



CARE Nederland
Every Voice Counts

Persuasive Storytelling: How Campaigning Can Shift Social Norms

Burundi, Rwanda, Somalia, Sudan
May 2020

Acknowledgements

This study was produced as a learning reflection on the use of persuasive storytelling in campaigning to shift social norms. This report is a result of collaborative effort of the CARE Nederland's Every Voice Counts team, written by Fatema Kakal, with support from Katie Whipkey and Lori Cajegas. Special thanks to our colleagues from CARE Burundi, CARE Rwanda, CARE Somalia, and CARE Sudan for their valuable input; and Jahou Nyan, Alma Sartori, and Susanne Shatanawi from RNW/RNTC for their contribution. Our gratitude also goes to Fatma Wakil, Lenneke Kono-Tange, Cornelia de Winter-Platz, and Berlinda Nolles from CARE Nederland for their review.

Contents

Glossary	4
Executive Summary	5
Background	6
Research Framework.....	6
Campaign Training.....	6
Campaigning	7
<i>Table 1: Overview of Campaigns by Country.....</i>	<i>8</i>
Impact of the Campaigns.....	10
Space for dialogue	10
Changes in attitudes and behaviours.....	12
Actions taken by target audience	12
Capacity of local staff.....	13
Key Learnings and Conclusion.....	14
References.....	15
Annexes.....	16
Annex 1: Executive Summaries of Country Reports.....	16
Annex 2: Research Framework	19

Glossary

CBRM	Community based reconciliation mechanism
CSO	Civil society organisaton
DD	Dialogue and Dissent Indicators
EVC	Every Voice Counts
FGD	Focus group discussion
FGM	Female genital mutilation
Imam	Religious leader - Sudan
Imihigo	Annual planning and budgeting process between central and local governments in Rwanda
(I)NGO	(International) non-government organisation
KII	Key informant interview
M&E	Monitoring and evaluation
RNW/RNTC	RNW Media / RNW Training Centre
SNAP	Social norms analysis plot
VSLA	Village savings and loan association

Executive Summary

CARE Nederland's Every Voice Counts (EVC) programme (2016-2020) aims to contribute to building effective and inclusive governance processes in fragile and (post) conflict-affected settings. The programme targets women and youth to promote their participation and influence in formal and informal decision-making processes. Certain harmful social norms have been found to be a barrier to the inclusion of women and youth in governance decision-making. EVC aims to identify and transform such harmful and discriminatory social norms inhibiting women's public and political participation.

Campaigning to Shift Social Norms

To increase the technical and media capacity of the programme, a partnership with RNW/RNTC was developed in 2018 to train and coach country teams and boost traditional and digital media interventions in Burundi, Rwanda, Somalia and Sudan. With the support of RNW/RNTC, **offline and online structured media campaigns tackling social norms that are barriers for women's public and political participation** took place in these four EVC countries. Persuasive storytelling¹ was found to be an effective way of campaigning across all four countries.

The campaign in each country was designed to address a particular social norm and the campaigns' aims and goals were decided accordingly. **The social norms ranged from women's role in the domestic and public spheres, to women's political participation, and girls' early marriage.** The campaigns aimed to change attitudes and beliefs of men in the families and communities and persuade them to take actions together with women and other stakeholders towards supporting women's leadership and participation in governance and decision-making processes.

Campaigns in each country **were implemented in collaboration with local partners.** A variety of campaigning mediums were used in each country - **radio, social media, and events** - in order to reach the target groups. Events were found to be particularly useful in personally connecting the campaigns to people, and radio was useful to reach a wider audience in the (rural) communities. The social media campaigns complemented offline activities, and both were designed to expand the reach of the campaign to a wider audience.

¹ In persuasive storytelling, strong narratives are designed for specific target audiences that go beyond information to help engage with new ideas.

Impact of Campaigns

RNW/RNTC's trainings and coaching on persuasive storytelling led to an increase in **local programme staff's capacity to implement campaigns.** In most countries, CARE and the local partners continued applying persuasive campaigning methods in other programmes, independently or in collaboration with each other.

The campaigns led to some significant outcomes in creating spaces for dialogue, leading to changes in norms, and policies being influenced. It was found that most of the outcomes generated reflected **shifting norms**, often about women's role in the household or domestic sphere; the campaigns contributed to these changes in social norms in many cases. Since the campaigns also reached a large number of people (approximately 280,670), the **creation of new spaces for dialogue** resulted predominantly in online spaces, but some offline/physical spaces were also expanded or repurposed to discuss social norms.

Key Lessons and Recommendations

Since the campaigns facilitated the discussion of sensitive social norms publicly, **changes in people's attitudes and behaviours** were realised, especially at the household level, and amongst some (male) powerholders who have an influence over decision-making in the communities. Some **actions were also taken** by target audiences towards encouraging women's public and political participation. While not all the targets set by the campaigns were met, and lessons were learnt on future improvements, the campaigns on social norms did achieve significant successes. Following are some key learnings from the campaigns:

- Ensure there is sufficient staff and financial capacity to implement campaigns.
- Engage the target audience strategically in the campaign.
- Develop more targeted, nuanced, and clear messaging.
- Practice light, strategic online moderation without censorship to increase diversity of voices.
- Strategically link offline and online campaigns.
- Collaborate with local organisations.
- Design strong monitoring and evaluation frameworks that are tailored to the campaign objectives.
- Campaigning can lead to achieving longer term outcomes.

Background

CARE Nederland's Every Voice Counts (EVC) programme (2016-2020) aims to contribute to building effective inclusive governance efforts and processes in fragile and (post) conflict-affected settings. The programme targets women and youth in particular to increase their public and political participation and inclusion.

Social norms have been found to be a barrier to the inclusion of women and youth in governance decision-making in formal political spaces. Due to these norms, certain issues are considered to be in the domain of male decision-making, restricting women and youth's influence over issues in the public sphere. Further, social norms in the private sphere (i.e. household) also prevent family members (e.g., husbands/fathers, mothers-in-law) from encouraging women and youth to participate in the public space.

As a result, EVC aims to identify and transform harmful social norms inhibiting women's public and political participation. One of the key interventions implemented in 2019 **in four EVC countries was offline and online campaigning in collaboration with RNW/RNTC.** This study analyses the impact of the campaigns in four countries: Burundi, Rwanda, Sudan, and Somalia.

SNAP Study

In order to identify and get a deeper understanding of relevant social norms, a Social Norms Analysis Plot (SNAP) study² was conducted in each country in 2019. Using vignettes (i.e., short stories), the SNAP framework identifies the **key components of a specific, pre-identified social norm and enables measuring changes in this norm over time.** This specific norm became the focal point of the campaign in each country³ and the SNAP helped to identify the target group(s) for the campaigns. The SNAP studies serve as a baseline for understanding the impact of the campaigns toward shifting the social norm.

Media campaigns with RNW/RNTC's support

RNW/RNTC trained CARE staff and local partners on using persuasive storytelling⁴ for media campaigns to change attitudes and behaviours. With RNW/RNTC's support, the CARE Burundi, Rwanda, Somalia, and Sudan teams conducted **offline and online structured media campaigns tackling social norms that are barriers for women's public and political participation.**

² SNAP is a tool developed by CARE USA to identify key components of a norm and measure changes in the norm over time.

³ SNAP was used in all countries, except Somalia, before the campaigns. In Somalia, a separate study on social norms was conducted before the campaign started, and then a SNAP was conducted after the first round of campaigning to serve as a baseline on social norms.

Research Framework

This study analyses the contribution of the campaigns in Burundi, Rwanda, Somalia and Sudan to new spaces for dialogue, changes in attitudes and behaviours, actions taken by the campaign's audience, and the capacity of CARE local teams to implement campaigns.

Methodology

This study is based on a **qualitative analysis of reports and documents from CARE and RNW/RNTC** in addition to **key informant interviews (KIIs)** with local staff. RNW/RNTC's reports on social media analytics and trainings were triangulated with CARE's internal documents including annual reports, quarterly reports, After Action Reviews (AARs), and the EVC outcomes for each country. Further, eight KIIs were held with 11 CARE country staff and local partner staff in addition to one KII with three RNW/RNTC staff, for a holistic perspective on the implementation and impact of the campaigns.

Country-level reports were created on the effectiveness of campaigning, which were then used to summarise global findings in this report.

Limitations

This study uses **secondary data** produced by different organisations for varying purposes (e.g., donor reporting, training evaluations, internal reflections, etc.). The secondary data sources were not designed to answer the research questions of this study specifically; thus, it is difficult to determine strong linkages. Since the campaigns ended only in December 2019 and this report was written in early 2020, there was **not enough time to conduct thorough endline studies on the impacts of the campaigns in 2019.**⁵ As EVC is a lobby and advocacy programme, where one intervention towards a particular target audience can ripple across various groups of people, all **catalysing changes** have not been captured through our data sources.

Campaign Training

In order to strengthen the capacity of the teams to implement campaigns, **RNW/RNTC conducted trainings with CARE and partner staff on persuasive storytelling for effective campaigning** and using creative media to change attitudes and beliefs. These trainings were tailored according to the needs in each country. All countries had a basic training on persuasive storytelling

⁴ In persuasive storytelling, strong narratives are designed for specific target audiences that go beyond information to help engage with new ideas.

⁵ Most country teams plan to capture impact of the campaigns through the external endline evaluation for the EVC programme in 2020.

(e.g. domains of knowledge, learning types and behaviour change, targeting audience, and content creation), with some additional country-specific trainings.

In addition to the trainings, the participants were provided with **remote coaching and mentoring sessions throughout the campaign period** by RNW/RNTC to support with designing the campaign and monitoring and evaluation frameworks.

The courses overall received positive feedback, and **participants felt more confident about using their skills in campaigning.**

Campaigning

The campaign in each country was designed to **address a particular social norm studied earlier during the SNAP framework pilot**, and the campaigns' aims and goals were decided accordingly. The social norms ranged from

women's role in the domestic and public spheres, to women's political participation, to early marriage. The campaigns aimed to **persuade women and other stakeholders who can influence women's public and political participation**, like men (i.e., fathers and husbands) and powerholders (e.g., clan elders, religious leaders), that women can participate in governance and decision-making processes and be successful leaders.

Campaigns in each country were implemented in **collaboration with local partners** - local civil society organisations (CSO) and media partners. Campaigning with local partners proved to have a significant impact in expanding reach into communities since these partners have a wider and stronger network at the grassroots levels. **A variety of campaigning mediums were used in each country – radio, social media, and events** – in order to reach the target groups.

See Table 1 below for an overview of the campaign in each country.

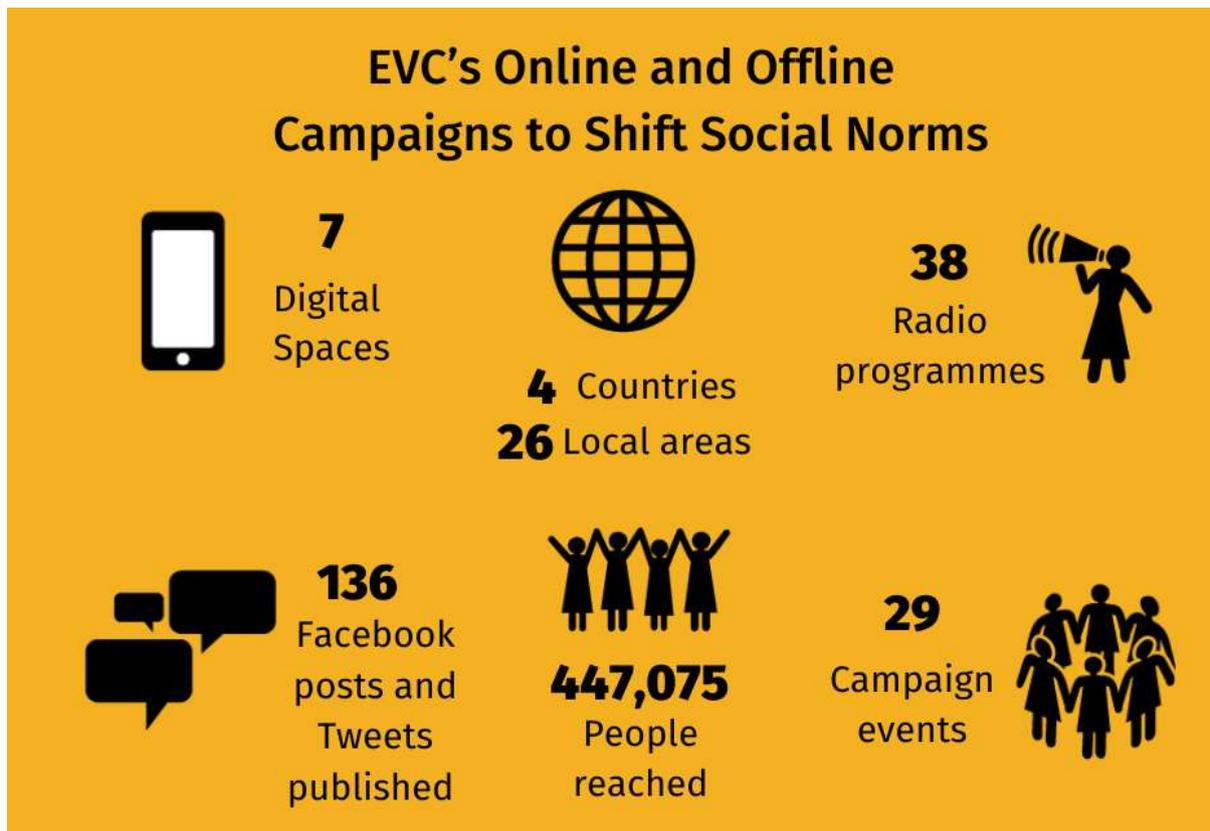


Table 1: Overview of Campaigns by Country

	Burundi	Rwanda	Somalia	Sudan: East Darfur	Sudan: South Darfur
Campaign Title	<i>Umukenyenzi Arashoboye</i> Women are capable	<i>Real Man</i> The participation of women in setting national priorities is my pride as a man	<i>Hiildumar</i> Women support for women	<i>Khaloha Takbar</i> Let her grow	<i>Khaloha Tisharik Bitagdar</i> She is capable, allow her to participate
Social Norm	Women should stay at home and take care of children and domestic affairs.	It is socially expected for women and girls to stay at home, obey men and take care of household chores.	It is not a woman's role to participate in decision-making processes (formal and informal) because they do not have the capacity to do so.	Girls should get married at the age of 9 or 10.	Women should not participate in community-based reconciliation mechanisms.
Campaign Aims	<ul style="list-style-type: none"> Persuade young men that women are capable of being successful public leaders. Persuade young girls and boys that women leaders support conflict-free, happy, and united families. 	Persuade married men (aged 25-39) who believe that women do not have to participate in the process of Imihigo planning that their household's needs cannot be fully reflected in Imihigo planning and budgeting if their wives do not participate in public spaces.	Persuade clan elders who think women should stay away from politics to see women as equally competitive politicians as men and to provide them with opportunities to prove their political power.	Persuade parents who marry off their daughters early that this practice does not make them devoutly religious in the eyes of Imams; rather, this practice does not align with religious teachings.	<ul style="list-style-type: none"> Persuade 3,000 husbands and fathers to agree with women's right to participate in decision-making. To include women (20-40 years) in community based reconciliation mechanisms (CBRM). Convince men to see women as their peers who deserve the 25% quota in CBRMs.
Target Audience and Reach	<p>Goal:</p> <ul style="list-style-type: none"> 4000 men and women, aged 25-40 2000 people under 25 600 page followers 30 comments 2000 video views <p>Achieved:</p> <ul style="list-style-type: none"> 166,975 men and women, aged 25-40 49,688 people under 25 669 page followers 212 comments 1896 video views 	<p>Goal:</p> <p>Offline:</p> <ul style="list-style-type: none"> 100 role model men to persuade 800 married men <p>Online:</p> <ul style="list-style-type: none"> 500 on Twitter 500 on Facebook <p>Achieved:</p> <p>Offline:</p> <ul style="list-style-type: none"> 800 married men through the role models 6510 people through campaign messaging and events <p>Online:</p> <ul style="list-style-type: none"> 124,580 impressions on Twitter 986 reached on Facebook 	<p>Goal:</p> <ul style="list-style-type: none"> 60,000 young women in Puntland (18-35) 150 clan elders (45-75) <p>Achieved:</p> <ul style="list-style-type: none"> 27,212 young women in Puntland Unknown number of clan elders 	<p>Goal:</p> <ul style="list-style-type: none"> 1500 parents <p>Achieved:</p> <ul style="list-style-type: none"> Approximately 750-900 people 	<p>Goal:</p> <ul style="list-style-type: none"> 3000 men <p>Achieved:</p> <ul style="list-style-type: none"> Approximately 2070 people
Regions	Giheta commune	<ul style="list-style-type: none"> Muhanga Nyanza Kamonyi Ruhango Huye 	Puntland: <ul style="list-style-type: none"> Garowe Galkayo Bosaso 	6 villages in East Darfur	11 villages in Kass and Beleil localities
Organisations	<ul style="list-style-type: none"> CARE Burundi RNW/RNTC 	<ul style="list-style-type: none"> CARE Rwanda Pro-Femmes Twese Hamwe (PFTH) RNW/RNTC 	<ul style="list-style-type: none"> CARE Somalia MUDAN RNW/RNTC 	<ul style="list-style-type: none"> CARE Sudan Radio Edaein RNW/RNTC 	<ul style="list-style-type: none"> CARE Sudan Radio Nyala RNW/RNTC

	Burundi	Rwanda	Somalia	Sudan: East Darfur	Sudan: South Darfur
Offline events	<ul style="list-style-type: none"> 3 episodes on Voice of Women radio 3 community Q&A sessions with Radio Isanganiro 3 media visits by communication agency to produce content 5 grassroots events 	<ul style="list-style-type: none"> 12 sketches/plays Approximately 1,600 house-visits by role models 10 grassroots events 11 radio shows 3 TV shows 	<p>2 dialogue sessions to encourage women's participation in decision-making processes in:</p> <ul style="list-style-type: none"> August 2019 December 2019 	<ul style="list-style-type: none"> 6 community discussions with community-based trainers and Imams 4 interviews on Radio Edaein 	<ul style="list-style-type: none"> 6 radio interviews hosting 4 gender experts Recorded community discussions in 3 villages Field visits in 6 villages to interview Hakemas and male role models
Online campaign	<ul style="list-style-type: none"> Umukenyenzi Arashoboye Facebook page CARE Burundi Facebook 	<ul style="list-style-type: none"> PFTH Twitter PFTH Facebook 	<ul style="list-style-type: none"> MUDAN Facebook CARE Somalia Facebook CARE Somalia Twitter 	No online activity	No online activity
Key achievements and outcomes	<ul style="list-style-type: none"> All campaign targets achieved. 1 policy change due to support of public authority. The commune administrator removed fees for marriage registration, which would enable women to register their marriages and participate in elections. 	<ul style="list-style-type: none"> 800 married men were reached by the role models, and many men committed to and began sharing household chores with their wives. Facebook and Twitter reach achieved, but limited engagement by users. 	<ul style="list-style-type: none"> Women and clan elders engaged through the events. Successful women as panellists at events encouraging other young women to participate in governance processes. 	<ul style="list-style-type: none"> Radio shows received positive and enthusiastic feedback from the community. A school principal expressed support for the campaign and asked for CARE Sudan's support in organising an awareness session with parents. Ministry of Health asked CARE Sudan to continue the campaign in collaboration with an advocacy group on early marriage. 	<ul style="list-style-type: none"> Radio shows received positive and enthusiastic feedback from the community. Informative discussions encouraging families to discuss sensitive topics like female genital mutilation (FGM) early marriage, women's mobility and participation in decision-making processes.
Areas for Improvements	<ul style="list-style-type: none"> The targets for the campaign's reach were too low; there is a need for more realistic, ambitious targeting. The online audience is male dominated; campaigns should focus on gendered targeting to ensure better reach to women. No evidence has been collected yet on the impact of the campaigns on the target community groups. 	<ul style="list-style-type: none"> The tweets and posts on Facebook and Twitter did not consistently use the hashtag for the campaign, which could affect the reach of the campaign and engagement of users. Since the campaign took place over only a short period of time, the campaign messaging was potentially misleading, as some men still believed that women needed their permission to participate in Imihigo processes, and it was not their right. Thus, more nuanced and targeted messaging is required over a longer period of time 	<ul style="list-style-type: none"> Clan elders participated in the campaign events, however their engagement was limited. The online reach of the campaign to clan elders could not be tracked, due to the specific demographic details not being available. The campaigns were not designed on the basis of a strong baseline SNAP, but a loose study on social norms. This affected appropriate targeting and messaging of the campaigns. 	<ul style="list-style-type: none"> The campaign messages on early marriage and FGM also aligned with the Ministry of Health's Salima programme, which is an advocacy group against FGM. The campaigns should collaborate with the Salima programme to improve reach and impact of the campaign. 	<ul style="list-style-type: none"> The radio shows were scheduled at a time when women were particularly busy with household chores, and thus, few women were reached by the radio campaign. Women's schedules need to be taken better into account when campaigning. The campaign ended up focusing on FGM, early marriage, women's financial inclusion, instead of their political participation. While these can lead to women's political participation, more nuanced messaging is required.

Campaigning methods

The campaigns in all the countries included face-to-face community **events** and social media to advertise the events and widen the reach of the campaign in most countries. In Burundi and Somalia, the campaigns significantly relied on **social media**, whereas Rwanda used limited social media, and Sudan's campaign was entirely offline. **Radio** was also used as an important media channel in Rwanda, Burundi and Sudan.



Dialogue Forum in Puntland, Somalia in December 2019.

Events to personally connect target audiences to the campaign

Face-to-face events were an important form of campaigning, as they ensured that **people could physically participate and directly engage with the campaign messages**. They were successful in personally connecting people to the campaign. The events in Somalia were crucial in bringing together women and clan elders together in a space for dialogue. Similarly, in Rwanda, the campaign was primarily run through offline events with the engagement of 100 men as role models to target 800 married men. The role models directly discussed women's roles in the domestic and public sphere through community events, theatre, and in-person home visits.

Traditional media reaches wider – and more rural – audiences

Radio was a significant media channel for the campaigns in Burundi, Rwanda and Sudan. Radio as a traditional form of media **proved to have a wide reach, especially in rural areas**. Radio shows often hosted interviews with experts (e.g., community or religious leaders, politicians, doctors, etc.) or recorded community discussions to broadcast them. They were successful in relaying sensitive messages about social norms across a wide audience, even beyond EVC target communities. Radio programmes enabled families and communities to discuss sensitive topics in a safer way and shifted norms about discussing the topic due to its wide exposure.

Social media opens digital dialogues with younger demographics

Social media was used as an important media channel for the campaigns in Burundi, Somalia, and to a limited extent in Rwanda. **Social media helped spread campaign messages to a larger audience across the country and even beyond national borders**; the campaign was not restricted to a particular region within the country. Facebook proved to be a useful platform for the campaigns in Burundi and Somalia; however, it largely reached only young (aged 25-34), educated men in urban areas. Twitter was used by Rwanda with the goal to publicise offline campaign activities to other development actors (e.g., INGOs and development workers).

Collaboration with local partners and local media

In order to have the campaign reach wider audiences, collaboration with local CSO partners and media houses was found to be effective. INGOs like CARE tend to attract an audience that is more engaged with the development sector, and **collaboration with local partners helped leverage their networks to achieve a wider reach in the communities**. In Somalia, MUDAN's (first-tier CSO partner) Facebook page received a relatively greater number of followers, because of its network of individuals and organisations within the communities. Similarly, in Sudan, Radio Nyala was a good radio partner as it is a state-owned community radio station with a wide reach in South Darfur and in Burundi, two radio stations partnered to expand the campaign's reach beyond the target community.

Impact of the Campaigns

The campaigns led to outcomes in **creating and expanding spaces for dialogue and shifts in social norms**.

Space for dialogue

Some new spaces for dialogue were created predominantly online and existing offline spaces were expanded due to the campaigns on social norms in each country.

Dialogue with powerholders

The campaigns engaged directly with powerholders in Burundi (public authorities), Somalia (clan elders), and Sudan (religious leaders). **These powerholders have influence over the community and can generate greater buy-in from the wider community to shift norms**. In Sudan, the religious leaders supported the campaign against early marriage by addressing the campaign messages in sermons, encouraging parents to refrain from marrying their daughters early. In Somalia, the clan elders attended the community events, and engaged in dialogue with women leaders. However, their engagement was limited, and no significant evidence has been found yet about larger shifts in their attitudes about women's political

participation due to the campaigns. Thus, the campaign in Somalia should continue to meaningfully engage more clan elders in the campaign, who could publicly support the campaign and lead to a wider change in attitudes and nomination of women into public positions.

Events created safe spaces for dialogue

The offline campaign **events expanded the space for dialogue by bringing people together to discuss social norms** and their impact on women's public and political participation. In Somalia, the events brought women leaders and clan elders together, encouraging them to discuss women's political participation. This was the first time the topic was discussed between these groups, so their joint participation in such an event was monumental. In Rwanda, male role models directly connected with other men, which led to a new Parents Evening Forum specifically for men, in one district, to discuss their personal opinions and perceptions about women's role in the public space. Theatre also proved to be an effective medium to facilitate discussions about sensitive topics in Rwanda and Burundi.

Radio as a space to share experiences

Radio became a new space for dialogue through interviews with women leaders and experts on gender and social norms in Burundi and Sudan. In Burundi, the radio shows featured women leaders of Village Savings Loans and Associations (VSLAs) who shared their experiences on leadership and women's political participation, and this helped **expand the VSLA platform's influence by reaching out to a larger audience** and raise awareness on women's participation and their election in the upcoming elections. In Sudan, the radio served as an **accessible space for dialogue on controversial issues**, like early marriage and FGM by interviewing gender experts, doctors, political leaders, and religious leaders. Discussing such sensitive issues impacting girls widens the space for dialogue on women's rights and their political participation in the future. By hearing messages about these topics on the radio, target audiences felt more informed about the topic; they were more willing to discuss it in their homes and communities and were more open to changing their perceptions as a result. Extensive anecdotal evidence has



Interview with a psychologist on the impact of early marriage, East Darfur, Sudan

been reported of people discussing the topics more openly now in private and public spaces, such as households, in markets and community events, as a result of hearing discussions on the radio.



Post on Umukenyenzi Arashoboye Facebook page for the campaign, Burundi. November, 2019

Online space for dialogue and dissent created

Through online campaigns, **social media created a new space for dialogue and debate** in Burundi and Somalia. The posts on Facebook pages encouraged engagement from the target audience. Many people commented in support of the campaigns, but some also expressed dissent against campaign messages. The dissenters generally used religious or traditional views to defend their position against women's public and political participation, and were sometimes harmful, showing the deeper nature of social norms. **The participation of dissenters showed that the target audience whose attitudes and behaviour change are targeted by the campaigns were engaged in the campaigns.** People in support of the campaigns typically posted short but assertive statements; this **non-confrontational support showed a willingness of online** followers to discuss and **debate on the topic of social norms.**

Additionally, Twitter also served as a new space for organisations to connect with each other and other sectors, and to publicise their work to generate support for the campaigns. Twitter (used primarily in Rwanda) predominantly reached CSOs, INGOs, and public authorities, whereas Facebook (used in Burundi and Somalia) primarily reached men and women in the communities.

Changes in attitudes and behaviours

In all four countries, the campaigns used persuasive storytelling to change attitudes and beliefs about women's public and political participation. By changing attitudes, EVC aims to shift harmful and discriminatory norms that inhibit women's participation and influence in formal and informal decision-making processes. The campaigns were successful in contributing to some signs of change in social norms among target groups, though target audiences in most countries admitted that **change in attitudes and beliefs was a long process for both men and women**. Most felt that changes in behaviour could also invite disapproval or judgement from other community members. Thus, increasing engagement with community members through longer-term campaigns will be necessary for behaviour changes to be realised.

"If she is a good woman, she will change her mind and take advice from her friends to stay home and respect what her husband wants. Actually, women [want to] get married to be a wife and a mother at home, not do business. This is how it is."

Changes in attitudes and beliefs among target groups

The campaigns were **successful in reaching the target audience and showing signs of changing attitudes** in Rwanda, Somalia and Sudan. In Rwanda, married men (target group) demonstrated change from believing that women could not attend governance meetings in public spaces to recognising public engagement of women as a right. They have begun to understand that sharing household decision-making is a woman's right as well. Although, some still believe that men (husbands/fathers) need to approve of women's (wives/daughters) public participation first. In Somalia, for example, a woman who attended one event expressed that her attitude about women's capability in political leadership had changed following her interactions with successful female politicians and leaders. Additionally, in Sudan, participants in the radio shows asked radio officials to expand EVC to other villages and localities, as people believed that EVC could contribute to increasing awareness among community members and shift norms. However, in Burundi, shifts in attitudes were not observed among men and women in the community (target groups), but public authorities showed a change in attitudes (despite not being directly targeted by the campaigns).

Changes in attitudes among role models

Role models and powerholders in communities were engaged to influence community members, but through the campaign they were also influenced to change. In Rwanda, male role models expressed that the campaigns had encouraged them to share domestic responsibilities and include their wives in financial decisions at the household-level. In Burundi as well, two male role models

changed their mind about women's participation in politics and began including their wives in decision-making about household finances. Similarly, the campaign in Sudan engaged with traditional and religious leaders who agreed to address negative social norms publicly (e.g., during sermons). **These role models and powerholders have significant influence in their communities and can use their influence for a greater shift in attitudes among community members.**



Role model from Nyanza District washes his family's clothes in Rwanda during a campaign event

Change in attitudes fuelled by change in local governance contexts

Changing local governance contexts also acted as catalysts in shifting social norms in Burundi, Somalia and Sudan. The revolution in early 2019 in Sudan, where women played leadership roles publicly, paved the way for shifting norms with increasing women's participation in community-level meetings. Seeing more women involved publicly increased people's openness to discuss the topics of women's political participation and girls' early marriage. Additionally, in early 2019, the new President of Puntland, Somalia proposed the inclusion of three women as ministers, which was challenged by clan elders. A few months later, 24 women were nominated, elected, or appointed in various political positions before the campaigns. Somali society is changing and becoming increasingly open to women's political participation, representing a change in attitudes. The upcoming 2020 elections in Burundi paved the way for campaigning on increased women's political participation. This made engaging with the target audience and holding joint events with young women and clan elders possible during the campaign. Thus, **changing contexts catalysed the impact of the campaigns on shifts in social norms.**

Actions taken by target audience

As the campaigns were successful in reaching a wide audience, and there were some signs of change in attitudes and behaviours, there were also some actions taken by target audiences and powerholders toward enabling women's inclusion in decision-making processes.

Actions taken at the household level

The campaigns in Burundi, Rwanda, and Sudan directly targeted men (husbands and fathers). In Burundi and Rwanda, women's roles in the domestic spheres were

challenged and **men were encouraged to share women's household responsibilities, so women could participate in the public and political sphere.** It was found that many men had begun sharing household responsibilities with their wives by helping them with cooking, cleaning, childcare (Rwanda), and including them in decisions about household finances and planning (Rwanda and Burundi). Some also began supporting their wives in public and political engagement. In Sudan, parents were targeted to persuade them not to marry their daughters off early. After the campaign in East Darfur, 11 parents allowed their daughters to continue their education and refrained from marrying them off early; many other parents committed to refrain from early marriage. These actions taken at the household level show more concrete shifts in attitudes.

Actions by powerholders and public authorities
Powerholders and public authorities' commitments or actions can have a larger persuasive influence amongst community members. In Sudan, the headmaster of a school expressed his ardent support for the campaign against early marriage in East Darfur and committed to organise sessions with parents of the children to discuss negative consequences of early marriage. Additionally, the Ministry of Health in Sudan, also impressed by the campaign in East Darfur, urged CARE to collaborate with Salima, an advocacy group against FGM.

In Burundi, some male role models championed the emerging movement towards increased women's political participation by working with other community leaders to mobilise other men to support women to get elected during the elections. The commune administrator of Giheta was compelled by the campaign and decided to personally lead the offline campaign. He established a committee that gathered different organisations to encourage women's political participation and led the offline events by inviting community members and sharing the messaging. It was also found that an electoral code regarding registration of marriages was a significant obstacle for women to run for elected office. The code stated that women in an unregistered marriage were not allowed to get elected. Some men said that they could not afford to pay the BIF 2,000 (~1 Euro) required fee to register the marriage. The commune administrator decided to abolish the fees to legalise marriage following the campaign. This signified a big step toward **enabling more women to stand for local elections.** The local committees in Giheta also attempted to **ensure women's representation increased from 20% to 30%** and their voice was taken into account.

These significant outcomes exemplify the power of embedding a key public authority within the campaign. Thus, persuading powerholders and public authorities can lead to an augment in the campaign's reach and impact.

Policy changes

Campaigns leading to shifts in attitudes have resulted in individual people taking actions to support more women's

participation in decision-making processes, and as time passes, there might be more steps taken by policymakers and policy implementers, which are yet to be tracked. In Sudan, the government criminalised FGM in April 2020 following advocacy efforts by various INGOs in Sudan; the social norms campaigns by CARE Sudan contributed to these advocacy efforts as well. In Burundi, we also expect that the campaign will contribute in part to the localisation and implementation of the 30% women's quota.

Capacity of local staff

The trainings by RNW/RNTC were instrumental in **increasing the capacity of CARE and partner staff and journalists who participated in the trainings to use persuasive storytelling and media for campaigning.** The changes in which the campaigns have contributed demonstrate that programme staff and journalists were able to use their new skills and knowledge to influence actors in their contexts. In all countries, CARE staff have also shown an interest in continuing to use campaigns in their programmes to shift social norms whenever possible.

Partners continuing campaigning

Local partners have also continued using social media for other interventions in Somalia and Burundi as a result of the training they received. In Somalia, partner organisation MUDAN organised seven accountability forums between local district officials and community members. These accountability forums, conducted offline, were also publicised on social media to encourage engagement from a wider audience online. In Burundi, Yaga (a digital media organisation) organised an advocacy campaign for the removal of taxes on menstrual products.

Strengthened alliance with local media

The trainings by RNW/RNTC also facilitated stronger partnerships of CARE and CSO partners with local media actors, like the radio, which was used effectively in three countries. These new partnerships also enabled a change in their programming: **sensitive social norms were publicly discussed on the radio for the first time.**

In Sudan, Radio Nyala, a state-owned radio station, discussed sensitive topics like FGM and early marriage for the first time. Similarly, in Burundi, this was the first time that women's political participation was publicly addressed on radio. Journalists from Radio Isanganiro in Burundi also introduced another weekly programme on women's political participation that continues today. Despite the conclusion of the campaign in Burundi, two radio stations still continue the programming that was launched by the campaign due to its popularity.

Thus, the trainings were not only useful for the campaigns on social norms, but also increased the capacity of local staff and partners to continue using media and persuasive storytelling for campaigning.

Key Learnings and Conclusion

With support from RNW/RNTC's training and coaching, the local teams in Burundi, Rwanda, Somalia, and Sudan successfully ran persuasive offline and online campaigns focused on sensitive social norms in their contexts. While not all the targets in the countries were met and improvements could be made to increase the effectiveness of future campaigns, the campaigns did achieve significant successes. The following are some key learnings from the campaigns:

- **Ensure there is sufficient staff and financial capacity to implement campaigns.** Through the trainings and coaching with RNW/RNTC, a key challenge was the lack of dedicated staff capacity to implement campaigns. Dedicated resources should be committed and accounted for when planning, implementing, and monitoring campaigns. Although some countries were able to find the capacity externally, teams need to ensure that there is staff available to invest dedicated time and effort towards campaigning and media use.
- **Engage the target audience strategically in the campaign.** While all countries aimed to target specific audiences, it often requires more hands-on staff time and online moderation. For example, in [Somalia](#), the campaign aimed to target clan elders and women. Predominantly women and few clan elders were reached through their participation in the events, but the engagement of clan elders online could not be tracked, as that demographic information cannot be obtained online. In [Burundi](#) and [Somalia](#), social media is young male-dominated and urban-centric. Reaching more women and people of different ages, and in rural communities, requires more targeted work. Additionally, the radio shows in [Sudan](#) were not held when women were free to listen; campaign programming must better account for their target audience's schedules.
- **Develop more targeted, clear and nuanced messaging.** In [Rwanda](#), the campaign focused on persuading men that domestic responsibilities should be shared so women can participate in public decision-making processes. Instead of seeing participation as a woman's right, some target groups still believed that women needed men's permission to participate. In [Sudan](#), one campaign was designed to increase women's political participation, but the campaign led to an increase in discussions about education, financial inclusion, FGM, and early marriage instead.
- **Practice light, strategic online moderation without censorship to increase diversity of voices.** In [Somalia](#) people were hesitant to comment and share strong views in support of the campaign in fear of retaliation. Taking measures to ensure that the digital community is a safe space and enforcing non-biased moderation techniques is essential.

- **Strategically link offline and online campaigns.** The offline campaigns in all the countries were successful in reaching target audiences and opening spaces for dialogue. However, a stronger link to social media would ensure a wider reach and expand the dissemination of the same set of key messages. For instance, keeping the momentum of the campaign going on social media with the use of moderated discussions and hashtags even when offline events are not occurring will keep the target audience engaged for a longer period of time.
- **Collaborate with local organisations.** Local organisations or media houses achieved a wider reach among community members, whereas CARE's pages attracted a greater audience from INGOs. By collaborating with community organisations and local radio, CARE can reach both the community members and INGO staff to share campaign messaging. Governments should also be urged to integrate social norms campaigns into government media plans and provide appropriate funding to local radio stations.
- **Design strong monitoring and evaluation frameworks that are tailored to the campaign objectives.** M&E frameworks should be incorporated in the design of the campaign, and targets should be set based on measurable indicators, since accurate demographics cannot always be tracked on social media. Ensuring that targets can be successfully measured by analytic technologies before setting M&E targets will make analysing campaign outputs more feasible.
- **Campaigning can lead to longer-term outcomes.** Although the campaigns achieved some shifts in social norms within the target audience, there were some wider reaching outcomes. For example, the headmaster of a school in [Sudan](#) asked for CARE's support in awareness raising sessions about girls' early marriage; and in [Burundi](#), a local authority who was inspired by the campaign abolished the marriage registration fees enabling more women to participate in elections. Continuing to follow the progress of these outcomes will improve the measurement of the impact of the campaign.

Overall, physical spaces for dialogue were expanded and new spaces for dialogue were created online and through radio, where people were able to express their support and dissent for the campaigns on social norms. Since the campaigns facilitated the discussion of sensitive social norms publicly, changes in people's attitudes and behaviours were realised, especially at the household level, and amongst some powerholders who have an influence over the community. Some actions were also taken by target audiences towards encouraging women's public and political participation. These actions were mostly among men supporting women's participation, and powerholders and public authorities committing to certain actions. Campaigning over longer periods of time with more robust M&E follow-up is required to document and measure policy changes and analyse the contribution of campaigns on social norms.

References

Burundi

- CARE International in Burundi (2019) *After Action Review #UmukenyeziArashoboye Campaign*.
- CARE International in Burundi (2020) *Quarter 4 Report 2019*.
- CARE International in Burundi (2020) *Annual Report 2019*.
- CARE International in Burundi (2020) *Outcomes Database 2019*.
- RNW/RNTC (2020) *Assessment of #UmukenyeziArashoboye Campaign*

Rwanda

- CARE International in Rwanda (2019) *After Action Review of Campaigns*.
- CARE International in Rwanda (2020) *Annual Report 2019*
- CARE International in Rwanda (2020) *Outcomes Database 2019*.
- CARE International in Rwanda (2019) *Quarter 3 Report 2019*
- CARE International in Rwanda (2020) *Quarter 4 Report 2019*.
- RNW/RNTC (2020) *Assessment of RNW/RNTC Media's Approach to Campaigns*

Somalia

- CARE International in Somalia (2019) *Advocacy After Action Review: Offline dialogue on calling for women's participation in upcoming Somalia federal election*
- CARE International in Somalia (2019) *Every Voice Counts Social Analysis Action Report*
- CARE International in Somalia (2020) *Every Voice Counts Annual Report 2019*
- CARE International in Somalia (2019) *Every Voice Counts Quarter 3 report*
- CARE International in Somalia (2020) *Every Voice Counts Quarter 4 report*
- CARE International in Somalia (2020) *Outcomes database 2019*
- RNW/RNTC Media (2020) *Assessment of RNW/RNTC's Approach to campaigns – CARE Somalia*

Sudan

- CARE International Switzerland in Sudan (2019) *Baseline survey on women's participation in decision-making*
- CARE International Switzerland in Sudan (2020) *Let Her Grow/ Khaloha Takbar Campaign Report*
- CARE International Switzerland in Sudan (2020) *Annual Report 2019*
- CARE International Switzerland in Sudan (2019) *Focus Group Discussion Report for Persuasive Radio Campaign Khaloha Tisharik Bitagdar*
- CARE International Switzerland in Sudan (2019) *Khaloha Tisharik Bitagdar Radio Campaign Report*
- CARE International Switzerland in Sudan (2019) *Vignette Pilot Implementation Report*
- CARE International Switzerland in Sudan (2019) *Quarter 4 Report, 2019*
- RNW/RNTC Media (2020) *Assessment of Campaigns Research Report for CARE Sudan*.

Annexes

Annex 1: Executive Summaries of Country Reports

Burundi

CARE Burundi launched a campaign from September to December 2019 to tackle social norms related to women's participation in decision-making processes. First, CARE Burundi conducted a study on social norms related to women's role in the household and the public sphere to identify the crucial harmful norm that EVC wanted to transform. Then, with the support of RNW/RNTC, CARE Burundi embarked on a campaign targeting women and men, and young people who think that women should, to persuade them that women are capable of leadership, and women leaders can support conflict-free, happy and united families.

The campaign, called *Umukenyazi Arashoboye* (Women are Capable) was conducted online and offline from September to December 2019 and targeted the Giheta commune. The campaign targeted 4000 men and women (aged 25-40), and 2000 youth (under 25 years). The offline campaign was designed to reach people within the communities, and the online campaign was designed to have a wider reach across the country. The online campaign primarily ran through a campaign Facebook page set up by CARE Burundi and was supported by CARE Burundi's own Facebook page.

The offline campaign focused on Giheta commune, where the commune administrator was compelled by the offline campaign and decided to personally lead the campaign. He established a committee that gathered different organisations to encourage women's political participation and led the offline events by inviting community members and sharing the messaging. He also selected role models within the communities (from VSLAs and Peace Clubs) who took a lead in organising campaign activities. Five grassroots events were organised. Additionally, radio played a crucial role in the campaign: Voice of Women Radio broadcasted three episodes on women's political participation and Radio Isanganiro broadcasted three community Q&A sessions on women's participation.

The campaign was successful in creating a new online space for dialogue, where supporters and dissenters against the campaign came together to share their views on the campaign. People either expressed that women should stay at home and take care of household chores, or supported the campaign, or asserted that women can and should hold leadership positions in their communities. On CARE Burundi's Facebook page, audience from the INGO sector also congratulated and supported CARE Burundi for the campaign. Due to the offline campaign, the radio programmes were successful in expanding space for women to share their experiences publicly – women

leaders from VSLAs shared their experiences on leadership and women's public and political participation.

Campaign impact in Burundi

The offline campaign in particular led to changes in mindsets among public authorities about women's political participation, and men began committing to include their wives in household-level decision-making. Some male role models championed the emerging movement towards increased women's political participation by working with other community leaders to mobilise other men to support women to get elected during the elections.

It was also found that an electoral code regarding registration of marriages was a significant obstacle for women to run for elected office. The code stated that women in an unregistered marriage were not allowed to get elected. Some men said that they could not afford to pay the BIF 2,000 (~1 Euro) required fee to register the marriage. The commune administrator decided to abolish the fees to legalise marriage following the campaign. This signified a big step toward enabling more women to stand for local elections. The local committees in Giheta also attempted to ensure women's representation increased from 20% to 30% and their voice was taken into account. These significant outcomes exemplify the power of embedding a key public authority within the campaign.

Additionally, the trainings by RNW/RNTC led to an increase in local staff's capacity to implement campaigns, with an increase in local media's engagement towards women's participation in politics. CARE Burundi staff will continue campaigning for other programmes and engage with local organisations better to expand the reach of the campaign.

The campaign was successful in achieving the targets it set and creating an online space for dialogue. Additionally, the offline campaigning led to a significant policy change enabling more women to participate in politics. Influential men changing their mindset and committing to spreading the word was also crucial towards amplifying the impact. Thus, campaigning efforts continuing to encourage women's political participation could have a significant impact on the upcoming 2020 elections.

Rwanda

CARE Rwanda launched a campaign from October to December 2019 to tackle social norms related to women's public participation. First, CARE Rwanda conducted a study on social norms related to women's domestic responsibilities. Then, with the support of RNW, CARE Rwanda embarked on an online and offline campaign targeting married men who believe that women should not

participate in annual Imihigo planning process to persuade them that their household's needs would not be fully reflected in Imihigo planning (and budgeting) if their wives did not participate in public discussions where Imihigo inputs are raised.

The campaign primarily ran offline in five EVC districts by engaging 100 men as role models to persuade 800 men to challenge their beliefs. These 100 role models were men who participated in other programmes by CARE Rwanda, and were trained on domestic violence and conflicts, played an influential role in the community. These role models conducted house visits with 800 targeted men, used theatre, community events, flyers, speeches with public authorities, and persuasive personal interactions to discuss women's decision-making, public participation, and power dynamics between men and women. Approximately 1600 house visits by the role models, 12 sketches/plays, 10 grassroots events, 11 radio shows, and 3 TV shows were produced for the campaign through which 6,510 people were indirectly reached.

The online campaign complemented the offline campaign activities and ran on PFTH's Facebook and Twitter pages. The hashtag #RealMan was not used consistently, affecting people's engagement with the online campaign. Since PFTH is an umbrella organisation, the Twitter page was particularly useful in publicising the campaign to other CSOs and NGOs in Rwanda.

Campaign impact in Rwanda

Many positive results emerged due to the campaign. First, the RNW/RNTC trainings led to an increase in CARE Rwanda and PFTH teams' capacity to initiate offline and online campaign activities, adopting many elements of persuasive storytelling approach. The offline events received public attention and support from other CSOs and public officials.

There was a change in attitudes and beliefs among target groups. They grew to recognise women's rights and benefits in participating in public spaces, from believing that domestic responsibilities should be women's priorities. However, some men still believed that women needed men's permission to participate publicly, and it was not their inherent right; showing that the campaign messages could perhaps be misleading in the short period of campaigning time. The campaign also led to an increase in men sharing domestic responsibilities and decision-making. The role models began involving their wives in financial decision-making within the family and supporting their wives in public engagement by sharing household chores.

The offline activities also expanded space for dialogue for men to discuss their personal opinions and perceptions about women's role in the public space. A new Parents Evening Forum was initiated in one district, only for men to come together to discuss better cohabitation with their families. The campaign also received positive feedback from communities and local authorities, with parliamentarians giving speeches on women's public

participation in the campaign. Additionally, an online space for dialogue was created through PFTH's Facebook and Twitter, where people commented on women's participation and social norms, and debated on men and women's responsibilities in the household and in the country's development.

Although the online discussions were limited, the campaign was quite successful offline. Men became more open to the idea of women's participation in public spaces and took actions to convince others not reached by the campaign.

Somalia

CARE in Somalia launched a campaign from August to December 2019 to tackle social norms related to women's participation in decision-making processes. First, CARE Somalia conducted a study on social norms related to women's public/political participation to identify the crucial harmful norm that EVC wanted to transform. Then, with the support of RNW/RNTC, CARE Somalia embarked on a campaign targeting clan elders in Puntland to persuade those who thought women should stay away from politics to instead support women to be successful politicians and provide them with opportunities to prove their political power.

The campaign involved two (offline) events in August and December 2019 organised in Garowe to encourage women's political participation. Successful and influential women were invited as panellists to both events, and young women, men and clan elders came together to talk about women's participation in decision-making processes. These events aimed to motivate young women to participate in the upcoming 2020 elections. Affiliated with the events, an online campaign was launched using the hashtag #Hiildumar. CARE Somalia's Facebook page (reaching 49,194 people), and MUDAN's Facebook page (reaching 46,338 people) were used to disseminate information, updates, and persuasive messages related to the campaign.

Campaign impact in Somalia

The campaign generated positive results. The RNW/RNTC trainings led to an increase in CARE Somalia team's capacity to initiate offline and online campaign activities, including adoption of many elements of the persuasive storytelling approach. MUDAN, as a local partner, was instrumental to the online reach, since it could tap into the its network of organisations and individuals in the community.

The CARE Somalia team was able to initiate offline and online dialogues on women's political participation in Puntland and nationwide. The in-person events were crucial in bringing people together and building a space for dialogue between women and clan elders. Women found a space to encourage each other towards political participation publicly. The online campaign also created a new space for people to exchange views with each other

and express their opinions on women's political participation openly. While some people supported the campaign, dissenters also found a space online to express their opinions against women's political participation. The participation of dissenters showed that the target audience whose attitudes behaviour change are targeted by the campaigns were engaged in the campaigns.

The change in local governance contexts in Somalia also fuelled the change in attitudes. Before the campaign, women were appointed in various leadership positions in Puntland, and this increasing interest in the representation of women and youth presents changing attitudes among people. Due to the limited time-frame, it was not possible to track any significant changes in attitudes. However, the campaigns witnessed a large audience of youth, especially women, during the events, and women were able to network and were inspired by local influential leaders. The clan elders who participated in the events were generally supportive of the campaigns, and their testimonies were posted across social media. However, no actions taken by other clan elders (who did not participate in the events) have been tracked yet.

Thus, the RNW/RNTC trainings led to an increase in CARE Somalia team's capacity to initiate offline and online campaign activities adopting a number of elements of the persuasive storytelling approach. A dialogue on women's political participation was initiated in Puntland, and an online space was created to discuss social norms and women's role in politics.

Sudan

CARE Sudan launched two campaigns from October to December 2019 in East Darfur and South Darfur.

In East Darfur, a study was conducted to understand the crucial harmful norm of early marriage. Following this, a radio campaign called '*Khaloha Takbar*' ('Let Her Grow') was launched to challenge the norm and persuade fathers/parents that girls' early marriage does not align with religious teachings. The campaign used Imams, and experts like a psychologist, mid-wife, economist to influence parents of young girls. Radio Edaein, partnered with CARE Sudan and interviewed these experts and broadcasted live discussions to the local community on a weekly show. They also conducted six community discussion sessions where community-based trainers and Imams discussed early marriage and its negative impact on girls and their parents.

In South Darfur, CARE Sudan embarked on a campaign called '*Khaloha Tisharik Bitagdar*' ('She is capable, allow her to participate') to persuade men who disagree with women's participation in decision-making to include women in community-based reconciliation mechanisms in accordance with the 25% national quota. CARE Sudan partnered with Radio Nyala, a local radio station in South Darfur. Together they developed core messages around support for women's political participation from an Islamic

perspective and encouraging women's participation to improve household economic status. Radio Nyala used radio spots and adverts, recorded community discussions in three villages, six radio interviews with local gender experts, and conducted interviews with female powerholders and male role models in six villages. Although the campaign aimed at increasing women's political participation, the discussions were around early marriage, FGM, education, and financial inclusion, which can all be steppingstones towards political participation.

Campaign impact in Sudan

The campaigns were successful in creating a space for dialogue on social norms, and radio in particular was a new space – Radio Nyala is a state-sponsored radio station that discussed sensitive social norms publicly for the first time. There were additional dialogues with Imams to use their influence in the community, who addressed social norms in their sermons. The campaigns also allowed communities to openly discuss sensitive issues like FGM and early marriage, which widens the space for dialogue on women's political participation in the future.

Educational institutions were also inspired by the campaign; Nyala University's Peace and Development Centre established a gender department to discuss social norms and their effects on women's political participation. Additionally, a Headmaster of a primary girls' school in East Darfur also expressed ardent support for the campaign and committed to organise sessions with parents of children discussing the negative consequences of early marriage.

A change in attitudes among people was observed in East Darfur; 11 parents of school girls allowed their daughters to continue education and refrained from marrying them off early. Further, community members also expressed enthusiasm for the radio campaigns to focus on other harmful social norms like FGM and asked for EVC to be expanded into North Darfur states.

This was the first time that radio was used for campaigning, and local teams recognised the effectiveness of media campaigns in achieving a shift in social norms. The campaigns also received attention from the Ministry of Health, who asked EVC to coordinate efforts against early marriage with Salima – an advocacy group for FGM. Additionally, in April 2020, the government criminalized FGM in Sudan, following advocacy efforts by various INGOs. The social norms campaigns by CARE Sudan also contributed to these advocacy efforts for the policy change.

Annex 2: Research Framework

This study analysed the contribution of the campaigns in Burundi, Rwanda, Somalia, and Sudan to new spaces for dialogue, changes in attitudes and behaviours, actions taken by the campaigns' target audience, and the capacity of the CARE teams to implement campaigns.

Research Objectives

This study aimed to achieve the following objectives:

- To improve the effectiveness of the EVC programme, more specifically its public engagement and social norms work.
- To triangulate data and evidence from the EVC programme including the analytics of the campaigns, SNAP findings, quarterly reports, and outcomes harvested to determine what, if any, effect the campaign had on outputs and outcomes.
- To analyse different campaigning approaches and impacts that positively and negatively affect outputs and outcomes harvested.
- To identify specific recommendations related to campaigning and social norm interventions.

Research Questions

Primary research question: To what extent did the persuasive campaigns have an effect on EVC programme outputs and outcomes?

To answer this overall question, the following research **sub-questions** were investigated:

- What new spaces for dialogue have the campaigns created?
- To what extent did the campaigns result in perceived changes in attitudes or behaviours?
- To what extent have actions been taken by the campaign's target audiences?
- To what extent have the capacities of the CARE local teams to implement campaigns changed?

Methodology

This study is based on a **qualitative analysis** of reports and documents from CARE and RNW/RNTC. The SNAP⁶ studies fed into the aims and objectives of the campaigns. Following, the training by RNW/RNTC and the implementation of the campaigns, **RNW/RNTC wrote reports on the online campaigns**, analysing social media engagement, and any baseline surveys that were conducted. CARE also reported on the campaigns **with After-Action Reviews (AARs), the quarterly reports, and the annual reports for 2019**, which included the results related to the campaign. The RNW/RNTC reports were used as the primary resource for analysing **the contribution of the campaigns to the outcomes that were harvested**, while the SNAP and (any) baseline surveys were the primary resources for the baseline data. The AARs and the quarterly

reports were used for the details on the offline campaign activities, and any other reports were used to substantiate the activities and the outcomes from the campaigns.

Further, eight KIIs were held with 11 CARE country staff and local partner staff in addition to one KII with three RNW/RNTC staff, for a holistic perspective on the implementation and impact of the campaigns. First, country-wise reports were written for the campaigns, and these were used to write this global study on using persuasive storytelling for effective campaigning.

Limitations

The study uses **secondary data** produced by different organisations for varying purposes (e.g., donor reporting, training evaluation, analytics, etc.). The data collection process for these reports was not designed to answer the research questions of this study, thus it is difficult to determine strong linkages.

RNW/RNTC reports on online engagement included demographic information on Twitter and Facebook. This **data is self-reported and may not align with reality**. Thus, demographic information may not be accurate and should be considered as an approximation.

In Burundi and Rwanda, baseline surveys were conducted along with the SNAP study, before the campaigns. However, the participants in the SNAP and the baseline surveys were not similar groups of people, and may **represent different demographics**. Hence, it was difficult to validate the findings across both groups. Similarly, in Rwanda and Sudan, endline FGDs were conducted to assess the impact of the campaigns. However, the groups in the baseline or SNAP study, were not the same people to be assessed after the campaign. Thus, the results from the baseline and the endline FGDs may not be fully representative, as **the respondents for the baseline and endline surveys were different**. Since the campaigns in all countries ended only in December 2019, there was **not enough time to conduct thorough endline surveys and FGDs to study the impact of the campaigns in 2019**.

Based on these limitations, there are **inconsistencies within the data sources**, leading to a lack of concrete and long-term evidence towards a change. The significant changes discussed in this report are only the ones that were immediate and tangible. However, EVC is a lobby and advocacy programme, of which one intervention towards a particular target audience, can also affect various groups of people, **catalysing changes that were not captured** through our data sources. A longer-term approach is likely needed to capture all of the rolling impact of the campaigns.

⁶ Social Norms Analysis Plot (SNAP) study was conducted in each country in 2019 to identify the **key components of a specific, pre-**

identified social norm and enable measuring changes in this norm over time.