to be engaged in the campaign.
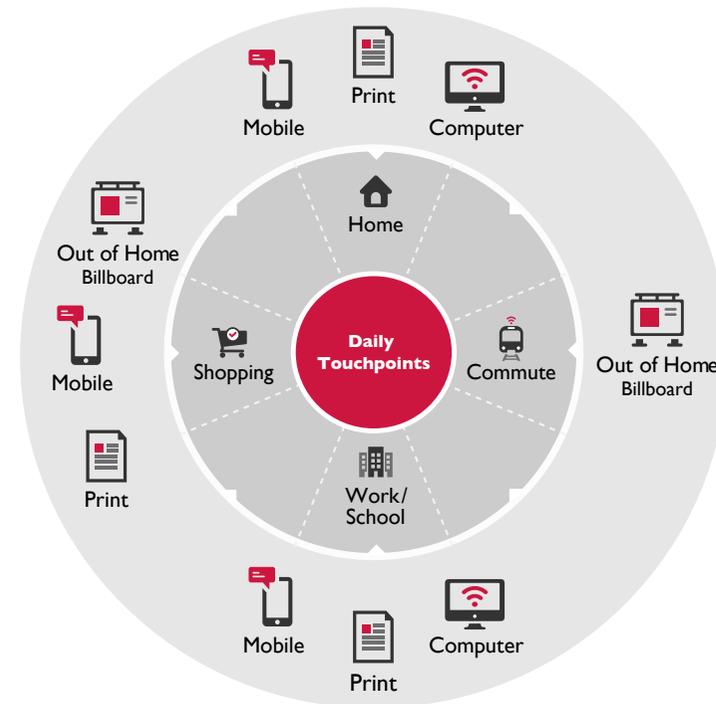
SBCC AS A PLANNED PROCESS – STEP 3

STEP 3. CREATE MESSAGES AND MATERIALS

Principles, Competencies, Planning Tools

2 Focusing & Designing
1 Understanding the Situation
3 Creating
Planning
4 Implementing & Monitoring
5 Evaluating & Replanning

GUIDELINES FOR STEP 3
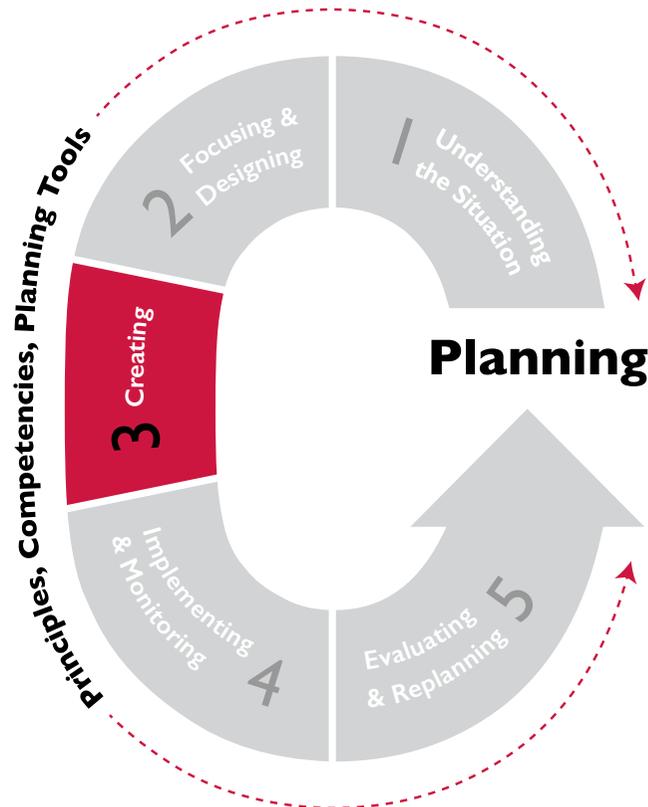
1. Develop the Key Message(s)
   - Assess drivers and barriers of the Target Audience
   - Communicate "Reason Why" and "Call to Action"

2. Develop the Creative Brief

3. Develop Creative Material(s)

4. Pretest Material(s) to determine if they are appealing, credible, believable, and resonate with the Target Audience

5. Prepare a Media Plan that will effectively reach the Target Audience

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Note: If you are using a key opinion leader or influencer/celebrity to deliver the message, test whether he/she is credible and appeals to the Target Audience. Also ensure materials (key visuals, videos) are tested with respondents who are representative of the Target Audience.

3.1. DEVELOP THE KEY MESSAGE(S).

Develop the Key Message - Assess drivers and barriers of the Target Audience

Based on the Target Audience Profile created on *page 17* the Key Message can now be developed. Remember to address the key driver or motivating factor in the Key Message.

Demographics:

Female

20-49 years old

Married with kids

SES ABC

At least a diploma degree

Merchants/ Office Workers Business Owners

Psychographics:

• Perceive ivory as making them feel beautiful, well-dressed, and showing good taste.

• Aspires to be trendy and regarded as trend setters. Concerned about Ivory being old fashioned.

The Key Message is the information to be conveyed to the Target Audience to motivate them to accept the desired behavior. The Key Message addresses the key driver or motivating factors for the current behavior.

The Key Message usually has a:

• **Reason Why** the Target Audience needs to perform the Desired Behavior (appeal targeting the driver or motivating factor)

• **Call to Action** – what action is needed and where/when that action can be taken.

Note: The Key Message needs to appeal to the *heart* (emotional) and the *mind* (rational, logical).

Develop the Key Message - Communicate Reason Why and Call to Action

How do we develop the "Reason Why" – based on the ivory case example

COMMUNICATE BENEFITS THAT THE DESIRED BEHAVIOR WILL GIVE THE TARGET AUDIENCE. CASE EXAMPLE:

- Buying/owning jewelry other than ivory is more beautiful and fashionable.

- Not buying ivory jewelry makes you more acceptable among the fashion elite.

COMMUNICATE CONSEQUENCES

Why continuing the current behavior will have risks or negative consequences for the Target Audience. Some examples:

- Continuing to use ivory will put you at risk since ivory is illegal.

- Continuing to use ivory is old-fashioned and will embarrass you among your friends.

Remember: Conveying benefits is generally more effective than conveying a negative consequence. Appeal to the heart and the mind.

How do we develop the "Call to Action"

THE "CALL TO ACTION" IS WHAT THE TARGET AUDIENCE NEEDS TO DO. CASE EXAMPLE:

Stop buying and using ivory jewelry and accessories.

Remember: The "Call to Action" should be clear, specific, and feasible for the Target Audience to adopt.

3.2. DEVELOP THE CREATIVE BRIEF

Why a Creative Brief is needed

The Creative Brief is a document that will guide the creative design team or agency in designing the creative materials to communicate the Key Message.

A Creative Brief ensures that the materials are aligned with the campaign objectives, Target Audience profile, and Key Message.

The Creative Brief has five sections:

1. Goal and Target Audience

2. Changes, Barriers, and Communication Objectives

3. Key Message

4. Manner and Mood/Tone of Creative Material(s)

5. How the Material(s) or Activity Fits into the Media Mix and other Creative Considerations

1. Goal and Target Audience

- Overall aim of the material or activity
- Identification of key Target Audience(s)

2. Changes, Barriers, and Communication Objectives

- Behavior change objectives
- Communication objectives: desired changes in knowledge, attitudes, beliefs, self-efficacy, perceived norms
- Drivers/motivating factors
- Barriers
- Key Target Audience Profile (attached)

3. Key Message

- Reason Why
- Call to Action

4. Manner and Mood or Tone of Creative Material

- Manner: creative execution of the Key Message
- Mood or Tone: light, happy, sad, humorous, authoritative, etc.

5. How this Creative Material or Activity Fits into the Media Mix and other Creative Considerations

- Describe how the materials will be used for the media selected and whether other supporting materials are needed
- Other creative considerations – additional information that the agency needs to know

3.2. CREATIVE BRIEF – SMART OBJECTIVES

The Creative Brief needs SMART objectives. What are SMART objectives?

Specific. The objectives should describe the desired result in a way that is detailed, focused, and well defined. To be specific, an objective should cite a precise behavior, achievement or outcome to be attained among the Target Audience.

Example: Decrease in proportion of people using ivory products.

Measurable. The objectives should enable you to determine whether the desired change among the Target Audience has been achieved and to define the percentage, frequency, rate or number describing the change you aim to achieve. Once defined, you need to have a system by which to measure the change (like percentages or rates) based on previous research studies or comparisons between those exposed and not exposed to your campaign messages and engagement tactics.

Example: Decrease in proportion of people using ivory products by 30 percent (either from baseline statistic or comparison between those exposed and not exposed to the campaign)

Achievable. The objectives need to be attainable considering the amount of resources, staff available, and time frame allotted for the campaign. A decrease in people using ivory products by 30 percent is probably not achievable if you only have one month to implement a campaign.

Realistic. The objectives need to be realistic. Like objectives being achievable, they need to be relevant to the problem being addressed. Consider the resources, staff and time, as well as the social, cultural and political context where your campaign will be implemented. For example, a campaign to decrease the use of ivory products may not be realistic when a government is actively promoting the use of ivory.

Example: Decrease in proportion of people using ivory products by 30 percent after six months.

Timebound. The achievement of the objectives should have a deadline or a time frame. In setting the time frame, consider your resources, staff time and expectations from the funding agency.

3.2. CREATIVE BRIEF - EXECUTION OF KEY MESSAGE: MANNER

The Creative Brief needs to provide guidance on the Manner in which the Key Message will be executed. For example:

- **"Slice of Life" story** – an advertising technique in which a real-life problem is shown in a dramatic presentation and the desired behavior represents the solution to the problem

  Example: https://www.usaidwildlifeasia.org/campaigns/no-ivory-no-tiger-amulets/no-ivory-no-tiger-amulets-campaign-video

- **Key Opinion Leader, celebrity, or other personality endorsements** of the Key Message and Call to Action

  Example: https://www.usaidwildlifeasia.org/campaigns/beautiful-without-ivory/beautiful-without-ivory-campaign-video

- **Testimonials** – a person who is performing the desired behavior speaks about how the desired behavior has benefited his/her life

  Example: https://www.usaidwildlifeasia.org/campaigns/a-good-life-is-free-of-killing/3-minute-testimonial-video-bhin-banloerit

- **Question and Answer** – a question is posed and the answer is the Key Message and Call to Action

- **Song** – musical portrayal of the Key Message in an entertaining manner

- **Animation**

  Example: https://www.usaidwildlifeasia.org/campaigns/no-to-ivory-souvenirs-and-gifts/no-to-ivory-souvenirs-and-gifts

3.2. CREATIVE BRIEF - EXECUTION OF KEY MESSAGE: TONE OR MOOD

The Creative Brief needs to provide guidance on the mood or tone in which the Key Message will be executed.

- Depending on the Key Message and Target Audience, the creative materials need to have a Mood or Tone.

- Mood or Tone – the feel or emotion that the materials need to project. This depends on the Key Message and the Target Audience. Based on the creative execution, the materials may convey a mood that is happy, humorous, light, dark, authoritative, etc.

The Creative Brief should state how the creative material(s) will fit into the overall SBCC strategy. It should include information on proposed channels where the materials will be placed, what activities are planned, and how the materials will be used in implementing these activities.

3.2. DEVELOP THE CREATIVE BRIEF - CASE EXAMPLE

CASE EXAMPLE OF CREATIVE BRIEF - BEAUTIFUL WITHOUT IVORY CAMPAIGN

1. Goal and Target Audience

After seeing/hearing the video, the Target Audience will:

- Reduce use or purchase of ivory products
- Change perceptions and attitudes related to buying or owning ivory
- Reduce their desire and intent to purchase ivory
- Increase perception of the social unacceptability of purchasing and owning ivory

Target Audience: Those who use or intend to use ivory products (jewelry and accessories)

Profile: Mainly women, 20-49 years of age, and married with children. Middle or higher income; office employees or executives or self-employed as merchants or entrepreneurs of small or medium businesses. They have at least a vocational/diploma level education. They desire ivory products, mainly jewelry and accessories, because they think that ivory makes them feel beautiful, well dressed, and shows good taste.

Secondary Target Audience: Those who influence decisions of purchasers, intenders such as male spouse, social networks, fashion and lifestyle influencers, family/elders.

CASE EXAMPLE OF CREATIVE BRIEF - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

2. Changes, Barriers, and Communication Objectives

Based on SMART Goals (specific, measurable, achievable, realistic, timebound)

- Reduced desire to use or purchase [20% within 12 months]
- Increased percentage of Target Audience with desired attitudes towards using ivory products [20% within 12 months]

Based on SMART Goals

- Increased belief that ivory is socially unacceptable among users and potential users [30% within 12 months]

3. Key Message

Ivory is not beautiful. Do not buy or use ivory jewelry and accessories.

4. Manner and Mood or Tone of Creative Material

Manner: Influencer delivers Key Message in an attractive, visually appealing way

Tone: light but firm, friendly

5. How this Creative Material or Activity Fits into the Media Mix and other Creative Considerations

The main creative material will be produced as a 60-second video with short versions for dissemination through social media and out-of-home media. A Key Visual based on the material will serve as the campaign poster or public service announcement (PSA) for print and out-of-home media. The PSA will also be printed as a flyer for distribution during social mobilization activities like meetings with retail groups.

The Influencer selected should fit with the Target Audience Profile; use music, colors, and clothing that appeals to the Target Audience.

3.3. DESIGN MATERIALS TO CREATIVELY EXECUTE THE KEY MESSAGE

Once the Creative Brief is prepared, the creative team or agency can now proceed with designing the creative materials.

Remember that you need to meet with the creative team or agency to discuss and explain the Creative Brief. Clarify all questions they may have. Ensure that they fully understand the requirements from the Brief after this meeting.

Although the Creative Brief provides guidance on how the materials will communicate the Key Message, leave room for the creative team to be flexible, to innovate, and design the materials based on their interpretation and experience.

Once you are confident that the creative team or agency fully understands the Creative Brief, the next step will be for them to design the materials and present draft materials e.g., storyboard of video, design of Key Visual, for your review and approval.

It is not unusual for the first draft of the materials to require revisions. You need to allow time for these revisions to be made as well as for continuous discussions with the creative team.

3.3. DESIGN CREATIVE MATERIALS - THE 7 C'S OF EFFECTIVE COMMUNICATION

Remember that the Creative Materials need to pass the following criteria

	Command Attention	Attract and hold the audience's attention. Use colors, images, key words, and design so that the material stands out, is noticed and memorable.
	Clarify the Message	Ensure the material conveys the message clearly, with easy-to-understand words and images. There should be one clear, single-minded message. The simpler the better!
	Communicate a Benefit (or a Consequence)	Stress how the audience will benefit from adopting the desired behavior or how the current behavior poses personal risks to the Target Audience (conveying a benefit is generally more effective than a negative consequence).
	Consistency Counts (for Multiple Materials)	Be single-minded. Ensure that content within and among various materials have the same message and "look". Repeat messages throughout the materials. Use the same words and phrases. Use the same or related images. This will avoid confusion. Remember: Repetition of the same message in various materials and media enhances the impact of the message.
	Create Trust	Well-developed materials encourage the audience to trust the organization or program using them. Trust and credibility allow and encourage the audience to heed the message.
	Cater to the Heart and Mind	People are swayed by both facts and emotions. Use both to maximize the material's persuasiveness.
	Call to Action	Include a clear "Call to Action" in materials. Tell Target Audience members precisely what they can do.

3.4. PRETEST MESSAGES/MATERIALS

The Key Message and material(s) need to be pretested.

Why do we need to pretest?

You need to pretest messages/materials to ensure that the Target Audience finds the materials appealing, attractive, easily understandable, believable, relevant to their needs or situation and are motivated to act on the messages. The materials tested can be mockups of print materials or storyboards of video materials.

A pretest will provide information on the following five elements:

1. **Appeal** – the materials and messages command attention and are attractive.

2. **Understandability** – the Target Audience readily understands what the material is saying without having someone else explain it.

3. **Believability** – the Target Audience accepts what the message/material is saying is correct and true.

4. **Relatability (resonance)** – the Target Audience feels that the message/material is talking to them.

5. **Motivation to action** – the message/material moves the Target Audience to change their attitudes, beliefs, values and behaviors.

How to conduct a pretest:

- Recruit members of your Target Audience as respondents. The ideal scenario is to recruit actual or potential consumers. If not possible, recruit respondents who have the same demographic and psychographic characteristics as current/potential consumers/Target Audience members.

- Conduct focus group discussions (FGDs) or individual interviews.

- Prepare and use a discussion guide that will obtain information on the five elements to be pretested.

- Use open-ended questions that will elicit What, Why and How rather than a simple Yes or No.

3.4. PRETEST MESSAGES/MATERIALS (CONTINUED)

Key Points To Remember when conducting a pretest

- Five to eight respondents for each group is a good size that allows for optimal discussion.

- If possible, conduct at least three FGDs for triangulation in order to validate responses across groups.

- Use a discussion guide with open-ended questions. Avoid asking closed-ended questions that lead to a simple Yes or No. Probe for What Else, Why and How.

- Reassure participants that all their responses are strictly confidential and will not be individually identified in the reporting process.

- Reassure participants that there are no right and wrong answers and all opinions count.

- Use a room that is comfortable and ensures privacy. Offer drinks and snacks.

Sample pretest questions

Appeal – What do you like about the (material)? What do you not like about it?

Understandability – What do you think the material is saying? What else? Is there anything that is not clear to you? What is not clear? Why is it not clear? How would you restate what the material is saying so that it is more easy to understand?

Believability – What in the material is believable to you? What is not believable? If there is anything that is not believable, what is it?

Relatability (resonance) – Do you feel what the material says is speaking to you personally? Why? Why not?

Motivation to action – What will you do after seeing/reading this material? Why?

CASE EXAMPLE: PRETESTING MESSAGES AND MATERIALS - BEAUTIFUL WITHOUT IVORY CAMPAIGN

- FGDs among five women respondents per group were conducted.
- Participants were those who reported that they use or would like to use ivory products.
- A storyboard of the campaign video was the creative material pretested.
- The image on the storyboard in this Guidebook is pixelated to protect the privacy of the celebrity who was not featured in the actual campaign materials.
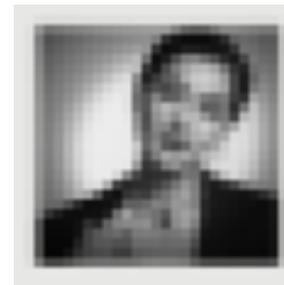
Do you think wearing ivory makes you beautiful?

True beauty does not need ivory.

The FGD moderator showed the storyboard to participants. Following the FGD Guide, the moderator asked questions (see questions on the previous page) and probed responses from participants to answer the five pretest elements. Since the storyboard also showed a celebrity delivering the message, the moderator asked questions to determine whether the participants recognized the celebrity, what they knew about this celebrity, and whether they thought that she would be credible and influential as a spokesperson for the key message.

คุณคิดว่าใส่งาแล้วสวยหรอ?
Do You think wearing ivory makes you beautiful?

CASE EXAMPLE: PRETESTING MESSAGES AND MATERIALS - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

Results from pretesting

1. Appeal

Respondents noted that the dark, black and white somber tone was not appealing as it reminded them of a memorial video of a deceased person. They recommended that the image be a bit brighter.

2. Understandability

After a few seconds of seeing the material, participants recalled correctly that the message was to stop using/buying ivory jewelry.

3. Believability

Respondents believed what the materials were saying was true. They added that they recognized the celebrity and said that she would be appropriate to deliver the message as a representative of her occupation. They suggested to add personalities who clearly represent various occupations and are recognized in their field.

4. Relatability (Resonance)

Participants felt that the material was speaking to them since they are using or would like to use ivory jewelry.

5. Motivation to Action

Participants stated that after seeing the material, they will think twice about buying or using ivory jewelry and will tell their family and friends also not to do so.

CASE EXAMPLE: PRETESTING MESSAGES AND MATERIALS - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

Results from pretesting

A question was also asked about the celebrity featured in the storyboard. The participants recognized this celebrity and said that she or someone who has the same status will be a credible messenger for this campaign. However, due to scheduling conflicts, the celebrity could not be available to participate in the campaign. Another celebrity with similar status and popularity agreed to be featured.

The main celebrity featured Cindy 'Sirinya' Bishop, an actress/supermodel who has achieved international success in her field.

CASE EXAMPLE: PRETESTING MESSAGES AND MATERIALS - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

Refining materials following pretesting

Based on the pretest results, the visuals were re-designed to reflect a brighter, warmer mood and tone, and to represent various occupations as suggested by pretest participants.

To generate buzz and create the impression that many women influencers no longer see ivory as beautiful or socially acceptable, four other personalities from various occupations that represent participants' profiles and aspirations, were engaged – a TV host, professional chef, beauty pageant finalist and photographer/blogger. In total, five celebrities were featured in the materials to deliver the Key Message and to engage their followers on social media.

TIPS ON PRETESTING CAMPAIGN MATERIALS

Look out for:

- Initial negative reactions that indicate that the material is not appealing or not liked.

- Non-verbal cues (facial and body expressions, body movements, etc.) that validate or invalidate verbal responses.

- Participants who dominate the discussion. If this happens, try to draw out others' opinions and views.

- Responses that show that participants are expressing what they think the moderator wants to hear or what others in the group are saying. If this is observed, reiterate that there are no "right or wrong" answers and that all their opinions matter in order to improve the materials.

3.5. PREPARE A MEDIA PLAN THAT WILL EFFECTIVELY REACH THE TARGET AUDIENCE

What is a Media Plan?

A media plan is the strategic use of media channels that will effectively reach and engage your Target Audience to achieve your campaign objectives.

The media plan is based on:

- Your Target Audience Profile (based on demographics and psychographics) and the analysis of their media habits based on the Target Audience lifecycle (left)

- Your campaign budget

The media plan has objectives of reach (estimated number or proportion of the Target Audience who will be exposed to the campaign within a time frame), frequency (number of times this Target Audience will be exposed to the message/materials within the time frame), and time frame (duration of media implementation).

Note: A media plan is generally developed by a media agency which is experienced at delivering ads/materials across media platforms based on the campaign objectives.

Types of Media and their Pros and Cons – Mass Media

1) Broadcast
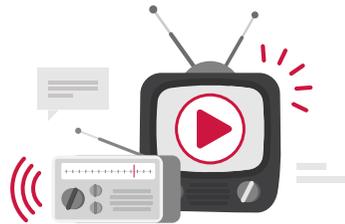
Television   Radio

2) Print

Magazine/Newspapers

3) Out-of-home
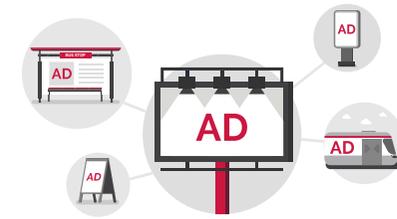
Out-of-home billboard, bus shelters, transit ads on mass transport systems, taxis, etc

Pros

- Can reach many people within a short time frame with frequency (people can see it more than once).

- Reach is estimated based on viewership, readership, foot traffic.

- Good for awareness raising since they mostly reach the general public unless specific media types and locations are specified based on Target Audience media habits.

- Good for changing social norms.

Cons

- Costly – compared to online channels.

- Actual reach (number or proportion of Target Audience exposed) is generally estimated and cannot be fully determined until a survey is conducted.

- Not readily interactive (unless you provide a feedback loop).

- Cannot provide real time data for timely adaptive management.

Types of Media and Their Pros and Cons – Online and Social Media

Online and Social Media – Google Ads, Facebook, Instagram, YouTube, Twitter, Online Newspapers

Google   Facebook   Instagram   YouTube   Twitter   New York Times Online

Pros

• Can reach specific Target Audience segments based on demographic and psychographic characteristics.

• Actual exposure, reach, and frequency can generally be measured and reported during media implementation.

• Target Audience engagement (likes, shares, comments, etc.) can be obtained.

• Generally more cost-efficient than traditional mass media.

• For social media, digital analytics can be conducted that provide regular feedback on performance (exposures, views, reach, most-viewed material, cost per reach, etc.) during media implementation.

• Allows for timely course correction/adaptation of media strategies.

Cons

• Online and social media clutter. Creative materials need to stand out and have strong appeal.

• Several shorter versions of the material need to be produced to sustain interest of the Target Audience.

• Possible significant negative feedback (dislikes, negative comments) – campaign needs to be ready to address these.

• May exclude those in the Target Audience who do not regularly access social media or online platforms.

• Needs content administrator to oversee/manage e.g., respond to questions, manage sensitive comments, etc.

Types of Media and their Pros and Cons – Interpersonal Communication (Face-to-face)

Interpersonal or face-to-face communication can be conducted – with individuals or small groups. It can also be conducted online through social media groups or online forums

Face-to-face communication: individual

- Personal consultations or counseling sessions

- Individual meetings

Pros

- Allows for direct communication and immediate feedback from the Target Audience.

- Target Audience engagement is enhanced.

- More appropriate for private or sensitive topics.

- Allows for more comprehensive discussion of barriers and concerns and related troubleshooting.

- Provides opportunities to follow up initial interactions.

Face-to-face communication: group

- Meetings and workshops aimed at generating dialogue with your Target Audience

- Informative sessions in the form of educational entertainment sessions (plays/shows, competitions, etc.)

Cons

- Time consuming, especially if the campaign needs to reach large numbers of the Target Audience within a specific time frame.

- Can be costly.

- Preparation needed for each interaction.

- Facilitator/communicator needs to be well trained and have discussion guides/aids so that messages/materials are explained in a standard way across all face-to-face gatherings.

- Can be difficult to reach specific Target Audiences (e.g., users of wildlife parts).

Media Planning Templates

Media Plan showing objectives, materials, media channels, time frame, reach, and budget

Beautiful Without Ivory Campaign				
Objective	Deter Target Audience from buying/using ivory products as fashion accessories			
Target Audience	Female, 20-49 years of age, and married with children. Middle or higher income; office employees or executives or self-employed as merchants or entrepreneurs of small or medium businesses			
Target Overall Reach	Reach 2 million among the Target Audience			
Material	**Media**	**Time Frame**	**Specific Reach Target**	**Budget**
Various versions of campaign video	Online social media platforms (Facebook, Instagram, and YouTube)	42 days	1 million views	$$$
Campaign print ad or PSA in fashion magazines	Popular Fashion Magazine	1 Month	Circulation of 250,000	$$$
30-sec campaign video	Electronic billboard at a shopping mall	3 Months	2 million views	$$$

SBCC AS A PLANNED PROCESS – STEP 4

STEP 4. IMPLEMENT & MONITOR
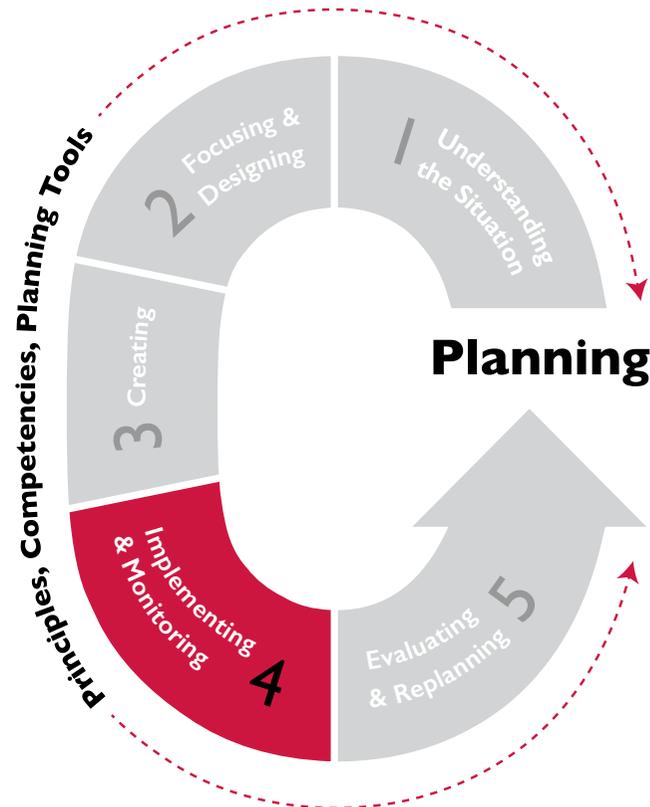
GUIDELINES FOR STEP 4

1. **Implementation** - coordinates and executes planned activities

2. **Monitoring -** ensures that the activities are being conducted according to the time frame, using the planned inputs (quantity and quality), and producing the desired outputs

   - *Inputs* – items or resources needed for activities to be conducted e.g., budget, staff, logistics, materials, expertise, and time

   - *Outputs* – direct results of the activities e.g., number of persons trained, number of groups oriented on the campaign, number and quality of creative materials (video, PSAs, billboards, print ads) produced, pretest of materials conducted, media placements implemented

4.1. PREPARE AN IMPLEMENTATION PLAN

An Implementation Plan

An implementation plan provides a detailed roadmap that defines activities and tasks, inputs, timeline, and outputs to execute or operationalize a campaign.

Generally, the implementation plan contains:

- List of key activities or tasks

- Timeline for each activity or task

- Person Responsible for each activity or task

- Inputs needed for each activity or task

- Outputs for each activity or task

- Budget/resources needed for each activity or task

4.1. PREPARE AN IMPLEMENTATION PLAN – SAMPLE PLAN FOR A CAMPAIGN

Activity	Timeline	Person Responsible	Input Required	Output	Budget
Conduct Situation Analysis	Oct – Dec 2019	Team Member A	Procurement of research agency/consultant	Baseline report	$3,000
Prepare the Creative Brief	Jan 2020	Team Member A	Findings from situational analysis	Creative brief	Staff time
Select the Creative Agency	Feb – Mar 2020	Team Member B	Solicitation Co-ordination with procurement	Scope of Work for Agency/Contract	Staff time
Develop Creative Materials, Pretest Materials	Apr – Jul 2020	Team Member B	Creative brief Creative input from agency	Creative Materials Revised materials following pretest	$10,000
Revise and Produce Materials, Prepare Media Plan	Aug – Sep 2020	Team Member A	Findings from pretest with Target Audience	Final materials for donor approval	$25,000

4.1. PREPARE AN IMPLEMENTATION PLAN – SAMPLE PLAN FOR A CAMPAIGN (CONTINUED)

Activity	Timeline	Person Responsible	Input Required	Output	Budget
Implement and monitor media plan	Oct – Dec 2020	Team Member A and B	Final campaign materials (key visuals /videos) Selection of media channels Budget Allocation	Campaign materials disseminated	$40,000
Implement and monitor social mobilization activities	Oct 2020 – Feb 2021	Team Member A and B	Identify potential partners Brief on campaign key message and activities Activity plan with selected partner	Report on social mobilization activity	$10,000
Evaluate Impact and Results	Mar – Apr 2021	Team Member A and research agency	Research agency procured; research protocol and approved methodology	Research Report	$20,000

4.2. PREPARE A MONITORING PLAN

Why do we need to monitor?

Monitoring ensures that the activities are being conducted according to the planned time frame, inputs (quantity and quality), and are producing the desired outputs.

Some questions to ask:

• Are the activities implemented on time? Are there delays, if so, what are the reasons for the delays and how can they be overcome?

• Have the approval processes for materials been followed? If not, why and how can the process be improved?

• Have draft creative materials been developed based on the Creative Brief? If no, why not?

• Have the creative materials been adequately pretested, and changes made based on the pretest?

• Is the media plan prepared in line with campaign objectives and the Target Audience Profile?

• Is the budget being used effectively? Is the campaign over budget or under budget? What activities or tasks have budget issues?

• Are adaptive management measures needed to ensure more effective implementation? What measures need to be taken? Who will implement these measures?

4.2. PREPARE A MONITORING PLAN – SAMPLE PLAN FOR A CAMPAIGN

Activity	Timeline	Person Responsible	Input Required	Output	Budget	Monitoring Results	Action Taken
Conduct Situation Analysis	Oct – Dec 2019	Team Member A	Procurement of research agency/consultant	Baseline report	$3,000	On Track	Proceed to draft Situational Analysis report
Prepare the Creative Brief	Jan 2020	Team Member A	Findings from situational analysis	Creative brief	Staff time	On Track	Proceed to selection of Creative Agency
Select the Creative Agency	Feb – Mar 2020	Team Member B	Solicitation Co-ordination with procurement	Scope of Work for Agency/Contract	Staff time	Delayed – low response from solicitation	Extend deadline for proposal submission and place solicitation in other channels, websites
Develop Creative Materials, Pretest Materials	Apr – Jul 2020	Team Member B	Creative brief Creative input from agency	Creative Materials Revised materials following pretest	$10,000	Delayed – impact from delay in selection of creative agency; difficulty in getting pretest respondents	Fast track materials development
Revise and Produce Materials, Prepare Media Plan	Aug – Sep 2020	Team Member A	Findings from pretest with Target Audience	Final materials for donor approval	$25,000	On Track	Proceed to preparation of media plan

4.2. PREPARE A MONITORING PLAN – SAMPLE PLAN FOR A CAMPAIGN (CONTINUED)

| Activity	Timeline	Person Responsible	Input Required	Output	Budget	Monitoring Results	Action Taken
Implement and monitor media Plan	Oct – Dec 2020	Team Member A and B	Final campaign materials (key visuals /videos) Selection of media channels Budget Allocation	Campaign materials disseminated	$40,000	Delayed due to difficulty in getting locations for billboards	Explore option to increase use of online social media
Implement and monitor social mobilization activities	Oct 2020 – Feb 2021	Team Member A and B	Identify potential partner Brief on campaign key message and activities Activity plan with selected partner	Report on social mobilization activity	$10,000	On Track	Provide support for plan and monitor activity milestones
Evaluate Impact and Results	Mar – Apr 2021	Team Member A and research agency	Research agency procured; research protocol and approved methodology	Research Report	$20,000	On Track	Report campaign achievements/areas for improvement

SBCC AS A PLANNED PROCESS – STEP 5

STEP 5. EVALUATE AND REPLAN

GUIDELINES FOR STEP 5
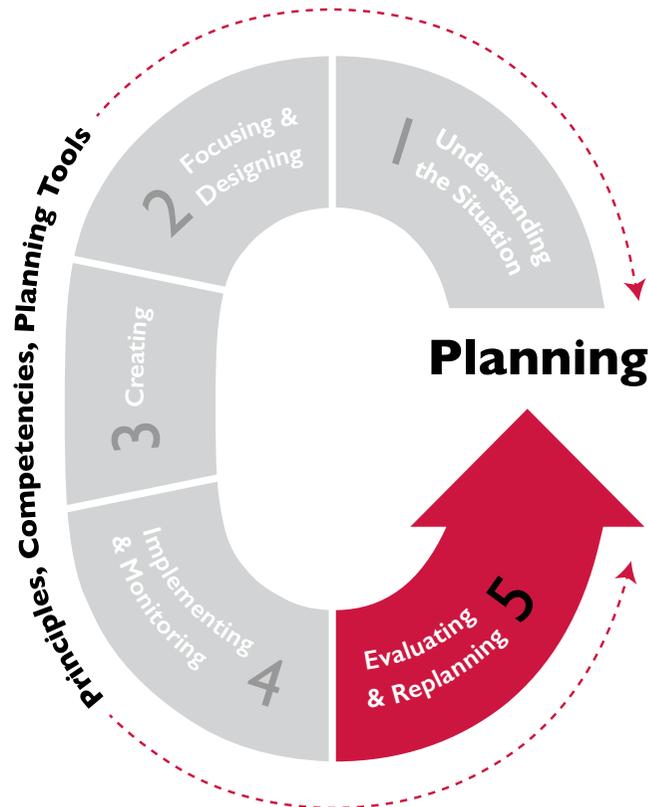
Evaluation

- Determines whether the activities and outputs are producing desired results or outcomes based on the campaign's behavioral objectives

- Asks the question: Have we made progress against the campaign's behavioral and communication objectives

- Can be conducted while the campaign is ongoing (midterm evaluation) and at the end of the campaign (final evaluation)

What to Measure

Behavioral Objectives: Change in behaviors and practices of Target Audience e.g. reduce purchase or use of wildlife products

Before we can change behaviors, we need to change determinants, such as attitudes, beliefs, intentions to consume, and social norms/social acceptability regarding use of wildlife products. We also need to target and measure these changes in order to achieve our behavioral objectives based on our situation analysis and results of our baseline or pre-campaign research.

Types of Evaluation

Quantitative

Online or face-to-face with a set of prepared (survey) questions

Pros

- Can be done quickly, if done online.

- Responses can be tallied and analyzed statistically.

- Sampling can be done to effectively represent the Target Audience.

- Can be compared with other research studies to measure changes in knowledge, attitudes, beliefs, practices, and descriptive social norms of Target Audiences so long as research methodologies are comparable.

Cons

- Can be time consuming especially if done face-to-face.

- Can be costly especially if done face-to-face.

- Need to develop and pretest a questionnaire that will elicit accurate and effective responses based on the evaluation's objectives.

- Needs experts on research methodology, sampling, statistics and data analysis.

Types of Evaluation

Qualitative

FGDs, in-depth interviews

Pros

- Can collect rich insights from participants.

- Can probe Target Audience perceptions, attitudes, beliefs, motivations, and behaviors.

- Provides feedback from groups representing the actual Target Audience.

Cons

- Results cannot be quantified.

- For FGDs, needs triangulation (usually three FGDs per segment or topic) to determine consistency of results.

- Needs experienced facilitators, note takers and experts in qualitative data analysis.

- Recruitment of participants may take time and effort.

- Respondents may be reluctant to participate due to time constraints, privacy concerns, and other personal reasons.

Key Factors To Evaluate – Questions to Ask

Quantitative Questions

Campaign evaluation research usually entails determining:

1. Reach and Recall - whether the Target Audience recalls seeing or hearing one or more messages from the campaign (campaign exposure), channels where messages were recalled, how often these messages were recalled.

2. Impact of Recall or Exposure - whether recall of the messages are correlated with improvements on desired attitudes, perceptions of social acceptability, intention to use in the future and self-reported use.

Questions on attitudes, perceptions, intention to use and use should be asked ahead of the questions on campaign recall in order not to bias responses (refer to Pages 11-12 for examples of questions that measure attitudes).

Key Factors To Evaluate – Questions to Ask (continued)

Below are sample questions to measure intention to use and perceptions of social acceptability.

How likely would you be to buy the following products in the future? *Please rate using a scale of 1 to 5 where 1 is definitely won't buy and 5 is definitely will buy.*

Questions (rotate statement)	Definitely won't buy	Will probably not buy	May or may not buy	Will probably buy	Definitely will buy
Ivory products	1	2	3	4	5

Personally, do you think buying the following products is acceptable among your family and friends or not? *Please rate using a scale of 1 to 5 where 1 is extremely unacceptable and 5 is extremely acceptable.*

Questions (rotate statement)	Extremely unacceptable	Unacceptable	Neither acceptable nor unacceptable	Acceptable	Extremely acceptable
Ivory products	1	2	3	4	5

Key Factors To Evaluate – Questions to Ask (continued)

To determine the effectiveness and impact of the ivory demand reduction campaign, the following questions can be asked as part of an evaluation exercise.

Qualitative Questions for FGD – Questions related to changes after campaign exposures

- What do your family and friends think about using ivory products? Do you agree with them? Why or why not?

- Who are the types of people who use ivory jewelry or accessories? Can you describe them?

- Why do people use or buy ivory products like jewelry or accessories? Do you agree with these reasons? Why or why not?

- What are the reasons why people will NOT use or buy ivory jewelry or accessories? Do you agree with these reasons? Why or why not?

- How do you feel about buying or using ivory products after seeing the campaign materials?

- Have you taken any other actions after seeing the campaign materials? What are these actions?

REPLANNING

Once the evaluation research (midterm or end of campaign) is completed, you will have information on whether the campaign reached the right Target Audience (and how frequently), what the Target Audience recalled from the campaign, and whether those who recalled campaign messages have changed their attitudes, perception of social norms, intention to use, or self-reported use. The results from evaluation studies are generally compared between those who recalled messages or activities (exposed to the campaign) and those who did not recall any campaign message (not exposed to the campaign) OR between results from those who participated in the pre-campaign consumer research you conducted and those exposed to the campaign as identified in your evaluation research.

Data will also be generated on what media channels were most recalled by the Target Audience and how often they recalled hearing or seeing the messages (frequency of recall). The data can be reviewed to determine changes to replan or strengthen the campaign.

REPLANNING (CONTINUED)

Some examples of possible findings and their replanning implications are discussed below.

<u>Finding - Reach and Recall or Exposure:</u>

A smaller proportion of the Target Audience (30% vs. targeted reach of 60%) recall hearing or seeing the messages at least once. This may indicate one or more of the following:

- *The campaign materials are not attractive enough to catch the audience's attention amid the media clutter.* Campaign materials compete with many other ads and messages particularly when placed in traditional mass and digital media. Materials need to stand out and be powerful enough to attract and retain the audience's attention while delivering the message. In using traditional mass media or social media, shorter materials e.g., 30-second to 60-second videos, are generally better than longer ones.

- *The channels used are not accessible to the Target Audience.* If your media plan is focused on mass or social media, you may not be reaching the right audience. If your materials are displayed in out-of-home channels e.g., billboards or posters in public places, they may be in locations that members of the Target Audience do not frequent. Using mass or digital media may not be sufficient. You may need to determine other channels and activities where you can engage the Target Audience and create discussions around the message e.g., through their social networks or group affiliations.

- *Materials are not disseminated often enough.* Placement of materials in traditional mass or digital media needs to be frequent enough to reach the largest possible number of the Target Audience more than once. Reaching the Target Audience once is not sufficient to bring about attitude and behavior changes. You may need to add more media placements or expand the number of out-of-home placements.

REPLANNING (CONTINUED)

Finding – Impact of Recall or Exposure on Attitudes and Social Norms:

The proportion of the Target Audience who recall hearing or seeing the message(s) have not changed their attitudes and perceptions of social acceptability compared to the proportion who do not recall hearing or seeing the message OR compared to findings from the pre-campaign consumer research. This may indicate one or more of the following:

- *The materials/messages and activities do not resonate.* The messages may not be addressing the psychographic characteristics of the Target Audience and the drivers underlying their behavior. A review of the materials and messages may be in order. You may need to conduct qualitative research among those who recall the messages to determine their reactions to the campaign and gain insights on how to revise the materials and messages accordingly.

- *The activities conducted and current channels used are not sufficient.* You may need to use or enhance other channels or SBCC strategies to more actively engage the Target Audience. For example, social mobilization activities may more effectively reach the Target Audience through their social networks. Face-to-face, interpersonal communication with groups and organizations can complement mass media strategies to bring about sustained changes in attitudes, social norms and behaviors.

CASE EXAMPLE: EVALUATION AND REPLANNING - BEAUTIFUL WITHOUT IVORY CAMPAIGN

In order to determine whether the Beautiful Without Ivory campaign is achieving its objectives, USAID Wildlife Asia conducted a Rapid Online Survey in July 2020 after completing two rounds of media placements (for an average of seven weeks per round) from January to June 2020.

The project generated data on desired attitudes, social acceptability of ivory consumption, and future intention to use. This data was correlated with respondents (current and potential consumers) in the survey who were exposed to the campaign ads (i.e., those who recalled seeing/hearing at least one message from the campaign) and the same data from the 2018 USAID Wildlife Asia Research Study on Consumer Demand for Ivory and Tiger Products in Thailand.

For better comparability, the Rapid Online Survey used the same questions as those asked in the 2018 survey. These questions were asked before the questions on campaign message recall so as to not bias responses.

Answers to the following questions were compared between the 2018 and 2020 surveys. Note that based on the campaign messaging, the proportion of:

- those who agree with the perceived benefit should <u>decrease</u>,

- those who agree with the perceived concern should <u>increase</u>,

- those who find buying ivory <u>not</u> acceptable should <u>increase</u>, and

- those who say they will definitely/probably buy ivory should <u>decrease</u>.

CASE EXAMPLE: EVALUATION AND REPLANNING - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

Agreement to Statement:	2018 Survey	2020 Survey*
Perceived Benefit: Ivory makes me feel beautiful, well-dressed, and shows good taste	67%	48%
Perceived Concern: Ivory seems old-fashioned	16%	37%
Social Acceptability: Buying ivory is not acceptable to my family and friends	3%	39%

Likelihood of Buying Ivory Products in the Future:	2018 Survey	2020 Survey*
Definitely will buy/will probably buy.	79%	42%

*   Exposed to at least one campaign message

CASE EXAMPLE: EVALUATION AND REPLANNING - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

The above findings demonstrate that the campaign, within a short period of time (two rounds of media implementation averaging seven weeks per round), was very successful in improving:

• Desired attitudes (decreasing perceived benefit and increasing perceived concerns about using ivory).

• Perceptions that ivory is not socially acceptable.

• Decreased intention to use.

These changes are expected to reduce consumption and demand for ivory products. Less than half of the respondents (48%) now think that "ivory is beautiful". Less than half (42%) also report that they intend to buy ivory in the future. The use of fashion and lifestyle celebrities seems to have been effective in countering the perceived benefit that "ivory is beautiful".

The findings show room for improvement. Those who agree with the concern that "ivory is old fashioned" (37%) and that buying ivory is not socially acceptable (39%) still constitute a minority of the respondents.

CASE EXAMPLE: EVALUATION AND REPLANNING - BEAUTIFUL WITHOUT IVORY CAMPAIGN (CONTINUED)

The above findings suggest that the campaign needs to run for a longer period of time in order to increase the frequency of exposure and saturation, and to further support the Target Audience in changing attitudes, intentions, perceived norms, and behaviors that will significantly decrease consumption and reduce demand.

These findings also suggest that the campaign may be reaching hard-core ivory users and intenders (a group which is generally more resistant to change), pointing to the need to enhance implementation of other SBCC strategies like social mobilization. Activities to mobilize social networks or affiliations that are highly influential with the Target Audience, such as social groups, retail and jewelry associations, and fashion and lifestyle organizations, can effectively complement the media campaign. These activities will expand and deepen Target Audience reach and engagement through interpersonal interactions that will promote norms against the use of ivory products, and help to sustain an ivory-free lifestyle.

REPLANNING IMPLICATIONS

Considering these findings, USAID Wildlife Asia is running the campaign for another media round. Placements of the short video version that directly communicates that "ivory is old-fashioned" will be increased. To further decrease perception of social acceptability among the consumers' family and friends, the project is adjusting the message that *"Ivory Is Never Beautiful and Never Acceptable"* and planning social mobilization activities that will also address this issue and reinforce the social media activity.

CONCLUSION

The five steps in the SBCC planning process have been explained in this Guidebook, with application for wildlife demand reduction activities. We hope that you find the guidelines and tips useful in planning and implementing your demand reduction campaigns.

Please keep in mind that these are guidelines and their application will depend on your understanding of the Target Audience and the social, cultural, and political situation in which your planned campaigns and activities will be implemented, as well as the resources available for these campaigns. You need to be flexible and make the necessary adjustments to best address your local context and needs.

The approach contained in this Guidebook can help you reach and engage with your Target Audience and achieve real changes in their attitudes and behaviors regarding illegal wildlife consumption.

By directly targeting the primary drivers of the behaviors you wish to change, through mutually reinforcing SBCC strategies, your campaigns will have far greater chances of success to decrease consumption, reduce demand for wildlife products and save endangered species.

With SBCC, you are on your way to implementing more successful demand reduction campaigns!

For additional information on C-Modules please see: https://www.fhi360.org/resource/c-modules-learning-package-social-and-behavior-change-communication

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