The United Nations Development Program (UNDP) supports the transition process in Tunisia by promoting the establishment of an inclusive dialogue. This dialogue enables all participants, especially civil society, to participate in this important phase of the history of the country, so that, over time, it can become a key player in the development of society. The priority of UNDP is to strengthen the role and place of civil society in a democratic Tunisia undergoing a full mutation. Accordingly, it puts its expertise at the disposal of its partners to accompany them in the success of their projects and enable them to achieve their goals.

As part of the implementation of their activities, civil society organizations (CSOs) are called on to become advocates and lead awareness and popularization actions, which require a mastering of modern communication tools.

It is in this spirit that UNDP developed this guide, which aims to present—in a practical and simplified way—the foundations for internal and external communications for use by CSOs, as well as the awareness-raising and advocacy tools they must have in order to carry out their mission with success.

Designed in a format that is both fun and educational, and illustrated with cartoons, this practical book provides CSOs with a set of helpful tools and tips that will enable them to ensure their daily communication.
The Approach
Communication Fundamentals for CSOs
The attitude of a professional, the ethics of a militant
Competence at the service of performance
How to communicate? Proximity and participation
The dimensions of associative communication
The action plan for internal communication
The evaluation of internal communication

06  Securing financing for the association
07  External communication
08  Inform, media coverage of activities and achievements
10  Changing behaviours
11  Promoting the association
12  Advocacy and awareness-raising
21  Advocacy
21  Awareness-raising

SUMMARY
Intended for newly established as well as experienced organizations, this guide is designed to strengthen the capabilities of CSOs in the fields of communication, education and advocacy.

A participatory approach has been adopted to meet the needs of associations. For this purpose, semi-structured interviews were conducted in the form of focus groups with actors of civil society.

A field report was prepared to identify structural weaknesses more related to the associations than to their environment. After analysis and synthesis of the interviews, the following recommendations were identified, providing the basis to develop a guide which:

- Is easy to access thanks to the use of simple vocabulary
- Is attractive by its graphics and illustrations
- Promotes the exchange of experiences and the dissemination of good practices, in particular through a toolbox which includes all of them
- Introduces fact sheets and recommendations
COMMUNICATION FUNDAMENTALS FOR CSOs
About communication and information

The experience of CSOs often reveals the existence of significant confusion which harms the performance of an association. This classic confusion comes between the concepts of communication and information.

Information exists independently from its transmission. However, when it is viewed from the standpoint of our social existence, information cannot exist independently and unrelated to communication. It is the raw material of communication and its content. In other words, communication is the sharing of information; it consists in circulating information (a message, an idea, an opinion, a rule, etc.) between several protagonists through a medium (the human voice, a handwritten page, television, radio, the telephone or an email, etc.).

Communication is an exchange that implies information and at least two protagonists. But this is not enough since communication is a participatory process par excellence.

**RECOMMENDATIONS FOR EFFECTIVE LISTENING**

- Accept the other and their “world model”, that is, listen with empathy.
- Be available
- Ask questions to ensure understanding of what is being said. This doesn’t mean accepting or approving
- Avoid interpretation, judgments and projections

Associative communication

Associative communication derives from the somewhat controversial concept of associative marketing*. When this concept is mentioned, voices often rise to denounce it because it is associated with commercial marketing* and its sales techniques and manipulation. However, given its objectives in favour of the public interest and the fact that it is far removed from the commercial and financial objectives of traditional Marketing*, associative marketing is primarily an approach. It is an exploratory effort which combines three variables: objectives, targets, and communication methods, to enable the association to target its audience to communicate better with it and consequently achieve the objectives it has set for itself.

* Terms with an asterisk are explained in the glossary at the end of the document
Today, the associative marketing approach appears to be a requirement for associations if they want to continue their charitable missions and expand their activities. Given this, there is another equally important corollary concept: associative communication. It is a requirement for several reasons:

- It guarantees the visibility, the brand recognition and sustainability of associations.
- It enables the creation of a climate of trust, exchange and sharing between the different internal and external stakeholders.
- It enables associations to differentiate themselves from each other when fundraising, recruiting volunteers and defending their cause.

Ultimately the goal is to give the public the desire to support the association. Associative communication is, as such, essential and plural since it varies depending on the specific aims of each CSO. It should be noted that associations don’t need to have a highly-developed communication strategy, just a regular method of communication. Communication is not static. It must be rethought and adapted to each situation and each purpose.

**The logic of social ties**

Associations are primarily the result of a desire to create social bonds. It is therefore logical that this is reflected in the communication of CSOs rooted in the values of fraternity and active solidarity.

To attain successful interaction, the model of the cooperation structure must be set up by sharing information, values and emotions, so as to facilitate the implementation of a jointly defined project. It is important to immediately grasp the special role of CSOs in society. This role is outside of the dominant mercantile model which governs trade exchanges and is based on individual interests. When the market excludes those who cannot become its customers and when the state excludes those who do not have full citizenship status, CSOs take over and take responsibility for creating social ties through their solidarity efforts.

The art of building interpersonal relationships is the necessary requirement for effective communication because it helps to create deep and unconscious harmony aimed at facilitating exchange. It’s about creating a relationship of trust and mutual respect (win/win position), consistent with the basic needs of human beings (safety - recognition).

The communication philosophy of an association reflects its willingness to create social bonds. This relational communication has its foundations in a willingness to share. It creates a relationship based on interest in learning about others, for exchange and mutual understanding. It involves active and conscious participation of individuals. It is the result of an individual decision rooted in the desire to act. This desire is motivated mainly by three factors: self-esteem and self-confidence, respect for and trust in others, and interest in the project. However, this interest is not financial: it is ideological (participation is the way to progress one’s ideas), psychological (participation contributes to improving self-confidence) and social (participation can provide a new position and help acquire skills and meet new people).
CSOs represent the public interest and the defence of causes that are part of a non-market* public space. One of the fundamental differences between CSO communication and corporate communication is the respect that each has for its audience.

The ethics* of conviction imply that CSO actions are motivated by the public interest. Compliance with these ethics and the development of strategies centred on relationships are the main means to ensure that the social link* will override merchandise.

2. Competence at the service of performance

Internal communication and external communication

When does a CSO communicate? Why do CSOs communicate?

Before answering, we must make a distinction between two main types of communication used by CSOs: internal communication and external communication.

Internal communication mainly involves the executive board, the active members, the members and the volunteers. Informing them about the news of the association, mobilizing them for a project or action and motivating them, are vectors of internal communication. It is a collective competence that enables the creation and maintenance of good dynamics and the proper functioning of the association.

External communication involves all of the protagonists of the world of action in daily activities: convincing a funder, promoting an action or a project the association is leading, raising awareness about an issue, getting one’s message across at a press conference, lobbying policy makers to enact or amend a law, gaining visibility in the public space, negotiating with service providers, etc. These are all instances when the CSO is called upon to communicate with the outside world.

The fields of external associative communication

By studying all the activities of associations, it becomes easy to define the different areas that need to be focused on.

The diagram below summarizes these areas:

Associative communication is - above all - a strategic issue. It requires a wide range of skills, tools and methods. It seeks to boost the performance of CSO activities. It deeply affects the functioning of an association. It is both the key to effective management and optimal visibility of action*.
HOW TO COMMUNICATE?
PROXIMITY AND PARTICIPATION
Communication programmes should utilize all available modern and traditional media facilities and channels and orchestrate them in a synergistic way. The association of several methods and tools with interpersonal channels increases the impact of communication campaigns, which are increasingly used to support clearly established development priorities.

Accordingly, associative communication further uses the media that will enable it to forge close links with citizens. Therefore, it must promote:

- Direct and participatory communication: meetings, trade shows, fairs, street performances... and all forms of public relations: invitations, private and public partnerships, press relations (press releases, advertorials, articles, etc.).
- The use of "small media": flyers, posters, flyers, banners, etc.
- The use of information and communication technologies: websites, newsletters, e-mail, toll-free numbers, etc.

However, in some regions, particularly in villages and towns where access to these forms of communication - considered modern - is non-existent, we must resort to more traditional forms of communication such as the town crier, poetry, proverbs, songs, stories and tales during traditional gatherings such as weddings, religious festivals, market days, the preparation of annual food provisions (aoula), seasonal work in the fields, etc.

Consequently, culture and history play an important role in the social development of a community. Preserving traditional forms of communication and social change are not incompatible. Traditional communication can be important for facilitating learning, changing behaviour, participation and dialogue for development ends.

Besides, in some contexts, it is to the advantage of associations to combine traditional and modern methods of communication. They can improve the quality and scope of their programmes. In addition, associations benefit from using the techniques and methods of participatory communication to build trust and improve ties between all participants, thus ensuring the success of the actions taken.

Some media such as television, radio and displays can be used by associations to get a message across to the public. However, the use of these major media is not accessible to all associations. They are clearly efficient communication means with a high impact on the general public, but they are expensive in terms of design costs and purchase of space. They are, therefore, not accessible to young associations that do not have sufficient funds.

WHY MUST A CSO COMMUNICATE?

The dimensions of associative communication

The first objective for an association is to motivate people both in-house and externally. Since their commitments are different, it is necessary for the association to develop specific actions for each target audience.

With supporters, the objective is to keep in touch and make them members
With members, the objective is to retain them by increasingly involving them in the life of the association.

Specific objective 1: Improve internal communication

Internal communication plays a major part in the communication strategies of CSOs. It is essential to maintain the mobilization and motivation of volunteers, who are the strength of the CSO, by delegating certain responsibilities to them, and by involving them in the implementation of the CSO’s strategy and in the decision process. Members must also be retained by offering them greater involvement and by keeping them informed through mailings or newsletters. This helps to create a favourable climate for a good flow of information.

01 The town crier is an oral transmission relay. It is someone – generally a man – in charge of announcing information to the public.
1. Who are we?
- When? One to three important dates in the life of the association (e.g. creation date, date a prize was won, etc.)
- Who? The founders of the association.
- Why? The reason that led to the creation of the association.
- For whom? The beneficiaries of the association’s projects.
- Where? The place of creation or the region of interest.

2. Why did we become an association?
It must be possible to explain the activities and results the SCO wants to achieve in three lines to a person who is unfamiliar with them.

3. What are our three core values?
Tip: rank the three values by importance.

4. Now, summarize the above three points to write a paragraph introducing the CSO:

- Information availability
  Information is at the heart of the association’s operation. This is the first aspect to consider because it provides the raw material for internal communication.
  
  The correct issuance, distribution and reception of messages are the guarantors of effective teamwork.

- Conviviality
  Conviviality is the indispensable condition for the establishment of a good relationship between members. Individually, everyone needs to work in an associative framework within which social communication is positive. Indeed, the volunteer status sometimes generates resistance to an activist environment where human interactions are weak or conflictual. A relationship totally devoid of feelings can only lead to a world of artificial relations, the source of an unappealing or repulsive and stressful atmosphere which can potentially undermine the scope of activities. Therefore, conviviality must be considered a strategic objective which requires appropriate attention and special tools.

  Activities to develop conviviality must be planned in advance. As such, rest and relaxation activities and events during which all members get together amicably, should be included in the calendar. For example, it is recommended that a party be planned at the end of each activity or when a project comes to an end.

- TIPS
  - Be selective in information dissemination.
  - Find a balance between over-information and under-information.
  - Ensure that all members are regularly kept informed of the progress of projects and ongoing actions.
  - Be sure to regularly inform members of CSO news, to avoid under-information, which is the leading cause of the disengagement of members of an association.
  - Harmonize the association’s communication. To be correctly transmitted, information must be simple, precise, complete and useful.
Participation

Participatory logic* offers several advantages:

- It allows everyone to be active and to be a player in the life of the association;
- It stimulates the collective and connective intelligence* of members. The solutions proposed correspond to the realities and daily activities of the association;
- It enhances skills and talents and gives tacit individual recognition which is essential to active involvement in the life of an association;
- It promotes member accountability during the decision-making phase and puts them in a psychological posture oriented towards problem solving.

Collective adhesion

(see “recruitment of volunteers” below) In order to ensure group adhesion, it is important to focus on the first dimension of internal communication, that is to say, the availability of information. In order to establish a regularly updated list, it is advised to have:

1. A telephone directory
2. A list of e-mail addresses
3. A list of Facebook accounts

It is also very important to multiply the number of information dissemination channels. Therefore, instead of using a single channel, use all three lists simultaneously to ensure that the information is conveyed to all members.

The tools of internal communication

Strategic tools

“You can’t have successful external communication if you don’t know how to communicate internally.” This statement implies the importance of internal communication between all members. It is based on goals and values shared by all members. Before being able to communicate with others, it is essential to know how to formulate the essence and objectives of the associative project to one’s self.

Sheet no. 1 - internal communication diagnosis

<table>
<thead>
<tr>
<th></th>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>Availability of Information</td>
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<tr>
<td>Conviviality</td>
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<tr>
<td>Participation</td>
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<tr>
<td>Collective adhesion</td>
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</tbody>
</table>

Tip: Have the matrix completed by different members of your association during meetings and compare results. You will collect a great deal of useful information and engage in a participatory approach that acknowledges everyone’s intelligence.
Technical tools: solutions for better communication

Up-to-date directories:

A directory is a list that contains the contact details of useful contacts for the CSO. This solution is essential for disseminating information to members. A telephone directory, a directory of email addresses and a directory of Facebook accounts which can be used simultaneously for the dissemination of information will increase the chances of information reaching members and drawing their attention.

Several free online solutions exist to help create and update directories. These applications have the advantage of saving the directory on a remote server to avoid the risk of total and irreversible loss of data.

Smart distribution list via electronic mail

This tool enables you to find a balance between under-information and over-information. It also ensures that no one is forgotten when manually entering e-mail addresses or that a message isn’t sent to people who are not concerned by the message. This is the equivalent of a ‘grouped e-mail’. Instead of sending multiple e-mails to all recipients of the message or selecting all of the contact names on the same e-mail, the sender of the information just has to send the message to a single address, the mailing list address, and the server takes care of distributing it to all members on the list. In addition to sending messages, the mailing list also allows you to receive the answers of all of the people in the group on the list. The latter can submit ideas and receive, in return, the opinions of the other list members.

In addition, each team member can store all or part of the contents of the list on their PC, simply by saving the messages.

TIPS

To enhance the integration of new members, the use of Shuffling is recommended, that is, the mixing of people of different seniority, from different regions and of different ages. This will create links between people who are initially not keen to get acquainted on their own.
Festive events

Festive events are the best way to create and maintain a positive team spirit. An original event activity remains the most effective way to combine relaxation and activist engagement. It is important that events be organized on a regular basis: every quarter, at the end of each project, to welcome new members or to celebrate the birthday of a member, any occasion is good to party!

Online agendas

Online agendas are an excellent way to disseminate information to all members and subscribers. Accordingly, information about events, important dates, etc. will be available anytime, anywhere. The advantage is that you can easily share the agenda with several colleagues with customized access privileges. Some users will only be able to view appointments, while others can make changes.

Several free solutions exist:
- Google online agenda: www.google.com/calendar
- The Microsoft Hotmail online calendar: www.calendar.live.com

Online appointment organizers

Arranging an appointment that brings together tens of people can sometimes be complicated. Fortunately, tools exist to facilitate the task. These organizers take into consideration the availability of each person and automatically cross-check the available data to find windows of collective availability.

Free solutions exist on the web:
- www.doodle.com (free)
- www.framadate.org (free)
- www.nuages.domainepublic.net (free)
- www.clicrdv.com (free trial period)

Collaborative text editors and online sharing files

Collaborative text editors enable the creation of a collaborative space to share ideas in real time –or with a delay– with members and subscribers in text format. A collaborative text editor is like a traditional word processor except that it allows multiple people to contribute to the drafting of a document. For example, it is
possible to collectively write a press release or a project concept note. This gives the producers a participatory dimension from the onset, in addition to time savings thanks to the shared effort.

- www.libreoffice.org
- www.framapad.org

There are also free tools to store and share files online. The two most used ones are Dropbox and Google Drive. According to their respective functionality, they are used to:

- Share documents
- Create document folders accessible to group members
- Write document collectively.

TIPS

The code of ethics:

• Must be all-encompassing.
• Can be presented as great universal values explained and contextualized within the framework of the association.
• Can be printed in large format and hung conspicuously on the premises.
The newsletter

The Newsletter is an essential way to transmit the news on a regular basis to members of the CSO and its partners. It enhances the members’ sense of belonging to their association. The frequency of distribution will vary according to the activities of the association. However, it’s important to maintain a relatively constant pace. The content must be concise and relevant: go directly to the point and cover only the basics. Although it can be viewed on the website, the association can also offer free subscriptions to Internet users wishing to receive it as soon as it is published.

The internal newsletter

The Internal newsletter requires a regular updating of information. Periodicity is determined by the bulk of information and the size of the association. A minimum of four issues per year is required to retain the audience.

It should contain an editorial that highlights one of the priorities of the association. Then there are sections dealing with various topics, such as ongoing actions, new projects, etc. Finally, snippets gather practical information (contacts, agenda, etc.). The illustrations should occupy a prominent place and show the activities of the association in the field.

Small associations with fewer resources should use fact sheets, which are less complicated to produce.

The group blog

A blog is a kind of electronic diary. Its publisher regularly writes new articles, often short (250-800 words), to report a lived activity. It is a sort of logbook of the association. Members can share their experiences in the form of notes, photos or videos that are automatically dated when published. The group blog is a great way to reinforce team spirit while opening up to the outside world. This technical tool can also be an effective and original way to publicize the association and attract new members.

Internal meetings

A meeting is a technical tool governed by codes and methods. The success of a meeting depends on its preparation and on the quality of its leadership.

Although they are being overtaken by technology, internal meetings continue to be a special event. Meetings are usually time-consuming because they involve physical movement to the place of meeting. It is, therefore, very important to manage the frequency of internal meetings well. Time is very valuable in the associative framework and for volunteer activities, so it’s important to manage it wisely.

TIPS

- Planning meetings requires organization and cannot be improvised. It is therefore necessary to organize them on a regular basis and well in advance.
- Always write down the meeting agenda (no more than one page) and make sure that attendees receive it three days in advance.
- Select the people to be invited.
- Designate meeting leader in advance. They should be the person most competent on the subject or subjects to be covered. They must remind the attendees of the agenda before equitably allocating speaking time. They must also ensure that all points are addressed. They are, in a way, the referee of the meeting.
- Summarize the decisions taken in a document or a report which will be transmitted within twelve hours to all those concerned.
Specific objective 2: Recruiting volunteers

Volunteer recruitment, whether for a specific activity or to sit on the association committee, consists of five stages:

- **Define the job:** When volunteers are recruited, the first step is to define the type of work to be done. This enables the organization to ensure that they choose the person who best fits the job opening. Recruiting managers and potential volunteers must all know the requirements of the job.

- **Determine the capabilities required:** Once the job has been defined, the qualifications required to perform it must be determined. This enables better identification of the volunteer candidates. The job description is a useful tool. It lists the qualities needed to perform a task. It explicitly describes people’s expectations and the requirements of the volunteer position. In addition, it gives volunteers an idea of their role within the organization or the activity.

- **Make a list of possible candidates:** Once the profiles have been identified, make a list of possible candidates, as well as ways to contact them.

- **Communicate with the candidate:** During the meeting or interview, present the advantages the candidate will benefit from when they join your organization or when they voluntarily participate in your activities.

- **Confirm your commitment and theirs:** At the event, make sure you have a person in charge of volunteers.

An agenda of the day and a list of participants must be communicated to the volunteers. This is additional information they can use to find other volunteers. This can reinforce their sense of belonging and add value to their commitment.

Remember to send a thank you letter to all your volunteers after the event.
**TIPS**

- **During events, let your candidates choose their tasks.** Some volunteers have preferences.
- **Tell volunteers that you will provide them with “benefits”:** free meal coupons, free drinks, free t-shirts, several breaks to have fun, etc.
- **Make sure you have as much information as possible about the candidate for the first contact.**

**Tools for recruiting volunteers:**

- Word-of-mouth recruiting: an invitation in person or by telephone is the most effective way. Remember to contact former volunteers and newcomers to the community. Also consider prospecting within your personal circle by reviewing the people you see on a daily, weekly and monthly basis, that is to say, relatives, friends, co-workers, etc.
- Radio adverts
- Displays in specific places: supermarkets, shopping centres, libraries, hospitals, recreation centres, social clubs, schools and universities, etc.
- Labels and Post-its on store windows and displays
- Advertisements in community newspapers
- The newsletters of other community organizations
- Distribution of posters, leaflets, flyers, etc. in places the target goes to: in front of educational institutions, sports clubs, at the beach, cafés, bus and rail stations, at sporting and cultural events, etc.
- On the Internet: CSO site and partner sites

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**The different types of volunteers**

The different profiles below provide an exhaustive list of the majority of volunteer personality types. However, the profiles may overlap and a volunteer can have several profiles:

- **Network people:** They bring their relationships to the association
- **Technicians:** They put their skills at the service of the association
- **Labourers:** They carry out considerable practical work
- **Passive people:** Passive individuals who follow routine
- **Founders:** The pillars of the association. They contribute to the consolidation of its identity
- **Profiteers:** They seek personal profits
- **Enthusiasts:** Their attitude vis-à-vis the association is not rational
- **Moaners:** They are “against-all” and they say it
- **Conservatives:** They hamper development and voice their fear of change
- **Pioneers:** They bring ideas for new ways of development for the CSOs
- **Multicards:** They belong to many associations and are difficult to manage
- **Future Presidents:** Skilled and diplomatic, they often bring a lot to the association, but with a clear motive: the presidency

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**TIPS**

- Young people aged 15 to 24 are very happy to volunteer because it increases their chances of finding a job (volunteering can be added to their CV)
- Choose couples involved in volunteering. They enjoy activities they can do together.
- Single people: choose people who have a need to meet other people.
- Baby-boomers and their valuable knowledge - they have a lot of experience to share with organizations.
The action plan for internal communication

In order to implement the communication strategy, you must adopt a plan that defines actions, their timing, and responsibilities.

Practical SHEET # 2 will enable to formalize this last step.

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Technical Solutions</th>
<th>Management Solutions</th>
<th>Date of Implementation</th>
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<td>Availability of Information</td>
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<td>Participation</td>
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<td>Collective Adhesion</td>
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The evaluation of internal communication

Continuous assessment is used to evaluate the performance of internal communication.

Several methods are available such as focus groups, individual interviews, questionnaires and brainstorming. As mentioned in the first section, communication in the associative sector is based primarily on interpersonal relations. This means that interviews are preferred, whether collective or individual. They provide an additional opportunity to promote the points of view and experiences of members.

Practical SHEET N°3 gives directions to the evaluation of internal communication.

<table>
<thead>
<tr>
<th>Sheet no. 3 internal communication evaluation</th>
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<tbody>
<tr>
<td>PART I - SELF-ASSESSMENT</td>
</tr>
<tr>
<td>Have we developed an internal communications plan?</td>
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<tr>
<td>Have we put in place any technical tools listed in the plan?</td>
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<tr>
<td>Are the technical tools commonly used by our members?</td>
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If “no”, why not?
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PART II – GUIDE FOR MEMBER INTERVIEWS (individual or group interviews)

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<thead>
<tr>
<th>Is information sent to you on time?</th>
<th>YES</th>
<th>NO</th>
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What do you think of the clarity of the information provided by our association?
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What do you think of the tools we use to communicate with each other?
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How can we improve our internal communication?
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Securing financing for the association

A key objective of an association is to ensure funding through fundraising in order to cover its overheads and any investments related to the next collection as well as to carry out the actions in progress. Resource mobilization is inseparable from communication. The CSO has a greater chance of convincing its lenders when it communicates well about its achievements. There are three funding methods depending on the needs and orientations of the association.

- Private funds: they enable organizations to retain their independence of action vis-à-vis public funders
- Public funds
- Mixed financing, which creates a balance between private and public funds

Specific objective 1: Diversify and develop resources

- Services: organizing trips, sports courses, consulting, equipment rentals, training...
- Sales of goods: calendars, magazines, products made by members, outfits, accessories, gadgets, etc.
- Products from events: fairs, annual festivals, concerts, shows, sporting events, exhibitions, competitions, conferences, special-offer sales (flea markets, rummage sales, flea markets, garage sales, etc.), organization of meals, lotteries and raffles
- Charity products: this is a form of partnership between CSOs and commercial enterprises where the association agrees to let its name appear on a product temporarily. The partner company increases its usual selling price and pays the difference to the association. Sometimes, the company does not increase the price, but revises its profit margin downward.
- This method allows the association to enter homes at no cost, through a product. For consumers, it’s a way to transform a simple act into an act of generosity that gives them a sense of accomplishment
- Solidarity purchases and online shops
- Tunisian CSOs should consider developing these two practices which have proven their effectiveness with international agencies such as UNICEF.

Specific objective 2: mobilize external resources

- Patronage*: This is a noble form of sponsorship. The patron, unlike the sponsor, assists but does not request an advertising consideration. This sponsorship can take many forms:
  - Financial philanthropy: Direct financial support
  - Philanthropy in kind: Supply of goods (sports equipment), merchandise (food products), equipment or premises (sound equipment, free lease)
  - Technological philanthropy: Supply by the patron of technical know-how or expertise (training, expertise, consulting, etc.)
  - Skills philanthropy: Free delegation of employees paid by the sponsor or cost-free services
- Foundations
  Identify foundations which are likely to fund the activities of the association and submit a written project which is adapted to their expectations and meets their specifications. (Foundations and patronage portal – www.fondations.org)
- Donations: Donations include any donations of property (furniture, real estate) or assets. They can be made without deed and in various forms (cash, cheque, in-kind aid, debt forgiveness, etc.)
- Government grants: Government grants are provided as operating, investment or project grants (as part of a call of tender), employment aid, etc.

The idea is to offer products (calendars, diaries, postcards) for sale on the association’s website. Another funding opportunity for CSOs is to develop income-generating activities (IGAs)

- Sponsorship: sponsorship implies an advertising consideration and can be considered the sale of advertising services by the association on behalf of a company. The association agrees to advertise (presence of the logo on show tickets, posters during events, etc.) for a company identified as the sponsor. In return, the company provides financial, technical and logistical support to the association.
• **Online donations**: A fund transfer can be completed with a single click, usually by filling out an online donation form. For this, the CSO must equip their site with all of the necessary systems, i.e. secure online payment and the associated bank processing. If the online donation is simpler to do, the call for donations must be catchy, i.e. clear and punchy.

It is recommended, for the sake of transparency and to reassure donors, that a section be added to the website informing donors about the purpose and financial management of their donations.

There are no studies or surveys about the gift market in Tunisia, nor about the profile of the Tunisian donor. However, global research in the field of donations and humanitarian work has enabled the creation of a portrait of the typical donor.²

The typical donor is in their fifties. They have a good profession which is becoming gradually less demanding. They have a comfortable income, a higher level of education and broad general knowledge acquired through reading, newspapers, radio, television and social ties. The typical donor does not react to every situation and context related to associations worldwide. Their reaction can be influenced by the missions of the associations, the age of their donors, the structure of their financing and, especially, the culture and geographic location of donors.

**Donor classification³**

- **The “Tested”** These are young donors between 30 and 40 who belong to more modest socio-professional categories. They have been through difficult times or are still exposed to poverty in their daily life and they benefited from the generosity of others. Their gifts are small, mostly hand to hand or in kind. They do not rationalise the act of donation much.

- **The “Militants”** These are qualified young adults who have strong political beliefs and/or moral/spiritual concerns. Their donations are thoughtful, scheduled, and often regular. They will preferably go to associations that position themselves as “counter-powers” to the institutions and to the state.

- **The “Spared”** These are people 40 to 60, socially and economically well-off, who feel privileged and spared by fate and feel indebted to the disadvantaged. Their donations are motivated by a desire to maintain a balance perceived as unstable between the poor and the rich. Their donations are usually regular and generally given to several associations, perceived as both relays and palliative to the shortcomings of the State.

- **The “Generous”** These are usually seniors from the upper socio-professional category, sometimes retired, who view their donations as a form of responsibility resulting from their social status.

The act of donating is rational, planned and is part of a practice chosen or inherited. Family tradition is a key factor in the behaviour of this type of donor.

**TIPS**

The sine qua non condition of the donation is that the donor’s trust can be placed in the association. Indeed, unable to obtain physical evidence of the proper use of their gift, donors rely on the information that the association provides to them. There must be communication with the donor to gain their trust, which can only be won through transparency about the management of donations.

Design a speech for donors which anticipates these questions:

- Who are you? What do you do?
- Why is it important? Why is it urgent?
- Why are you the best placed to meet the need?
- What are your guarantees?
- How are you different from others? What more do you bring? Why is it better? Why you?
- Why do you need me? Concretely, what are you proposing?
- What will be the impact? What are the benefits to me?

---

² - Portrait inspired from a description by Gérard Gendre, “The strategy of Generosity” - Economica Editions, Paris
Inform, media coverage of activities and achievements

This step is essential to association activities. The information goal is very often accompanied by another objective: to raise awareness and, sometimes, to educate. Hence, the association finds itself obliged to inform two different targets at two different levels:
- First, it must report on its activities, its achievements, its requirements from its funders and from the general public.
- Then, it must provide information about new rules, a concept, a law, a situation etc. to a well-defined audience.

The methods for providing information and raising awareness vary: media campaigns, conferences, media advertising campaigns, reports to the public authorities, tracts and association newspapers.

Specific objective 1: To inform the media about its activities

Informing the media means establishing good relations with the press. The media are a key communications tool for every CSO, enabling them to disseminate their information at a lower cost. However, there are some risks that should not be ignored such as potential distortion of the information when it is transcribed in the press. That’s why documents must be very carefully drafted to avoid any ambiguity or confusion that may tarnish the image of the association with its public.

Innovative methods
- Involve journalists

Associations wishing to publicize an event, their organizations or their ideas are often confronted with a major obstacle: the refusal of journalists. Indeed, journalists develop criteria adapted to what they believe to be the expectations of their readers, listeners or viewers. When faced with this search for high audience ratings, an effective strategy is to involve the journalist in the subject about which the association wants to raise awareness from the outset of the action and at every phase of its implementation.
Develop an CSO/Press partnership

Collaboration with the press on a new exchange basis requires launching a dialogue with journalists through information days, round tables, etc. to initiate reflection about:

- **The value of ethics over commerce**: civil society, journalists, NGOs, public authorities, etc. should increase opportunities for contact and consultation to discuss priorities with respect to handling the news. In post-revolutionary Tunisia, it would be appropriate to rethink the journalist’s mission by defining priorities based on criteria other than ratings and traditional political and promotional interests.

- **Reconsider the “time” value**: by focusing on an analytical and comprehensive approach to events. This means taking the time to explain events and situations rather than simply publishing “shocking images”.

- **Preserve human dignity**: by avoiding images that conspicuously focus on human distress. The victims are human beings: their suffering can be shown, but their integrity must be respected.

**Conventional methods**

- **An up-to-date directory**

Like any business, the media undergoes permanent change. It is therefore important for the association to keep their directories of media contacts and of journalists up to date. Spending a morning at the beginning of each quarter will help maintain the database and keep it updated.

- **Journalist contact sheets (see SHEET # 4)**

Journalist contact sheets are an essential tool for building a positive relationship with the media and ensuring targeted coverage of the association’s activities. These records must contain the journalist’s contact information as well as their areas of media coverage.

- **The press release**

The press release is a must document for any press operation. It is intended for all target media to transmit information to their respective audiences. Generally, a press release is a factual document*. In the CSO world, the release is also used to express the CSO’s position on a current issue such as a violation of human rights, etc.

### Sample-Model of a press release

<table>
<thead>
<tr>
<th>Association logo</th>
<th>Our logo must be placed in the header of the release</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press Release</td>
<td>Must be placed next to the logo or in large font (size 16 minimum).</td>
</tr>
<tr>
<td>For immediate release</td>
<td>It is important to provide this information. Sometimes, the issuer of a press release wants deferred publication. This decreases the chances of publishing our press release.</td>
</tr>
<tr>
<td>Tunis, June 13, 2013</td>
<td>The place and date.</td>
</tr>
<tr>
<td>What is the role of the victim in transitional justice?</td>
<td>The title must: 1 Be catchy. 2 Clearly state the content of the release.</td>
</tr>
<tr>
<td>Eager to support the democratic transition, the Tunisian Association for Transitional Justice (ATJT) will reveal next week the results of the first study on the role of the victim in the process of transitional justice.</td>
<td>The header must: Summarize the essence of the message we want to convey in one or two sentences.</td>
</tr>
<tr>
<td>The ATJT commissioned a group of five international experts for a comparative study on the role of the victim in the bill for Transitional Justice developed by the Tunisian government. The results will be made public at a press conference.</td>
<td>Paragraph 1 shall: Treat the subject in a factual manner by answering the following questions: Who? What? When? How? Why?</td>
</tr>
<tr>
<td>«There can be no democratic transition without transitional justice. The ATJT study comes just in time to shed light on Tunisia’s historical choice on this important issue», said Maitre Dhaker Foulène, international expert, whose team developed the transitional justice draft in Tchekozlomania in 1996.</td>
<td>Paragraph 2 shall (optional): Support the statement by the testimony of a recognized expert in the relevant field.</td>
</tr>
<tr>
<td>End of release</td>
<td>This indicates that the release is over and that there is no continuation on the following page.</td>
</tr>
<tr>
<td>For more information: Ms. Miriam Foulène Tel: 00216 71 111 1111 Mobile: 00216 98 111 1111 Fax: 00216 71 211 1111 E-mail: <a href="mailto:Miriamfoulene@asso.org">Miriamfoulene@asso.org</a></td>
<td>Contact details of the contact person.</td>
</tr>
</tbody>
</table>
Press conference

Either talk formal

Life's a crazy story told by an idiot.

Or talk fun

Toinite zgunna bee a gud nite!

Or talk alarmist

We're all dead!!
The press kit

The press kit is an essential document to introduce the association to the media. It is intended for journalists: to invite them to a press conference, to raise their awareness through an information campaign etc. It’s a useful working document for journalists that enables them to disseminate* information issued by the association with full knowledge of the facts.

Its presentation is generally as follows: a title page, a summary page, a listing by topic with titles for each paragraph (may be illustrated). Each key point is further developed in a paragraph. In addition, the title of the file and the name of the association appear at the bottom of each page.

The press conference

The press conference is a major press relations tool, but it must be used sparingly. Care must be taken to organize a conference only when important information is available because inviting journalists to give them superficial information or simply to inform about an activity may lead to effects other than those expected. It’s better and even recommended to use this tool only when presenting or releasing results. It’s better to say “this is what I did” rather than “this is what I’ll do.” A press conference must meet four objectives:
- A large media presence.
- Significant media coverage.
- A good understanding of the subject or message communicated to the media.
- A friendly atmosphere and a courteous and friendly exchange with attending journalists.

Specific Objective 2: Effective communication with journalists

• Prepare the field

1. Assess whether the media can help you: By helping to publicize your action and determining the right timing to contact the press.

2. Write a short and effective message: Your message should be concise, effective and must not exceed 30 seconds. Use positive action verbs: “The project is under way” is better than “I’m starting my project.”

<table>
<thead>
<tr>
<th>The objective of the press conference</th>
<th>The visual or audio-visual media to be used by the participants (photos, videos)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Messages to be relayed</td>
<td>( ) Plenary ( ) breakfast ( ) lunch</td>
</tr>
<tr>
<td>Tone</td>
<td>( ) expert ( ) alert ( ) festive</td>
</tr>
<tr>
<td>Format</td>
<td></td>
</tr>
<tr>
<td>Date and place</td>
<td></td>
</tr>
<tr>
<td>Visual media for the room (posters, banners)</td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td>The press kit</td>
<td>( ) paper ( ) flash memory ( ) paper and flash memory</td>
</tr>
</tbody>
</table>
3. Highlight an aspect of your action which is easy to provide media coverage for:
   - **Timing**: Give the key dates of your fight. Why is it important to take action now? What changes are expected tomorrow, next year?
   - **Impact**: How many people are affected by the issue? It’s important for journalists to be able to quantify the impact of your action.
   - **National, regional or local specificity**: Most newspapers are focused on a geographical area: regional, national, international. Contact journalists in your region.
   - **Stars**: Journalists love talking about stars. Do you have a public figure (athlete, actor, expert, etc.) active in your association? It’s important to mention him (her).
   - **News items**: Journalists easily relay news items. Don’t hesitate to start with a concrete example to speak about your fight.

4. **Select a communication medium**: video, image, sound. Adding a video clip, picture or audio message provides another opportunity for coverage. Compile all of these elements and send them to the journalists you are addressing.

5. **Support your statements with articles and references**: You can also add an article, a testimonial, research or copies of emails to your press release. This will add credibility to your fight.
   - **Write an article about your cause**

   1. **Find media that have already published articles on your topic and identify journalists interested in your topic**: You can use this valuable list to send a personal email to each summarizing your fight. Don’t forget to include your contact information and a link to your website if you have one.

   2. **Write and send your article**: Your article should answer the following questions: Who? How? When? What? Where? To what effect?

   Don’t hesitate to contact the journalists to make sure they received your email. Be polite and professional. Journalists are very busy and don’t have much time to talk with you. So be succinct.

   Your call must be friendly and non-aggressive to convince them to cover your news.
3. List information related to the “Success stories” experienced by your organization or by one of its members and write a paper about them with photos, testimonials etc.

4. Add a brief overview of your organization to your document with its main achievements and its working methods in the field.

5. Create an archive of articles mentioning your cause
   - Get ready for an interview
     1. Write down three arguments: Write down the three main arguments that you will develop during your interview.
     2. Prepare your presentation: Write a sentence that introduces you, who you are and what your duties and responsibilities are. Find something in your background that will give you more credibility with journalists.
   - Media Coverage
     1. Send the press articles to your partners
     2. Thank journalists for their articles: Stay in touch with journalists who write an article about your cause. Don’t forget to thank them and give them new information on a regular basis.

   During the event:
   On D-day, a set of parameters must be checked to ensure that everything happens under the best conditions.
   SHEET N°6 will help avoid forgetting.

<table>
<thead>
<tr>
<th>Structure of a press conference invitation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Logo</strong></td>
</tr>
<tr>
<td>The logo should be large enough to be clearly visible</td>
</tr>
<tr>
<td><strong>Note:</strong> <strong>&lt;Invitation&gt; and title</strong></td>
</tr>
<tr>
<td>The words <strong>&lt;Conference Invitation&gt;</strong> must appear at the top of the box in the largest font size used in the invitation (at least 18 px). The title should be short and catchy.</td>
</tr>
<tr>
<td><strong>Date, time and place</strong></td>
</tr>
<tr>
<td>The time and place must appear immediately under the title.</td>
</tr>
<tr>
<td><strong>Topic</strong></td>
</tr>
<tr>
<td>The topic of the conference should be described in three lines.</td>
</tr>
<tr>
<td><strong>Useful information and contacts</strong></td>
</tr>
<tr>
<td>Address of the conference venue, first and last name of the person, phone number, email</td>
</tr>
<tr>
<td><strong>Access map</strong></td>
</tr>
<tr>
<td>An optional access map on the back of the invitation is a plus.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sheet no. 6 - technical checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Signage</strong></td>
</tr>
<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Number of chairs and arrangement</strong></td>
</tr>
<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Electrical outlets</strong></td>
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<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Lights</strong></td>
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<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Sound equipment</strong></td>
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<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Projection equipment</strong></td>
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<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Room visuals</strong></td>
</tr>
<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Buffet and refreshments</strong></td>
</tr>
<tr>
<td>( ) Checked</td>
</tr>
<tr>
<td><strong>Press kit</strong></td>
</tr>
<tr>
<td>( ) Checked</td>
</tr>
</tbody>
</table>

After the event
Writing the report
A detailed report should be prepared about the form and content of the conference with the following information: a list of the media and journalists present, key questions asked, the number of interviews given, message clarity and technical problems (if any). The report must be shared with all members.

Sending the press kit
A press kit with visuals (high-definition photos of the conference, etc.) should be sent to all media and journalists who did not attend the press conference.
Managing journalist requests

Journalists expect press departments (even that of a new association) to be speedy and meticulous. All requests must be processed within four hours of the end of the conference.

Collecting benefits

The press conference press book* is the most important indicator of a successful event. It also serves as a record and can be used with donors and partners as evidence of the CSO’s high energy level.

Evaluation of the press strategy

Do we have a good press strategy? This is the question that the strategic evaluation will answer.

Assessment is an integral part of the strategy. It is the barometer that enables progress to be evaluated. The evaluation of a press relations action consists of analysing the media impact on the association, once or twice a year.

Press strategy evaluation steps

Identifying our sources of information

Knowing what the press says about us requires implementing a permanent media watch. There are currently no tools available to fully automate the watch. Part of the operation will be manual. This means that we always have to review the press titles released after each media event or press relations operation organized by our CSO. There are free electronic tools that enable automation of part of this work. The tools work for both electronic media and newspapers.

Search engine press tools: several Internet search engines allow direct access to articles about the association. These tools also allow you to filter the results by date of article publication, etc.

Electronic alert tools: these tools can provide an alert in real time whenever a word previously entered (like the name of the organization or that of an event) appears in the electronic media or, more broadly, on the Internet.

Changing behaviours

Associations sometimes substitute for public services for the promotion of new actions in favour of the environment, health, citizenship, etc. It is therefore natural that the missions and communication objectives of associations include changing the attitudes and lifestyles of the population.

Generally, changing attitudes and human behaviour is done through large-scale campaigns that use multiple communication means and media. However, in the case of associative communication, these media campaigns are not always appropriate and feasible, mainly because of the resources available to the association. This is because the campaigns generally cost a lot of money and, most importantly, due to the specificity of certain beneficiaries of the associative work who are often difficult to access and sometimes have no exposure to conventional media channels. With these specific groups, it is necessary to adapt the messages, the tone of the messages and the communication channels to their expectations and needs. This requires both detailed knowledge of the target groups and mastering of various tools and suitable vectors.

The target audiences for associative communication:

Women

The “female” target, very often constitutes the preferred communication target for associations, both as actors and as beneficiaries. This target is divided into several subsets: rural women, city women, battered women, single mothers, workers, the illiterate, housewives, the employed, etc. Their identification is closely related to the theme of the communication and on the primary mission of the associative action.

● Rural women

They play an important role in agricultural activity. Demographic studies show that the presence of women in rural areas is more important than the male presence due to rural-urban migration which affects men more than women. In addition to domestic work, they work in the fields and with livestock and sometimes also have a craft activity. They are present at traditional places of socialization such as the Turkish bath (hammam), the dispensary, festivals and family events, water sources, market days, etc. given the lack of entertainment and recreation structures. They are also characterized by a low rate of schooling.
• How to communicate with women?
  - Go out to meet them;
  - Focus on direct group communication;
  - Choose a woman spokesperson who speaks the local language;
  - Avoid ostentatious and accusatory attitudes;
  - Respect local traditions and comply with local customs;
  - Take the time to explain with the help of an audio-visual medium;
  - Help them express themselves and share their experiences.

Youth

Young people are one of the most difficult targets to reach in terms of communication: the use of communication methods is in constant mutation, specific language, heterogeneous communities, diverse and immediate interests, flexible age groups etc. are all factors to be considered in any strategy intended for them.

With respect to the age criterion, a young man (or woman) is commonly referred to as belonging to the age group between 12 and 25. However, in this broad range includes:

- Pre-teens and teenagers: Most are in school and are the junior and high school student audience. They are very receptive to the action and still easily become service consumers.
- Students: Are a very demanding and captive audience. Their expectations are more geared to support for their curriculum. They have concerns about accommodation and health and are often found outside the family unit. Students are a very recognizable public relay highly capable of uniting and engaging.
- The unhooked: They are outside of conventional and formal structures. They have a strong need for support and are often the primary targets of social communication actions.

• Communicating effectively with young people
  - Young people need to be treated with respect, dignity and be accepted as individuals.
  - Give them guidance using examples and instructions.
  - Praise them for their achievements and help them without passing judgment when they make mistakes.
  - They trust adults to give them the freedom to test their competences and their ability to make good decisions.
  - Be flexible and encourage their suggestions to obtain success.

Specific objective 1: Change the behaviour of rural women for development purposes

Media resources

• Radio

This is the most powerful and most economical way to reach rural populations in remote areas. It’s an important tool for the rapid transmission of messages about new concepts and techniques for agricultural production, health, nutrition, family planning and other social and cultural issues.

However, creativity is required when using radio for the purpose of changing behaviour. The lack of images must be countered by vocal and musical creativity that is more developed and more studied. Once these principles are taken into account, radio becomes a highly relevant communication vector. It can promote dialogue and discussion on the main issues of rural development and be a forum to express the opinions, needs and aspirations of rural women.

Radio programs are more effective when done with the participation of the public, when they include live broadcasts, quizzes and debates in local languages and when they take into account local traditions and culture.
Scripto-audiovisual media

Scripto-audiovisual media (slides, films, audio cassettes, picture card boxes, posters, leaflets, etc.) are valuable tools for group work in rural areas, both for awareness raising and for training on a given topic. They are used with women at a time and place convenient to them: farmers have neither the time nor the money to travel to training centres and often, for cultural reasons, cannot attend a training session in the presence of men. The scripto-audiovisual materials can be brought to the villages and shown to women when they are done with their household, agricultural tasks, etc.

● Video

It facilitates understanding. It is supplemented by printed guides with simple presentation, lots of illustrations and little text which also serve as a “memory” for learners.

● Participatory video

The concept of participatory video implies that the production of video content can involve civil society actors, as rural women for example – given some basic training - enabling them to articulate their own needs and tell their personal stories. Women create the videos themselves through their testimonies, the telling of their experiences and their stories.

When rural women watch themselves on screen demonstrating a technique or expressing an opinion and realize that influential people they will probably never meet, will watch and listen to them, they become more confident and feel more comfortable with sharing their views and knowledge with others.

The use of participatory video provides a valuable tool to anyone wishing to empower communities and change behaviour. Experience has shown that women who develop skills in communication and discussion leading through participation become credible leaders capable of disseminating their knowledge.

● The language of slides

The goal is to show slides to groups of women to create discussion about the issues raised in order to find solutions to problems and consider joint action. Presentations must be in language which can be understood by the audience and avoids technical words and difficult concepts.
Rules for creating slides

- Your audience can retain only 5 ideas per slide
- Keep a minimum font size of 18 points
- Use bullet points and do not formulate complete sentences
- Stick to one topic per slide
- Use little text and more graphics, photographs, animations, etc.
- Allow 1-2 minutes to present each slide

- Photo albums and exhibitions

These media are used as “group memory” and a means of sharing experiences between women’s groups and communities.

Traditional media

In some isolated villages, illiterate rural women, in particular, exchange information only during local festivities, family gatherings, traditional and religious associations, meetings with travelling salespeople, when they go to the market or bring water from the wells. These traditional forms of communication can be important channels to facilitate learning, change behaviour and of participation and dialogue for development. Hence, women retain their cultural identity while gaining social autonomy.

In addition, the participation of popular local artists and personalities guarantees respect for values, credibility, the effectiveness of actions taken and their impact on knowledge, attitudes and the behaviour of other women.

Specific objective 2: Changing the behaviour of young people

Communication with young people takes two main routes: information and communication technology (ICT) media and tools, with the Internet leading, and face-to-face communication with more difficult outsiders who are out of touch with conventional means of education or cannot access technology for lack of resources.

Preferred communication tools

Young people seek mainly speed, accessibility, ease of use and low costs for their exchanges. They are also sensitive to simple and colourful messages. Hence, we find:

- The mobile phone: it is the means most used by young people to get and share information;
- SMS: are also very popular with young people;
- Facebook: leads the social networks used by young Tunisians. Young people 18-24 top the list of Facebook users. They account for 39% of all Tunisian users, estimated at over four million, compared to 29% for 25-34 year-olds. Adolescents (16-17) are in 3rd place with a rate of 10%.

Direct communication

Direct communication through interviews continues to be the main tool to develop to have an impact on the attitudes and behaviour of young people and address sensitive issues and those who don’t have access to technology. Whether conducted with individuals or a group, to be effective and impactful, the interviews have to adapt to the different profiles shown below:

- The Talkative

Let them speak but also remind them of the need to share the floor equally between group members.

Assign them the role of “president,” which will force them to allocate speaking time.

- The Systematic Critic

They systematically criticize all proposals without meaningful input; they slow down the progress of the discussion. This is a way for them to assert themselves. It shouldn’t be fought against but put at the service of the group.

- Be sympathetic (smiles, looks, acquiescence) to try to defuse their negative attitude.
• **The Aggressive Opponent**

Their speech is aggressive vis-à-vis the members of the group and the facilitator.

- The aggression must be handled with humour as does any provocation.
- Do not give in to the attacks and force them to think about the facts of the discussion and not about individuals (clear questions about facts, about cases, etc.).

• **The Reasoner**

They want to give the impression that they know everything and can argue endlessly on any subject in great detail.

- Avoid discussions or controversies with them.
- Use humour and do not let their arguments attack the participants.
- Present his reasoning to the group which will give its opinion.

• **The Egocentric**

They cannot get involved in group dynamics and bring everything back to themselves and to their problems.

- Allow the person to express their problem and do a “brain dump”. As long as they haven’t unpacked the problem, they won’t be able to listen.
- Redirect this person to the subject being discussed and within the scope of the group’s interests.

• **The Uncommunicative (Silent)**

Give them a central place and look at them frequently.

- Ask them simple direct questions requiring short answers to give them confidence.
- Don’t allow a negative or impulsive reaction to interrupt them and give them the floor again if this happens.
- Avoid irony.

• **The Follower-Approver**

They always agree with the last person who spoke or with the facilitator.

- Help them express their own ideas.
- Reassure them to help them overcome their fear of talking nonsense or being judged.

• **The Scrupulous (meticulous?)**

They get stuck on the details and slow exchanges.

- Ask them to pick up the discussion thread often
- Ask them to summarise the arguments.

• **Bad faith participant**

They generally get stuck on one opinion, deny the evidence the group provides and annoys others.

- Ask them clear, precise questions on facts.
- Interrupt them during abstract ramblings to ask them for proof of what they are saying.

• **The Joker**

- Making the group laugh is intended to relax everyone and create a climate of sympathy. If a participant assumes this “mission”, they should not be allowed to monopolize this role and inhibit the progress of the discussion.

• **The Runaway**

They use many tactics to avoid topics that embarrass, bore or are potentially or compromising to them. They may make jokes and asides or deflect the subject.

- Ask the group to think about how the participant escapes in moments of tension.
Promoting the association

An association must promote itself for several reasons: to exist, stand out, make itself known to the general public and to institutions, position itself in relation to a cause, show its specificities, its principles and even its methodology. This visibility contributes to the attainment of the strategic objectives of the association: fundraising and mobilization.

Specific Objective 1: Improve the visibility of the association

Graphical communication

The different identities of the association must be taken into account:

The physical identity that can be seen in the results of its actions, its annual report, its psychological identity, more visual through its logo, its slogan, its relational identity in its outreach and fundraising and finally, its cultural identity linked to its history.

The first elements of communication of a CSO are its slogan and logo. Both must be simple, memorable, durable, consistent, and rewarding. The choice of typography is important, and the language used must be understandable and adapted to the public. They enable building of the image and graphic identity of the CSO, make it stand out from others and become part of the collective mind.

- The logo

The logo is a graphical representation used to identify, differentiate and communicate the values of the association. It is a symbol that will immediately create a mental picture of the CSO in people who see it.

The CSO may design its own logo or hire an amateur graphic designer. Whatever the choice, this is the four-step process:

- Define the identity of the association
  - What are our three core values?
  - If our CSO was a season, what would it be?
  - If our CSO was a famous book, what would it be?
  - If our CSO was an animal, what would it be?
  - If our CSO was a job, what would it be?

- If our CSO was a feeling, what would it be?

This first step will define the symbolic universe of the CSO, composed of colours and objects.

- Determine the type of logo

Alphanumeric logo or logotype: This type of logo consists exclusively of text, for example, the association name or its initials if the name is composed of more than two words. In both cases, the text is stylized to match the identity of the association. Easy to read, this type of logo is also the easiest to create.

The icotype logo: This type of logo consists of a picture only. For CSOs, it’s often an object that symbolically represents the work of the organization. The main advantage of this type of logo is that it is instantly recognizable.

The mixed logo: This type of logo is simply a combination of the two previous types. This is the most common type for CSOs.

- Logo colours

The choice of colours is both strategic and aesthetic. Each colour is associated with a universe of meaning.

The CSO’s colour choice is therefore based on its identity as inferred in the first stage. The following table will help you choose from the most common colours used in logos.

Colour selection will be based on their matching, their harmony and the CSO’s mission. For example, when an association is working on poverty and precariousness, a black and white print will get a much better reception. On the other hand, an association helping disadvantaged children should use more colours and the four-colour printing process because its objective is to sell hope.

<table>
<thead>
<tr>
<th>Colour</th>
<th>Purity</th>
<th>Mystery</th>
<th>Force</th>
<th>Peacefulness</th>
<th>Wisdom</th>
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</thead>
<tbody>
<tr>
<td>White</td>
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<td>Blue</td>
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<tr>
<td>Neutrality</td>
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<td>Nobility</td>
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<td>Passion</td>
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<tr>
<td>Nature</td>
<td></td>
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<td>Trust</td>
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<td>Innocence</td>
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<tr>
<td>Elegance</td>
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<tr>
<td>Action</td>
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<td>Hope</td>
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<td>Security</td>
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</tbody>
</table>
• **Testing the logo**

Once the outline of the logo is ready, it is recommended that it be tested on a sample of fifteen individuals active in the associative world. They should be asked to answer the following two questions:

- What do you associate our logo with?
- Do you find our logo:
  - ( ) Easy to recognize
  - ( ) Difficult to recognize
  - ( ) Not very nice
  - ( ) Pleasant

A less than 80% positive rating means that the logo must be revised.

---

**The UNDP logo as an example**

- Do not distort the proportions of the logo!
- Do not change the typeface of the slogan!
- Do not rearrange the shape of the logo!
- Do not change the colours of the logo!
- Do not add a background image to the logo!
- Do not add an outline to the logo!
The poster and the banner

Posters and banners carry a message. Like the logo, their purpose is to inform.

Posters aren’t used much as a mass medium like television or radio by associations because of the high cost. However, poster design and their location in targeted places are often used to supplement other means of communication or as part of a one-time event.

With the advent of digital communication, posters and banners have become electronic and are now an essential communication media.

The design logic for an electronic banner is essentially the same as for a display. In both cases, they emphasize image over text and contain little information. In practice, they are often clickable and direct Internet users to a website that will provide more information.

TIPS
The following steps should be followed to create a good poster:

What format?
Usually, the format is selected based on where the display will be located.

What informational content?
To ensure that all important information is included on the poster, the following seven questions should be answered:
- Who?: Who is organizing the event? Who is communicating?
- Why?: What are the objectives or subject of the poster? (an event, a campaign?)
- To whom: What is the relevant audience for which the poster is intended?
- How?: How will the event proceed or how to participate in promoting the purpose of the poster?
- When?: On what date and at what time will the event take place?
- Where?: At what location?
- What is the iconographic content?

It is better to use fewer words and maximize the space dedicated to the image. The selection of images should consider two objectives: To catch the eye of passers-by and send a strong message.

Specific objective 2: Improve the name recognition of the association

Event communication

Event communication consists in creating events to make the CSO’s activities visible and to increase the credibility of the cause supported among a wide audience and hence make an impression on a world saturated by a multitude of other forms of communication.

An event is essentially punctual, organized primarily to attract attention and make an impression. For that, it needs to be well organized and original in form and substance. There are several types of events: support concerts, TV shows (Telethons, fundraising shows, etc.), international or national days (against leprosy, hunger, AIDS etc.).

In addition, an event is above all an act of strategic significance that allows the CSO to:
- Build a positive image.
- Increase its name recognition by its existence in the public arena.
- Strengthen internal cohesion through teamwork and the sense of pride felt by the members at the end of the event.

GOOD PRACTICE

Several associations worldwide are organizing role-playing events to raise public awareness about the lack of access ramps in public places for people in wheelchairs. Members of the public are asked to borrow a wheelchair for a few minutes to experience the daily difficulties faced by people with disabilities.
• **Local actions**

This type of event is quite common and can take many forms. It may be, among other things, collecting food or clothing. This practice is used in particular to intervene in emergency situations. The collections take place in large commercial centres or in schools.

This type of communication is fully accessible to small organizations which, according to their means and creativity, organize an event in line with their capabilities.

• **Trade shows**

This type of event is becoming more common in the West and several international associations and NGOs participate in trade shows which bring together partners and influential players in the humanitarian and charitable fields. This type of event is not very developed in Tunisia yet.

It would therefore be appropriate to consider setting up such events, especially after the boom in associations created after January 14, 2011. Associations must also realize that a unifying spirit is needed among the various actors of national civil society to ensure continued progress.

• **Symbolic actions**

Sometimes CSOs choose to create an event through a symbolic action.

Demonstrations and marches are the most common forms. However, these are not necessarily the most effective in conveying a message.

Contrary to what is sometimes thought, it’s not necessarily the number of participants in an event that makes it successful. It is above all originality that will make it a media event. In practice, if the symbolic action is well publicized, it can reach millions of readers, listeners and viewers.

• **Role-playing**

This is a very effective form of protest when it comes to promoting the rights of minorities. It is about making the passer-by live a sensory experience that makes them briefly share the situation of minorities whose cause we defend.

• **The smart event**

Smart events often revolve around an original or unexpected event that attracts passers-by as well as the media. The visibility of the event is reflected in the emphasis on sound elements (music, speakers, loud-speakers, etc.) and visual elements that enable identification of the action: clothing (hats, t-shirts, pins, etc.), equipment (vehicles, podium, displays, banners, posters, etc.).

GOOD PRACTICE

On the eve of World Book Day, several people involved in Tunisian civil society mobilized by organizing the event “Tunis Reads”. Citizens were invited to bring a book and read together in the street.

Although there were scarcely more than a hundred participants in Tunis, less than fifty in Monastir and no more than three in Tozeur, the event received excellent media relay because of its originality.

A few examples:
- Beach cleaning operation;
- Collection of empty bottles;
- Sales of products, home-made pastries, chocolate, sweets, etc.;
- Sports events;
- Handicrafts workshops;
- Shows performed by amateur artists;
- Maintenance of public parks, grass mowing, picking up of tree leaves, tree pruning, etc.
- Face painting in a public place or during a local event.
• Open-doors days
This is an excellent opportunity to introduce the CSO to the associative world: volunteers, donors, the media, etc.
This is often an informal meeting to discuss amicably with those who come to visit. Refreshments should be offered to visitors. This is a good way to break the ice. A press kit should also be distributed to journalists and donors and an informative brochure given to visitors and prospective members.
• Spokesmen and stars
It is recommended that the association use media personalities and public figures (actors, singers, sports stars, etc.) to attract the attention of the media and of the wider public, on one hand, and to benefit from the empathy of the personality on the other.
The association can then appoint an ambassador or a sponsor. This helps them promote the association’s activities when they are well known.
• Training and workshops
Training and workshops are two types of standard events that CSOs have to organize. They follow similar organizational patterns.
In order to ensure their success, it is recommended that the approach below be followed:
• When?
It is recommended that the national calendar be taken into consideration before finalizing the date: holidays, back to school, harvest periods, religious festivals and the month of Ramadan, major events such as international conferences, etc. Generally, training and workshops are held on weekends to allow people who work during the week to attend.
• Where?
It is more economical and practical to choose a hotel or a conference centre in a city easily accessible if participants come from other countries. It is also better to organize the event in the hotel where the trainers and participants are staying to save time and money.

• What budget?
The budget must be determined upstream and cover the following costs and expenses:
- Fees for trainers/facilitators
- Transportation
- Conference centre
- Audiovisual equipment
- Meals
- Educational supplies
- Communication media
- Number of participants?
If the training session requires individual coaching, for example, training related to interpersonal communication or conflict management, the number of participants should be eight to fourteen. The number of participants will depend on the type of training.
For more theoretical courses and workshops, the number of participants will vary according to the recommendations of the trainers. Generally, sessions are most efficient when conducted in small groups of twelve to fifteen participants or in medium-sized groups of sixteen to thirty participants.
• What communication?
A training session or a workshop is always a good opportunity to increase name recognition and improve the image of the CSO. It would be valuable to invite one or two journalists specialized in the topic covered at the event to qualitatively stimulate press coverage.
Several posters of the event should also be placed at strategic locations, such as the location where training is taking place. This will demonstrate the rigour and awareness of associative communication.
All publications and materials produced by the CSO (studies, reports, brochures, etc.) should be placed on a dedicated table for this purpose in a box labelled “Help Yourself”.
The equipment dedicated to the event (hanging banners, banners, totems, etc.) must be in place before the arrival of the trainers and participants.

- **Training content?**

Newly formed CSOs sometimes tend to overload their training programme. To avoid falling into this trap, it is recommended that trainers and CSOs that have organized similar training in the past be consulted to determine the right content.

The training or workshop programme shouldn’t be limited to the educational programme. The opportunity must be used to strengthen ties between association members and partners by providing fun activities in the evening (films, concerts, etc.).

- **What type of catering?**

Breakfast, meals and coffee breaks must be negotiated in advance taking into account the specific and religious dietary requirements of the participants.

- **The Importance of photography: Basic rules**

Although the criteria are highly variable, a good photo should have:

**Exposure:**

The basic principle of photography is to capture the reflection of light on people, objects or scenery. There are no pictures without light (in the pitch black, you can’t see anything). Correct photo exposure means distribution of light in the image that enables you to see as much of it as possible.

If your image is too clear: it is overexposed.

If your image is too dark: it is underexposed.

**Focus adjustment**

Generally speaking, the central element of your image should be in focus. Your eye will automatically be drawn to the sharp area of the picture. The eyes are the central element of a portrait.

**Framing**

Some rules that can help energize the composition of the picture:

**The Subject:**

A photo is interesting because of its subject.

**Tip:** Don’t try to put everything in a single photo. Too many elements make for an uninteresting picture where it’s hard to understand what you wanted to show.

**Digital communication**

Digital communication means all communication activities carried out through a digital medium or channel. The Internet is currently the major form of this type of communication.

However, all associations do not have to the same access to the various opportunities offered by this medium.

Besides the fact that it enhances the reputation of the CSO, communication over the Internet can achieve other goals recurrent to associations: mobilization around the cause defended, communicating about an event, recruiting activists and donors, communicating nationally or internationally, mobilizing members and/or volunteers, being responsive in emergencies, etc....

- **The website**

The website is the showcase of the association. Thanks to its website, the association will become known, build and convey its image and increase its name recognition.

To do so, it must have a clear and well-constructed website that enables users to browse easily and get the information they want.

It is strongly recommended that the editorial content of the site be enhanced using interactive features: internal search engine, surveys, downloadable forms, discussion forums...and graphics: photographs (photo gallery) and videos.
• Partnership
This consists in the CSOs having a banner on the site of a partner company which redirects to the association’s site. This promotes access to the site of the association in question, generates traffic and consequently helps develop actions to promote it.

• Facebook
With more than four million Tunisian accounts, Facebook is the most dynamic social web platform. It’s also the most visited website in Tunisia. A good understanding of its functioning helps to ensure differentiation and achieve the objectives set out above.

Facebook groups are primarily intended for collaborative work. They can be used to organize various committees or working groups. Unlike pages, they do not provide significant public visibility for the CSO or the cause it defends.

Facebook pages are the main tool to promote CSOs in the social web.

Unlike groups, all users can subscribe to a page without being invited by a member.

Pages also provide the opportunity to post viral content which can reach a large number of users due to their potential for interactivity.

Pages also provide comprehensive statistics on CSO page traffic and the most popular publications.

TIP
It’s better to have a vanity URL, that is to say, an easy-to-remember address with the name of the CSO www.facebook.com/notreassociation. This address is important because it will make communicating with the page easier online and offline. The simplicity of the URL makes it easy for users to remember.

Content is king. At least ten publications must be generated per day to draw attention and energize our page.

Interaction is queen. A page is primarily a place of exchange. We must be responsive to members (or fans) and respond to their comments as quickly as possible.

• Collaborative blog
See “Internal Communication” section.

• Twitter
With more than 500 million users worldwide, Twitter has established itself as the leading micro-blogging site in the world. In Tunisia, there were fewer than 15,000 users in 2013.

Contrary to what one might think, the small number of users compared to the entire Tunisian population is not Twitter’s weakness, but its strength. In practice, Twitter’s confidential aspect helps to develop a sense of family and build strong socio-digital links with other users.

Tweets: Technically, after logging into Twitter as a registered member, you can access the tweets of accounts to which you subscribe. Tweets are limited to 140 characters, forcing users to be concise in writing their messages. Tweets are public, which means that every tweet posted is potentially visible by 500 million people worldwide.

GOOD PRACTICE
In March 2011, some citizens created a Facebook group to promote the entrenchment of women’s rights in Tunisia. Two years after launch, the group had more than 8,000 members working together to draft a document that was later presented to the National Constituent Assembly.
Each tweet is usually accompanied by one or more hashtags, that is to say, keywords that contextualize the messages. For example, if a tweet refers to a particular region and a particular event in Tunisia, the following hashtags are used: #Tunisia, #Regueb, #Festival2013.

- **Live streams**

These tools allow the creation of an ephemeral web TV. Very easy to use in practice, they are used to broadcast live online events: conferences, workshops, etc.

**GOOD PRACTICE**

We systematically cover our events in live streaming. This allows us to gain visibility beyond the people physically present. Instead of reaching only about a hundred people, we sometimes reach more than 10,000.

Club ALECSO UNESCO - Bardo

**TIPS**

- The social web is based on a peer-to-peer logic; official accounts are statistically less influential than personal accounts. We must therefore focus on personal accounts to disseminate messages and use the official CSO account for institutional statements. Tweets should be written in four languages: Tunisian dialect, Arabic, French and English. This will dramatically increase the audience at the national and international levels.

- Always use the hashtag #Tunisia whatever the subject.

- Content is king. In order to enjoy a good reputation and increase its visibility and influence on Twitter (and Facebook), the CSO must deliver content that interests its target audience: studies, reports, etc.

- To be noticed and become a reference on a particular topic, five to fifteen tweets must be written per day.

- Create account lists of influence networks: journalists, activists, government officials, MPs, etc.

- When the subject is very important, send the tweet directly to each contact by personalizing it as shown in the following example sent to a reporter to invite him to a press conference.

**Ex:** Hi @Thameur press conference tomorrow from our asso. to #Tunis
When you use a hashtag, you should think of the followers and facebookers, the likers and pokers.

What's he talking about?

Unplug me, for god's sake.
ADVOCACY & AWARENESS-RAISING
Advocacy

Public relations are important for CSOs. The goal is to develop a trusting relationship with their audiences. In fact, they seek to influence them to intervene in places of decision-making in order to change practices and implement solutions.

CSOs significantly increase their impact on public policy when they continuously work to raise awareness and lobby. The association can help redefine public policy. This section will describe how to master the process of planning a mobilization campaign and an advocacy action.

Advocacy objectives

- To educate a specific audience about a cause the association defends.
- To convince a specific audience to change its behaviour in a temporary or durable way
- To mobilize the greatest possible number of people to support a cause before policymakers.
- To lobby for a cause or bill directly with policymakers.

ADVOCACY GLOSSARY

Public Policy:
A combination of objectives, laws, rules, and funding priorities set by public officers determining how the government responds to public interest, solves problems and spends public funds.

Lobbying:
Identification, adoption and promotion of a cause. This is an effort to affect or change public policy.

Direct lobbying:
A specific form of lobbying of public representatives, meant to influence specific legislation concerning public policy relevant to the objectives of the CSO.

Indirect lobbying:
Sensitizing public opinion to a cause the association defends.

Arenas of influence:
These are the physical or symbolic places where public policies are decided.
SEVEN GOOD REASONS FOR ADVOCACY

1. It’s a democratic tradition.
2. It’s a way to find solutions.
3. It’s easy.
4. Decision-makers need our expertise.
5. It strengthens local and participatory democracy.
6. It increases the confidence of citizens and policy-makers in the CSO.

How to develop an advocacy strategy?
In the first stage, logic of pleading needs to be integrated in the “DNA” of the CSO. For that, we can use SHEET N° 7.

Sheet no. 7 - our advocacy dna

<table>
<thead>
<tr>
<th>What is our mission?</th>
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<table>
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<tr>
<th>What political decisions will solve the problems of citizens concerned by the mission of our association?</th>
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</table>

<table>
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<tr>
<th>What gives our association the legitimacy to participate in public debate on a particular issue?</th>
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</table>

<table>
<thead>
<tr>
<th>How can our CSO contribute to the debate on the problems we have identified?</th>
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</table>

<table>
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<tr>
<th>Our association has information and ideas without which the debate on a particular public policy would be incomplete</th>
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<tr>
<th>Let’s identify the consequences if we fail in our involvement in the public debate about our objectives.</th>
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</thead>
</table>
How to identify the files that concern us

- Three distinct approaches are possible for advocacy strategies.
- Initiation: This relates to the introduction of new legislation.
- The positive response: A strategy consisting in supporting an idea proposed by another member of civil society which corresponds to our mission.
- The negative response: This is used to amend or repeal an existing law or a bill in the process of being enacted which harms citizens who benefit from the CSO’s mission.
- A ranking based on the following criteria must be used to identify files in priority order:
  - Coherence with our mission.
  - Temporal urgency.
  - Geographical proximity: legitimacy is greater in the region of practice.
- Once the criteria are classified by priority, we can identify and rank the issues that matter to us. There are three types of issues:
  - Issues already being discussed via public debate.
  - Issues to be anticipated, that is to say, those already on the policy-makers agenda.
  - Issues to be initiated, those that CSOs want to bring up for public debate.

SHEET N°8 identifies and classifies our records in a rational way.
How to identify the arenas of influence

In any advocacy strategy, it is valuable to identify the arenas of influence. This phase enables us to take into account the balance of powers to develop a winning strategy.

Generally, three major arenas of influence can be identified: the political arena, the media arena and the arena of public opinion. It is therefore recommended that these three arenas be contacted to create the change.

With respect to the media arena, refer to the Press Relations section of this work. As for the arena of public opinion, refer to the section Raising Awareness Campaign.

Traditionally, when we want to diagram or model the political arena, we distinguish two sub-arenas that we have to convince to join our cause: the legislative sub-arena and the Executive sub-arena.

In an exceptional context, the provisional organization of public authorities concentrates power in the National Constituent Assembly. It is the National Constituent Assembly which represents the law-making authority. Every bill has to go through it.

With respect to the Executive, it is a matter of ensuring its commitment to our cause to have greater weight with the Legislative Authority and in local governance.

Once the new Constitution is passed, we will have to understand the new law-making process and identify the players involved in the processes in order to develop a focused strategy.

SHEET N°9 will help us develop this targeted strategy by identifying our partners...
TIPS

- Gradually build-up a positive relationship with policymakers.
- Monitor the law-making process and identify activities that affect our files.
- Become a reference source of information for elected officials on issues related to the CSO.

Which team?

Before embarking on the operational issues, the CSO must first build an efficient team and assign roles and responsibilities to its members as well as implement an information system, i.e., the rules for circulating information within the team.

Ideally, each role will be performed by one person. However, in case the CSO does not have sufficient human resources, it will have to assign multiple roles to the same people.

Sheet N°10 will help us train our team and assign roles and responsibilities.

TIPS

To gradually build up a positive relationship with policy makers:

- We must be good listeners to increase our knowledge of how best to achieve our objectives.
- We must be an added-value to the various parties: we must know what makes their life easier and become a reliable source of information.
- We must be a good host during calm periods. We should invite our partners to our premises.
- We must thank the people who support our causes and our files in both times of failure and of success.
- We must always stay in touch with our contacts.
- We must never cut bridges: Today’s adversaries can become tomorrow’s allies.
### Sheet no. 10 - contact identification

<table>
<thead>
<tr>
<th>Member title, first name and surname</th>
<th>Title in the advocacy team</th>
<th>Role</th>
<th>Vis-à-vis on the team</th>
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<tbody>
<tr>
<td>Executive Manager</td>
<td>Ensures compliance with the schedule and the goals and group cohesion.</td>
<td>Everyone</td>
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<tr>
<td>General Coordinator</td>
<td>Ensures the availability of information for everyone.</td>
<td>Everyone</td>
<td></td>
</tr>
<tr>
<td>Press Officer</td>
<td>Develops communication tools with the press. Builds a positive relationship with journalists</td>
<td>Executive Manager, General Coordinator</td>
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<tr>
<td>Spokesperson</td>
<td>Defends our project in the media arena.</td>
<td>Executive Manager, General Coordinator, Press Officer</td>
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<tr>
<td>Communications Officer</td>
<td>Coordinates the production and broadcast of communication media. Coordinates events communication.</td>
<td>Communications Officer, Press Officer</td>
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<tr>
<td>Digital Planner</td>
<td>Coordinates digital communication.</td>
<td>General Coordinator, Communications Officer</td>
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</tr>
<tr>
<td>Advocate</td>
<td>Meets and convinces policy makers to join our cause.</td>
<td>Executive Manager, General Coordinator</td>
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</table>

### What action plan?

Now that the roles and responsibilities are set, work can be allocated to as many tasks as necessary. Each task will be assigned to the person responsible.

**Sheet N° 11** will help formalize the action plan.

### Sheet no. 11

<table>
<thead>
<tr>
<th>Action Date</th>
<th>Action</th>
<th>Event lead</th>
<th>Resources required</th>
<th>Expected results</th>
<th>Results achieved</th>
<th>Reason for failure (if any)</th>
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TIPS

• To ensure the success of the action plan:
  • Always work for internal consensus.
  • Clearly assign roles, responsibilities and tasks.
  • Set-up an internal training structure to motivate and harmonize the knowledge of members, volunteers, etc. on the various advocacy issues.

AVOID

The “Lone Ranger”: never expect a single person to be responsible for the entire action plan.
“Crying Wolf”: avoid pulling the alarm too often. This can discredit them with interlocutors.
“Missing the boat”: if we delay making a decision on a case, the CSO may miss an irreplaceable opportunity.
Surprises: never hide information compromising for the case.
Anger and threats: always avoid resorting to this counter-productive behaviour.

AICCA

Attract attention
Hey you

Inform
You have beautiful eyes

Communicate
Here’s my phone number

Convince
I’m very, very wealthy

Invite to Act
A little kiss?
Awareness-raising

The awareness-raising campaign

“Raising awareness: touch the mind... and the heart”

Generally, an awareness-raising campaign is set up for the following reasons:

- To raise the public’s awareness about a particular cause and gain its support for the view of the CSO.
- To encourage a specific group to change its behaviour with respect to a given issue: corruption, reckless driving, etc.
- To raise public awareness to gain more traction in lobbying negotiations with policymakers.

The paths to conviction

The awareness-raising campaign is the perfect time to stimulate and enhance the collective creativity of the CSO. It is also an opportunity to understand the process of influencing public opinion which can be summarized in the formula AICCA:

- Attract the attention of our citizens,
- Inform and Communicate with them,
- Convince them, invite them to Act.

THE NINE KEYS FOR AN EFFECTIVE CAMPAIGN

- The right team
- The right tools
- The right timing
- The right message
- The right tone
- The right partners
- The right risk assessment
- The right participatory approach
- The right fall-back plan
Campaign identity

Now that the steps to convince the target audience are known, it’s possible to develop the campaign’s identity.

SHEET N° 12 will help formalize our campaign identity.

TIPS

- The campaign label should be short, memorable and have powerful symbolism.
- Don’t use more than four syllables for the campaign label to ensure its effectiveness.
### Sheet No. 12 - The Campaign Identity

| Who are our target audiences? | | |
| What exactly do we want them to know? | | |
| What do we want them to do with the message we will communicate to them? | | |
| What is the tone of the campaign? e.g. warning, humour, solemn | | |
| What is the campaign label? | | |
| Who are our partners? | | |
| How long is the campaign? | Start Date | End Date |

---

**GOOD PRACTICE**

In 2010, a group of independent Tunisian activists launched a campaign to protest against Internet censorship. The campaign label was so well thought out that it helped to give it local popularity and significant international exposure: #SayebSala7.

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**TIPS**

- Networking of CSO activities increases its efficiency.
- To increase the chances of success of a campaign, it should be planned for a period of three weeks.
Campaign evaluation

In order to advance the CSO’s goals and maximize the impact of its campaigns on public policy, and more broadly on society, it is important to evaluate the campaign. To do this, the CSO should ask itself a few questions:

- How to develop a good campaign strategy?
- How to develop and implement a good press strategy?
- How to develop and implement good event communication?
- How to develop and implement good graphical communication?
- How to develop and implement good digital communication?
- Was the message positively received by the audience?

These questions will provide objective answers to the evaluation of the awareness-raising campaign. In the previous sections, the SHEETS and tools to evaluate the different types of communication were explored. In addition to these tools, SHEET # 13 will enable evaluation of the campaign by the different audiences.

This post-test can be conducted as a face-to-face interview as soon as the campaign ends (within 72 hours of the end of the campaign). A sample as representative as possible of the different targets must be selected. Questions should focus on issues related to the reception and appreciation of the campaign.

**Sheet no. 13 – campaign evaluation**

<table>
<thead>
<tr>
<th>Name recognition?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you remember the campaign “Our campaign”?</td>
</tr>
<tr>
<td>( ) Yes</td>
</tr>
<tr>
<td>( ) No</td>
</tr>
<tr>
<td>( ) Maybe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Which media?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thanks to which media or event(s) did you find out about the campaign?</td>
</tr>
<tr>
<td>1- ………………………………………..</td>
</tr>
<tr>
<td>2- ………………………………………..</td>
</tr>
<tr>
<td>3- ………………………………………..</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Perception of the campaign?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What was the message of the campaign?</td>
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<tr>
<td>………………………………………..</td>
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<tr>
<td>………………………………………..</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>What image(s) of the campaign do you remember?</th>
</tr>
</thead>
<tbody>
<tr>
<td>From most important to the least important</td>
</tr>
<tr>
<td>1- 1 ………………………………………..</td>
</tr>
<tr>
<td>1- 2 ………………………………………..</td>
</tr>
<tr>
<td>1- 3 ………………………………………..</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What is your opinion?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did the campaign convince you to support the message?</td>
</tr>
<tr>
<td>( ) Yes</td>
</tr>
<tr>
<td>( ) No</td>
</tr>
<tr>
<td>( ) Maybe</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What image of our CSO did the campaign give you?</th>
</tr>
</thead>
<tbody>
<tr>
<td>………………………………………..</td>
</tr>
</tbody>
</table>
Final Tips

Shuffling means mixing people

Attract journalists with an original issue

Yes let’s mix

I think we’re overdoing it...
**Activism**: Attitude that emphasizes practical action.

**Media channels**: Ways and means for the circulation of information.

**Code of Ethics**: Moral Charter.

**Relational Communication**: All communication techniques that can apply directly or indirectly to the target audience.

**Conflict of Interest**: A conflict of interest occurs when an individual or organization is involved in multiple interests, one of which can corrupt the other.

**Disseminate**: Spread.

**Factual document**: A document that tells the facts.

**Empathy**: The ability to feel the emotions of someone else, to put one’s self in the place of others.

**Non-profit public space**: We consider that a unit renders non-mercantile services when it offers them at free cost or at prices that are not economically significant.

**Ethics**: Values that can be applied morally or professionally.

**Interpersonal channels**: Niches enabling connections and relationships between people.

**Collective Intelligence**: The cognitive abilities of a community resulting from multiple interactions between its members.

**Connective Intelligence**: Combining intelligence to enhance the performance of the organization and make the most of existing talents.

**Social Link**: All relationships between individuals belonging to the same social group.

**Participative logic**: A Framework for the participation of all stakeholders of the action.

**Logo**: Graphics representing a brand, a company, an association.

**Marketing**: Marketing consists of all methods available within an organization to encourage attitudes and behaviours to achieve its objectives.

**Associative Marketing**: Associative marketing relies on the specificity of its audiences, its mission and the methods it will use in particular to achieve its objectives.

**Business Marketing**: A set of techniques enabling a match between the products supplied by a company and the expectations of consumers to maximize their sales.

**Sponsorship**: Support or promotion of initiatives by private financial subsidies offered by natural or legal persons.

**Charitable mission**: Mission aimed at helping the needy.

**Mercantilist model**: Model which is concerned only with profit.

**Notoriety**: Fame, reputation.

**Sustainability**: State that lasts.

**Pressbook**: Press kit containing photos, press articles on a personality, an event, a product.

**Sympathizer**: A person who approves the ideas and actions of a party or an association without being one of its members.

**Action visibility**: Properties making an action visible.