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## **Evaluation of the "Our world. Your move." campaign**

### **FINAL REPORT**

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**June 2010**

## ***Executive summary***

This report is an external evaluation of the “Our world. Your move.” campaign that ran in 2009. OWYM was a global campaign launched jointly by the ICRC and the International Federation in partnership with National Societies. The broad aim of the campaign was to raise awareness of today’s humanitarian challenges and the work of the RCRC Movement. It also intended to encourage individuals to “make a move” based on the notion that simple gestures can make a difference. Three significant milestones were marked: the 150<sup>th</sup> anniversary of the Battle of Solferino; the 90<sup>th</sup> anniversary of the founding of the International Federation and the 60<sup>th</sup> anniversary of the Geneva Conventions.

The evaluation adopted a mixed-methods approach employing both quantitative and qualitative methods including surveys, interviews and content analysis (see annex 1). The evaluation focused on ten desired outcomes of the campaign.

Overall, the campaign reached over 100 million persons with activities involving 70% of NS in at least 121 countries. Those interacting with the campaign reported higher awareness of IHL compared to those that did not. Nevertheless, the campaign was not able to translate this wide exposure into mass mobilisation, particularly online.

**Desired Outcome 1 – Largely achieved. Strengthened communication network between ICRC, International Federation & NS:** Successfully achieved, considering the collaboration between the ICRC and the International Federation and participation of the majority of NS. Over 311 activities were launched globally. Success was seen with photo exhibitions, outreach activities and events. With Africa and Europe the more active continents, the focus was largely on “offline” activities. The majority of delegations and National Societies believed that they had received sufficient information about the campaign.

**Desired Outcome 2 – Fully achieved. Developed partnerships for ICRC & International Federation within the Movement and externally:** The campaign was successful in reinforcing and creating partnerships with NS and with external partners. Partnerships were also created at the country-level. The longer term benefits of these partnerships will only be known over time.

**Desired Outcome 3 – Fully achieved. Increased capacity for ICRC & International Federation to use new media & social networking:** The campaign allowed both organisations to develop a better understanding of new media and social media, which led to increased capacities and staff resources. This experience has provided both organisations with a solid basis for future initiatives.

**Desired Outcome 4 – Largely achieved. Increased awareness of today's most pressing humanitarian challenges (conflict & climate change)**

**Desired Outcome 5 – Largely achieved. Increased awareness of needs, vulnerabilities & expectations of beneficiaries:** The campaign achieved significant media coverage that was successful in drawing the focus of the media away from the simple anniversaries and on to the more substantial theme of today's humanitarian challenges – highlighting more the context aspects rather than the beneficiaries, according to the media monitoring and feedback from NS and ICRC field staff. The findings suggest that simple exposure to the campaign did not necessarily translate into understanding of the campaign's aims and message, particularly its central slogan and call to action. But people engaging more deeply with the campaign seem to have developed a very good awareness of IHL and humanitarian issues.

**Desired Outcome 6 – Partially achieved. Increased association of ICRC, International Federation & NS as key actors for today's humanitarian challenges:** ICRC and NS staff were of the opinion that the campaign did increase association of the Movement with today's challenges and raised its visibility in general. The campaign produced some 20 times more media coverage than a comparative UN campaign which ran in 2009 (UNRWA 60<sup>th</sup> anniversary campaign).

**Desired Outcome 7 – Limited achievement. Motivated people to undertake a humanitarian gesture:** An analysis of the gestures listed on the portal indicated actions taken mainly to support the environment and general messages of support for world peace and the RC, rather than actual gestures. The lack of definition as to what gestures were desired could have contributed to the limited success with this message. However, the campaign was more successful in encouraging voluntary work, which in itself is a humanitarian gesture.

**Desired Outcome 8 – Partially achieved. Motivated people to undertake voluntary work:** Given that the appeal for voluntary work was not a prominent campaign message and that the campaign portal did not channel well volunteer enquiries, it was surprising that some half of NS believed that the campaign led to increased volunteer enquiries and that nearly half of portal users surveyed indicated that the campaign had inspired them to undertake voluntary work.

**Desired Outcome 9 – Partially achieved. Motivated people to undertake an online action of support:** The campaign was very successful in motivating hundreds of thousands of people to take online action requiring minimal engagement. The campaign however was not successful in converting this engagement into more substantial online actions, where only hundreds of actions were seen.

**Desired Outcome 10 – Partially achieved. Raised funds for the ICRC, International Federation & NS:** Although not a predominant message of the campaign, OWYM could be attributed to some extent with raising funds for the ICRC and NS. The success of the ICRC in its private donation action and the feedback from NS indicates that future campaigns could place raising funds as a more central message and “ask” of publics.

Findings were also made on the effectiveness of messages, relays, activities and products. The main challenge with **campaign objectives** seen were their broad nature and lack of a central focus that could be easily grasped by key **relays** such as NS, delegations and media. However, the campaign did have several unexpected effects, notably broadening the debate on IHL and its relevance; creating global solidarity amongst NS volunteers and raising funds for the Movement. Six key **messages** were analysed with some found to be more dominant than others. The range of **activities and products** allowed maximum flexibility in shaping the campaign locally but had the disadvantage of not being able to centralise all efforts around a single campaign objective and message. Most messages and products developed were more suited to an educated and online audience.

Nine overall **conclusions** were made:

***The RCRC Movement values highly global campaigns:*** A common thread from all sources canvassed by this evaluation was the high value given to Movement-wide campaigns such as OWYM: 90% of ICRC delegations would support similar global campaigns in the future; 95% of NS desired for the campaign to continue beyond 2009. The ability of campaigns to mobilise volunteers and staff, increase networks, reach new audiences and provide a Movement-focus for communications should be recognised. A Movement-wide campaign supported by all entities was particularly appreciated by NS.

***OWYM was successful in achieving its goal of awareness-raising but less successful in campaigning:*** OWYM was successful in reaching millions of people and possibly influencing what they know or feel about humanitarian issues, the RC and IHL but it was less successful in the actual *campaigning* element: Mobilising publics to take action. Future campaigns (presuming that they want to be campaigns and not promotional drives) need to find a clear central “ask” for publics.

***OWYM had to be too many things to too many people:*** the campaign set out with very broad objectives that resulted in a complexity of messages and products that were difficult for key partners to see the full potential of. The range of materials and messages was positive in that it allowed for partners to “pick and choose” what they wanted to use – but on the balance, partners reported being overwhelmed by the choices given. Future campaigns would be better served if they were more focused on specific target audiences and more precise themes.

***OWYM discovered new audiences for the ICRC:*** Although the online aspects of the campaign were limited in their success they illustrated the possibility to reach audiences not within the traditional view of the ICRC.

***OWYM had to cope with the high tech vs. low tech debate:*** Ultimately a decision could be made to focus on either a more field-based or an online-based campaign model, depending upon the theme and audiences in question.

***Campaign products and activities that “work”:*** Significant media coverage was possible as the messages had “rich” content drawn largely from the quantitative research; the photo exhibitions turned into an excellent medium; online activities clearly showed their potential; international celebrities, however, brought no noticeable benefits; the Movement does not need an advertising strategy to gain visibility and a core slogan will be highly used even if for this campaign, it was not understood by all.

***NS have differing needs in campaigning:*** developed and developing NS clearly have different needs for campaigns. For most developed NS – but not all – the campaign was able to meet their needs with the “pick and choose” approach adopted. Developing NS required more straight-forward messaging and although campaign materials were highly used, they indicated that the multiple messages were not all understood by their audiences. The campaign seemed to have “worked” best for those NS of the “middle ranking” (the Philippines, Lebanon and Mexico for example) that have both the capacity to understand and adapt messages and the flexibility to use them widely.

***ICRC delegations have differing needs in campaigning:*** OWYM was more challenging for operational delegations - they remain key in such campaigns in providing the “rich” content in order for the ICRC to be able to communicate globally and effectively on issues. Yet these delegations may not be best placed to profit from the resulting products and activities. For a campaign to be fully embraced by them in-country, it must be highly relevant to their operational priorities and complementary to the messages they are trying to convey locally, for example on the protection of medical personnel. Delegations should be encouraged to collaborate on such campaigns given the globalisation of many conflicts and issues today. Regional delegations and those with global reach find campaigns such as OWYM very useful in providing content for communication opportunities and to reinforce networking.

***Using global campaigns as an operational tool:*** ICRC does not use global campaigning as an operational tool as other humanitarian organisations do – witness the global Oxfam campaign “Rights in Crisis” on protection issues and the Congo. ICRC may feel that it can achieve its operational goals without global campaigning, although it is an option for the future.

## ***Abbreviations used***

ICRC	International Committee of the Red Cross
International Federation	International Federation of Red Cross and Red Crescent Societies
IHL	International Humanitarian Law
NS	National Red Cross and Red Crescent Societies
OWYM	Our world. Your move. campaign
RC	Red Cross Red Crescent
UN	United Nations
UNRWA	United Nations Relief and Works Agency

### **Achievement rating scale for indicators**

The rating system used in this evaluation is based on the following scale from the UK Department for International Development:

- Fully achieved, very few or no shortcomings
- Largely achieved, despite a few short-comings
- Partially achieved, benefits and shortcomings finely balanced
- Limited achievement, extensive shortcomings
- Not achieved

*Source: Department for International Development, "Reporting Requirements: A Guide for Grant Holders of the Governance and Transparency Fund", 2008.*

### **Definition: Communication Campaign**

The communication campaign as discussed in this evaluation is defined as follows:

- An organized set of communication activities;
- Directed at a particular audience;
- Within a specified period of time;
- To achieve specific outcomes or effects.

*Source: Rogers, E. and Storey, D. (1987). Communication Campaigns in Berger, C and Chaffee, H. (eds.), Reader in Public Opinion and Mass Communication, 3rd ed. Free Press: New York.*

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## **1. Introduction**

This report is an external evaluation of the “Our world. Your move.” (OWYM) campaign that ran primarily during 2009. The evaluation focused on the extent to which OWYM achieved or not its desired outcomes. The intended use of this evaluation is to inform the ICRC and its partners of the results of OWYM and to assist in planning and managing future campaigns. Information on the persons who undertook this evaluation can be found at Annex 10.

## **2. Description of the campaign**

OWYM was a global campaign of the International Red Cross Red Crescent Movement launched jointly by the ICRC and the International Federation. National Red Cross and Red Crescent Societies (NS) were encouraged to participate in the campaign.

The broad aim of the campaign was to raise awareness of today’s major humanitarian challenges and the work of the RCRC Movement. It also intended to encourage individuals to “make a move” for humanity based on the notion that simple gestures can make a difference. Three significant milestones for the Movement were marked in 2009:

- 150th anniversary of the Battle of Solferino;
- 90th anniversary of the founding of the International Federation;
- 60th anniversary of the Geneva Conventions.

The key products and activities of the campaign included:

- Campaign logo, slogan and accompanying promotional material
- Events around the key dates of May (world RC day), June (Battle of Solferino) and August (Geneva Conventions);
- Two photo exhibitions;
- Opinion research in eight countries;
- Joint media productions;
- Campaign portal and accompanying social media campaign;
- Street marketing in Geneva;
- Video clips, merchandise, promotional material and publications.

NS and field delegations of the ICRC and the International Federation undertook a wide variety of activities as part of the campaign.

## **3. Evaluation focus**

To assist in evaluating OWYM, a campaign “theory of change” was constructed prior to the campaign launch. The theory of change maps out the path from input to impact. Figure 1 illustrates the theory of change for OWYM. This was

constructed based on the campaign documentation and discussions with ICRC and International Federation staff.

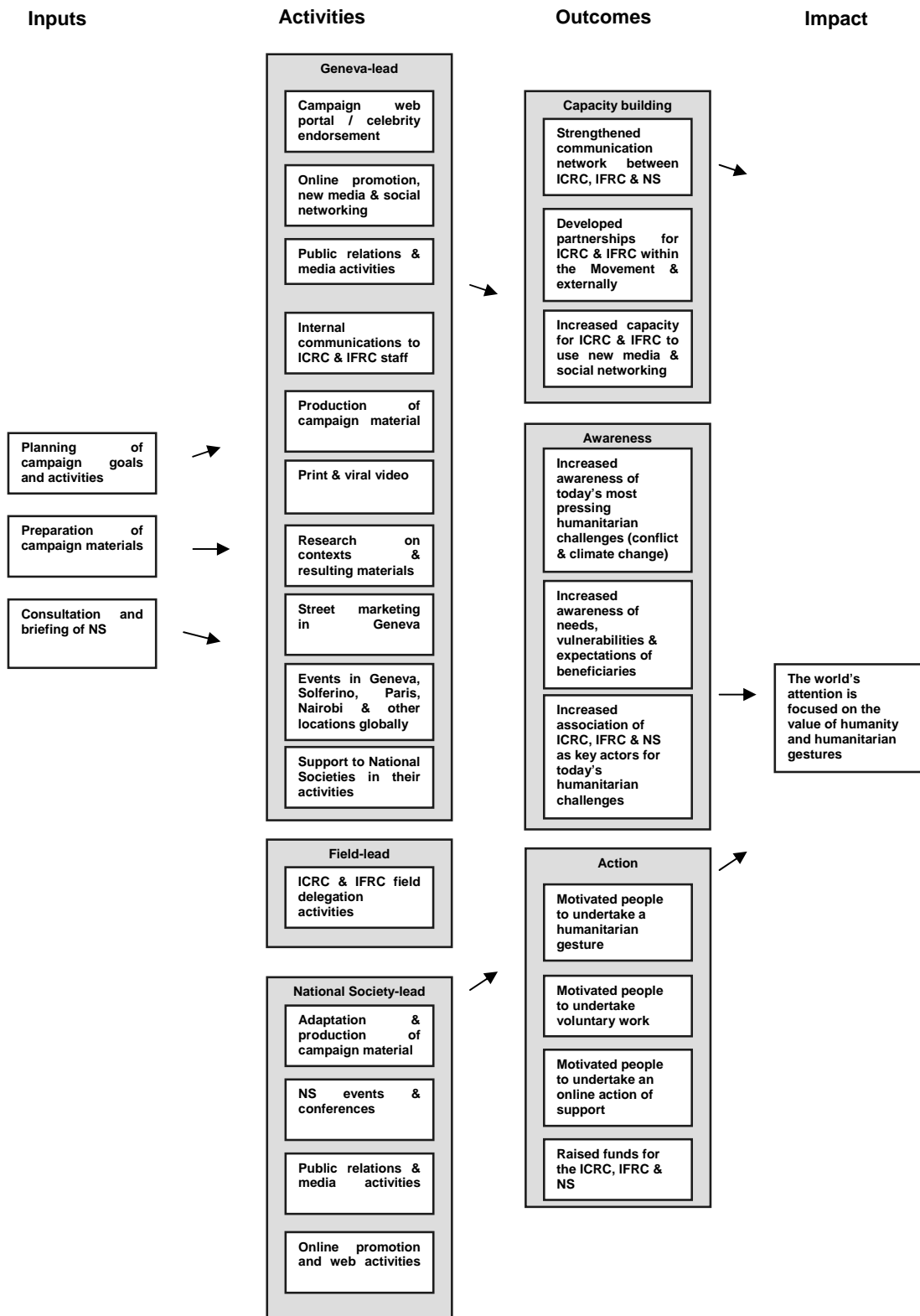


Diagram 1: Theory of change for the "Our world. Your move." campaign

The evaluation focused on the ten desired outcomes that were determined prior to the campaign launch. These outcomes were split into three categories of change desired: capacity building, awareness and action. The theory of change is further explained in the “Proposed evaluation methodology” found at annex 1.

#### ***4. Evaluation methodology***

The evaluation adopted a mixed-methods approach employing both quantitative and qualitative methods to collect data and information, as follows:

- Desk study of relevant documentation;
- Online panel of Internet “savvy” users (40 persons);
- Street poll of Geneva citizens (65 persons);
- Interviews with ICRC and International Federation HQ staff (12 persons);
- Interviews with ICRC delegation staff (5 persons);
- Interviews with NS staff (8 persons);
- Interviews with external partners (1 person);
- Interviews with Geneva-based media representatives (5 persons);
- Survey of ICRC delegations and NS (28 delegations and 24 NS);
- Survey of persons registering on the campaign portal (48 persons);
- International Federation surveys of NS leadership (52 NS)
- Monitoring of media visibility;
- Web metrics for campaign portal and ICRC website;
- Analysis of ICRC fundraising statistics.

The methodology is further explained in annex 1. The list of persons interviewed is found in annex 2. The ICRC delegations and NS that responded to the surveys are listed in annex 4.

##### ***4.1. Constraints and limitations***

In undertaking this evaluation the following constraints and limitations were encountered:

- Given the global nature of the campaign it was difficult to canvas all audiences reached. Consequently, the evaluation relied on canvassing audiences known to have been exposed to the campaign (e.g. through the campaign portal) or feedback on perceptions of audiences from ICRC, International Federation and NS staff.
- The campaign generated many individual products, events and activities. The evaluation was not able to provide a feedback on each individual aspect. More so, the evaluation provides a feedback on the key activities and products.

- This evaluation examined the campaign from the global perspective. In addition, although, NS and the International Federation staff were consulted, overall the ICRC staff were more heavily consulted, resulting in more focus on its role than the other two entities.

## **5. Findings**

The main findings as described throughout this chapter can be summarised as follows:

- The campaign reached over 100 million persons globally<sup>1</sup> with activities involving 70% NS in at least 121 countries on all continents.
- The campaign was not able to translate this wide exposure into mass mobilisation, particularly online, partially due to the lack of a central campaign “ask” of publics – and only those who really engaged and interacted with the campaign fully understood its aims and messages.
- A significant unexpected result of the campaign was its ability to motivate NS volunteers and increase understanding of their role in the global movement.
- Partnerships between NS, the ICRC and International Federation were strengthened as a result of the campaign
- The Movement’s ability to use social media (e.g. social networking sites and blogging) and new media (video and multimedia) was strengthened as a result of the campaign.
- The campaign was an opportunity for the Movement to proactively communicate that was not linked to the daily news cycle. The campaign was able distinguish itself from general ICRC media visibility and focus attention in May, June and August, as illustrated by the diagram below, which shows the percentage of media coverage in general on the ICRC and specifically on the campaign, in addition to visits to the Campaign portal.

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<sup>1</sup> Based on viewer/reader/listenership statistics of major national and international media where coverage was obtained.

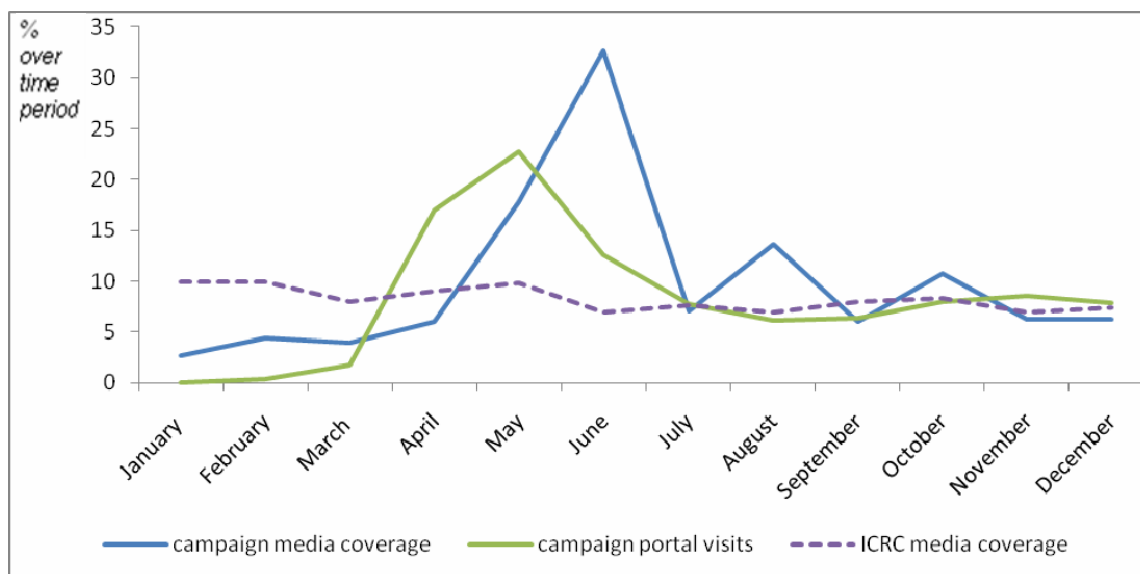


Diagram 2: 2009 timeline of media coverage and portal visits

- The campaign was able to go beyond communicating on the superficial anniversary messages and focus media coverage on today's humanitarian challenges in Afghanistan and other contexts, and bring added visibility to the Movement and IHL.
- The campaign communicated on six key messages with the messages of the humanitarian gesture and the voice of the beneficiaries being overshadowed by the other messages.
- Whereas the photo exhibitions, research reports and accompanying audio-visual materials were key in obtaining global media coverage, the campaign slogan and portal, also used by many NS were less effective in communicating a clear campaign message to audiences.

### **5.1. Findings on the ten desired outcomes**

Chapter 5.1 details the findings of the campaign evaluation for each of the ten desired outcomes. For each outcome, a rating is given, the findings are detailed and initial conclusions are drawn.

#### **Desired Outcome 1. Strengthened communication network between ICRC, International Federation & NS**

**Rating:** Largely achieved

**Findings:** The campaign successfully achieved this outcome considering the collaboration between the ICRC and the International Federation and the participation of 70% of NS with activities identified in 121 countries.

Both the ICRC and the International Federation campaign staff reported that their network with NS had been strengthened through the campaign. According to the International Federation, 70% of NS (131 of 186 NS) participated in the campaign<sup>2</sup>. This evaluation was able to identify some 311 activities undertaken by NS, ICRC and International Federation field delegations in 121 countries<sup>3</sup>. The complete list of participating countries identified is found at annex 4.

The following table shows the number of activities and participating countries by region:

<b>Region</b>	<b>No. of activities</b>	<b>No. of participating countries</b>
<i>Africa</i>	94	26
<i>Americas</i>	38	19
<i>Asia Pacific</i>	65	23
<i>Europe &amp; North America</i>	76	35
<i>Middle East &amp; North Africa</i>	38	18
<b>Totals</b>	<b>311</b>	<b>121</b>

*Table 1: activities and participating countries by region*

The activities identified could be categorised into nine different categories. The photo exhibitions were by far the most frequently seen activity (when reported, the split was 50/50 between the use of the two exhibitions). The classification of activities is explained further in annex 5.

<b>Type of activity undertaken</b>	<b>No.</b>
Photo exhibition	107
Outreach activity	44
Event	39
Media activity	38
Conference/seminar	37
Cultural activity	23
Production of materials	15
Web-related activity	5
Advertising	3
<b>Total</b>	<b>311</b>

*Table 2: classification of activities undertaken*

It is highly probable that more than 311 activities took place – this is what this evaluation could identify based on the available reports and documentation. This list of activities does not include Geneva-led activities for the campaign such as media relations and productions.

Chapter 5.2 contains more feedback and details on the use the Geneva-produced material.

The majority of delegations and National Societies believed that they had received sufficient information about the campaign.

<sup>2</sup> International Federation, (9 October 2009) "Campaign Leadership Survey Report 2009".

<sup>3</sup> ICRC, (2009) "Campaign activities by context".

**Conclusions:** The communication networks of the Movement were strengthened by the campaign given the significant participation of NS. The type of activities undertaken indicates success with the photo exhibitions, outreach activities and events. Most of these activities were promotional in nature and did not involve the purchasing of paid advertising place or space, indicating less need (or available funds) for paid advertising strategies<sup>4</sup>. Africa and Europe were the more active continents and the focus was largely on “offline” activities for NS and less on “online” activities.

***Desired Outcome 2. Developed partnerships for ICRC & International Federation within the Movement & externally***

**Rating:** Fully achieved

**Findings:** The campaign was successful in reinforcing and creating new partnerships with NS and led to several significant relationships with external partners. The campaign also led to the creation of many partnerships at the country-level. The longer term benefits of these partnerships will only be known over time.

As mentioned above, the campaign was successful in strengthening the partnership between the ICRC and International Federation. This partnership was not always easy, given differences in what the two organisations wanted to achieve with the campaign, but it was viewed very positively by NS, according to ICRC, Federation and NS communications staff interviewed.

The campaign was also successful in reinforcing existing relationships or creating new relationships with NS. For example, in the USA, the photo exhibitions provided the ICRC with the possibility to build relations with the major chapters of the American Red Cross. For the International Federation in Asia Pacific, the campaign provided an excellent opportunity to reinforce and build relationships with NS in the region. The level of implication of the NS varied largely; some NS fully embraced all aspects of the campaign where as others chose to focus on select elements (e.g. World Red Cross day or photo exhibition) as discussed further in chapter 5.2. The success of these Movement partnerships will only be able to be measured over the longer term.

For external partnerships, the campaign produced several significant partnerships for the ICRC that were Geneva-led, as detailed in the table below.

<b><i>Partnership</i></b>	<b><i>Activity</i></b>	<b><i>Comment</i></b>
SIG	Geneva-based Photo exhibition location	Partnership was seen as positive by both ICRC and SIG. Possibility for the partnership to continue for future campaigns.

<sup>4</sup> ICRC policy is not to pay for advertising space.

VII Agency	Photo creation and exhibition	Partnership was positive in its output and usage. Photographers became spokespersons for the campaign although not originally planned. ICRC learned about working with high-profile photographers and the copyright issues linked to media usage of images
Media (notably Al Jazeera, BBC, CNN)	Production/broadcast of content	Partnerships were seen as positive in educating media on other story possibilities and building long-term relationships. Interviews with the media indicated that engagement was needed with the campaign to fully understand its potential (see chapter 5.2).

*Table 3: Description of main Geneva-led partnerships*

In organising activities at the country-level, partnerships were created with a wide range of organisations and individuals including artists (musicians, orchestras, celebrities), education authorities, universities, government institutions, museums, media, embassies, professional associations, NGOs and private businesses. For example, the partnership with the Newseum museum resulted in over 150,000 visitors to the campaign exhibition. In some cases, these were existing partnerships and in other cases they were new partnerships. As for the Geneva-led partnerships, it is too early to assess as to whether these partnerships will have longer term benefits for the Movement.

**Conclusions:** The campaign provided the opportunity to create global and country-level partnerships, ultimately extending the reach of the campaign messages. The ICRC and the International Federation could capitalise on the partnerships with NS to work on further common Movement projects. External partnerships established could also provide fruitful grounds if appropriate opportunities arise in the future.

***Desired Outcome 3. Increased capacity for ICRC & International Federation to use new media & social networking***

**Rating:** Fully achieved

**Findings:** The campaign allowed both organisations to develop a better understanding of new media and social media, which led to increased capacities and staff resources.

The campaign provided an opportunity for both the ICRC and International Federation to use new media and social networking for the first time in a comprehensive and global manner.

For new media, the campaign used a blog and portal platform and distributed products through multiple formats (videos, presentations, etc.) For social

networking, the campaign used platforms such as Facebook, MySpace, Twitter and YouTube.

Consequently, both organisations developed a better understanding of how new media and social networking could be used as part of a communications campaign. Partially due to the campaign, both organisations increased their staff resources in this field, with the intention of using new media and social networking in future initiatives. The International Federation reported that the campaign experience helped them to be more active online when the Haiti earthquake struck in January 2010. Concerning NS, between 35-43% of NS reported that the campaign resulted in their increased involvement in social media<sup>5</sup>.

Capacity was therefore increased. However, increased capacity did not mean necessarily that new media and social networking was used to its full potential. For example, the campaign portal was not considered a fully satisfactory use of this medium, according to the feedback of the ICRC, International Federation and NS, as discussed in chapter 5.2. In addition, although capacity was increased in this area, the campaign highlighted other communication-related areas where capacity and know-how was found to be lacking, such as celebrity management and the workings of photo agencies and magazines as a media<sup>6</sup>.

**Conclusions:** The campaign provided a successful “introduction” for the ICRC and the International Federation to new mediums increasingly used in communications. Increased capacity had short-term benefits in being able to manage the new media and social networking aspects more effectively. The campaign experience has provided both organisations with a solid basis to develop further the usage of these mediums in future communication initiatives.

***Desired Outcome 4. Increased awareness of today’s most pressing humanitarian challenges (conflict & climate change)***

***Desired Outcome 5. Increased awareness of needs, vulnerabilities & expectations of beneficiaries***

(These two outcomes are considered jointly)

**Rating:** Largely achieved

**Findings:** The campaign achieved significant media coverage on World RC day and the anniversaries. The print coverage focused primarily on the humanitarian challenges (eight contexts) and less on the beneficiaries. NS staff were positive in their assessment of the campaign in increasing awareness on these issues and on IHL in general.

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<sup>5</sup> “Campaign Leadership Survey Report 2009”, Op. Cit.

<sup>6</sup> ICRC, Office memo, COM\_DIR\_MARK 10/5 (February 2010) “Our world. Your move. campaign : Lessons learned”.

For assessing these outcomes, this evaluation considered changes to levels of awareness of publics that interacted with the campaign, the opinions of NS and ICRC (field) staff and visibility of the campaign in the media.

A focus of the campaign was on humanitarian challenges and beneficiaries, particularly illustrated by eight context countries and individual stories and profiles. Campaign activities with these themes and others generated media coverage in national and international media reaching potentially over 100 million people. Media coverage was found to be at its highest on three key dates as can be seen in the following graph of campaign mentions in global print media<sup>7</sup>:

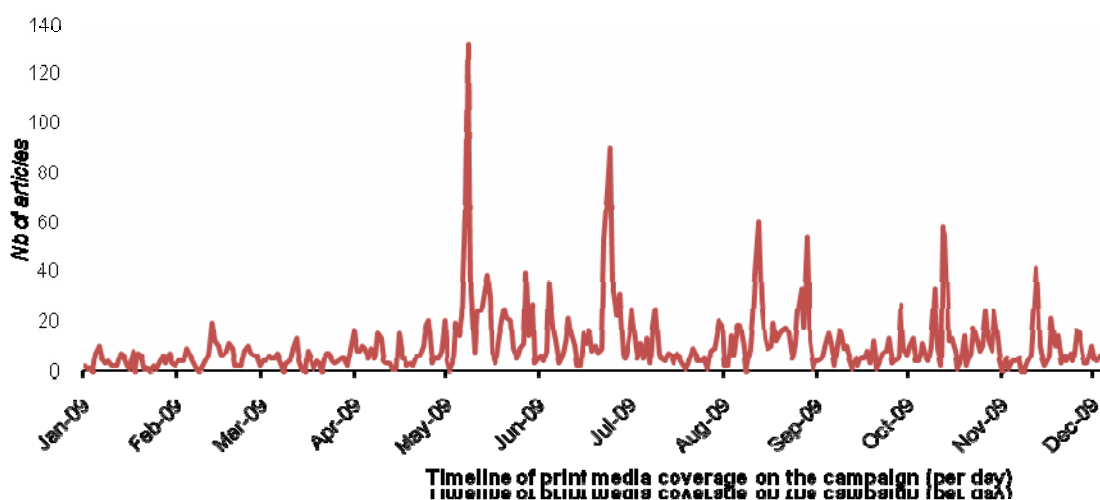


Diagram 3: 2009 Timeline of print media coverage of the campaign

**8 May 2009: World RC day and campaign launch (2<sup>nd</sup> highest coverage):**

**Focus of coverage:** In May, the focus of the print media was mainly on the “Our world at war” photo exhibition and the campaign launch in general. Most articles appeared in US and UK media. Television coverage (CNN, Al Jazeera, Al Arabiya) in May also focused on the photo exhibition.

**24 June 2009. Anniversary of the Battle of Solferino and launch of research report “Our World, Views from the Field”. (1<sup>st</sup> highest coverage):**

**Focus of coverage:** The month of June received the highest coverage of the campaign in the print media. Almost all articles focused on the “Our World, Views from the Field” research report. Although all eight contexts were mentioned, Afghanistan is the most often cited (also linked to Afghanistan’s accession to the Additional Protocols this month). The second focus of the print

<sup>7</sup> Lexis Nexis, (2010), “Media exposure Analysis, Our World. Your Move. - Focus report on the Campaign 2009” See annex 7 for a summary of this report.

media was on the events that took place in Solferino for the 150th anniversary. Significant coverage of these events was also reported on radio, notably on BBC radio.

**12 August 2009: Anniversary of the Geneva Conventions (3<sup>rd</sup> highest coverage):**

**Focus of coverage:** the third highest coverage was received in August with IHL and the Geneva Conventions frequently mentioned in print articles. The coverage focused more so on the anniversary rather than the campaign itself. The second research reports received limited coverage in print media but were covered by over 50 television stations and radio networks.

The association of celebrities to the campaign, such as the footballer Lionel Messi in October 2010 did not attract much coverage (14 articles in all for all international celebrities). James Nachtwey and Ron Haviv were the most quoted photographers in the media.

Local activities also generated media coverage. For example, in Lebanon, throughout 2009, 25 articles were generated in the written press, focusing on the Lebanese Red Cross campaign activities (a “humanitarian bus”) but also on the anniversary of the GC with a focus on the research reports (see annex 8 for further information).

NS and ICRC (field) communications staff were asked about their opinions as to how successful the campaign was in raising awareness on today’s humanitarian challenges and beneficiaries (see table 4 below). In general, NS staff were more positive in their assessment of the campaign than ICRC staff:

- 70% of NS and 63% of ICRC staff rated the campaign as being “good” or “excellent” in its ability to mark the anniversaries of Solferino and the Geneva Conventions
- 60% of NS and 34% of ICRC staff rated the campaign as being “good” or “excellent” in raising awareness on today’s humanitarian challenges
- 55% of NS and 26% of ICRC staff rated the campaign as being “good” or “excellent” in its ability to give a “voice” to beneficiaries

		<i>Very poor</i>	<i>Poor</i>	<i>Ok</i>	<i>Good</i>	<i>Excellent</i>	<i>Don't know</i>
<i>Ability of campaign to raise awareness on today's humanitarian challenges</i>	ICRC	0 (0 %)	2 (7 %)	14 (52 %)	8 (30 %)	1 (4 %)	2 (7 %)
	NS	1 (5 %)	0 (0 %)	6 (30 %)	7 (35 %)	5 (25 %)	1 (5 %)
<i>Ability of campaign to give a "voice" to beneficiaries</i>	ICRC	0 (0 %)	7 (26 %)	13(48 %)	5 (19 %)	2 (7 %)	0 (0 %)
	NS	0 (0 %)	2 (10 %)	6 (30 %)	8 (40 %)	3 (15 %)	1 (5 %)
<i>Ability of campaign to mark the anniversaries of Solferino and the Geneva Conventions</i>	ICRC	0 (0 %)	1 (4 %)	9 (33 %)	9 (33 %)	8 (30 %)	0 (0 %)
	NS	0 (0 %)	0 (0 %)	6 (30 %)	8 (40 %)	6 (30 %)	0 (0 %)

Table 4: Survey responses of NS and ICRC on raising awareness

### **Awareness of IHL and the Geneva Conventions**

General awareness of IHL and the Geneva Conventions appears to have increased amongst publics reached by the campaign. Globally, the campaign research indicated 42% recognition on average of the Geneva Conventions with a range between 19% to 69% in the eight countries<sup>8</sup>. People who interacted with the campaign indicated a higher awareness and understanding of the Geneva Conventions compared to those who did not: Surveyed portal users indicated a high recognition of the Geneva Conventions – 94% (45 of 48 persons), with 67% (30 of 45 persons) being able to describe them accurately. Those persons not exposed to the campaign (panel study of April 2009) indicated a recognition of 76% (31 of 43 persons), with 42% (13 of 31 persons) being able to describe them accurately. General awareness of IHL and the Geneva Conventions was assessed by NS and ICRC (field) staff as having increased in 2009 by 30% and 33% respectively, as shown in the following table:

<sup>8</sup> ICRC, (2010), "Our World. Views from the Field. Summary Report".

<i>With regard to the audiences reached by the campaign in your country or region, how would you assess the following aspects?</i>					
		<i>Less than a year ago</i>	<i>About the same as a year ago</i>	<i>More than a year ago</i>	<i>Don't know</i>
<i>Awareness on the Geneva Conventions and IHL</i>	ICRC	2 (7 %)	14 (52 %)	9 (33 %)	2 (7 %)
	NS	2 (10 %)	12 (60 %)	6 (30 %)	0 (0 %)

*Table 5: Survey responses of NS and ICRC staff on awareness*

### **Awareness of the campaign**

With exposure to potentially over 100 million people, what can be said about general awareness of the campaign? A street poll in Geneva during June 2009 indicated awareness of 35% (15% unprompted and 20% prompted, see annex 6 for further details). The panel study of some 40 persons in November 2009 indicated 22% (prompted) awareness of the campaign. However, when both “aware” groups were asked what they understood about the campaign, most were not able to explain accurately what the campaign was about with most referring to global issues (but with no precision), environmental themes or war/peace themes (see annex 6 for further information). This is an indication that awareness did not necessarily translate into understanding (in contrast to the above findings on IHL awareness) This point is discussed further in chapter 6.

**Conclusions:** Media visibility generated by the campaign indicates that it was successful in drawing the focus of the media away from the simple anniversaries and on to the more substantial theme of today’s humanitarian challenges. NS staff and ICRC staff (to a lesser extent) were of the opinion that the campaign was successful in marking the anniversaries and raising awareness on today’s humanitarian challenges and less so in giving a “voice” to beneficiaries.

The photo exhibitions, the research reports and complementary audio-visual productions appeared to have been key in providing the media with “rich” content resulting in the coverage achieved. The thematic of climate change was not particularly highlighted in the media but neither was it a central theme of the campaign messages, appearing in a limited amount of material. However, given the domination of environmental “moves” described by portal users (see Outcome 7 below), the potential and interest in climate change content was clearly there. The media interest in Afghanistan is most likely linked to its presence as a main media story in 2009.

As mentioned above, the potential reach of the campaign messages through the media and other activities was to over 100 million persons. However, the findings suggest that exposure to the campaign did not necessarily translate into understanding of the campaign’s aims and message. Nevertheless, once people engaged more deeply with the campaign, they seem to have had or developed a very good awareness of IHL and the Geneva Conventions, compared to those not interacting with it. This may not only be due to the campaign – it is likely that those people interacting with the campaign portal had already a certain knowledge in IHL (RC volunteers for example). In assessing awareness, the small number of people surveyed (portal users, street poll and panel) has to be taken into consideration – and their location (mostly Geneva for the latter two where a higher awareness would be expected). Nevertheless, those closest to the campaign publics – NS communications staff – were of a positive opinion that awareness had been increased.

***Desired Outcome 6. Increased association of ICRC, International Federation & NS as key actors for today’s humanitarian challenges***

**Rating:** Partially achieved

**Findings:** ICRC and NS staff were of the opinion that the campaign did increase association of the Movement with today’s humanitarian challenges and raise its visibility in general. Those who interacted with the campaign associated the Movement more with disaster response and climate change issues compared to those who did not.

A challenge in assessing this outcome was to find a comparison point with what was the association of today’s humanitarian challenges with the Movement *prior* to the campaign. Nevertheless, NS and ICRC (field) communications staff were of the opinion that the campaign was successful in increasing general visibility of the Movement, as detailed in the table below:

		<b><i>Very poor</i></b>	<b><i>Poor</i></b>	<b><i>Ok</i></b>	<b><i>Good</i></b>	<b><i>Excellent</i></b>	<b><i>Don't know</i></b>
<b><i>Ability of campaign to increase visibility of the Red Cross Red Crescent Movement</i></b>	ICRC	0 (0 %)	1 (4 %)	6 (22 %)	14 (52 %)	6 (22 %)	0 (0 %)
	NS	0 (0 %)	2 (10 %)	5 (25 %)	9 (45 %)	4 (20 %)	0 (0 %)

*Table 6: Survey responses of NS and ICRC staff on visibility*

In addition, some half of NS and ICRC (field) communication staff were of the opinion that there had been an increase in awareness of the Movement as a key actor for today's humanitarian challenges:

		Less than a year ago	About the same as a year ago	More than a year ago	Don't know
Awareness of the NS, IFRC and ICRC as key actors for today's humanitarian challenges	ICRC	1 (4 %)	12 (44 %)	14 (52 %)	0 (0 %)
	NS	3 (15 %)	8 (40 %)	9 (45 %)	0 (0 %)

Table 7: Survey responses of NS and ICRC staff on awareness

A comparison could be made between those that were exposed to the campaign (portal users) and those that were not (panel study group). Asked the same question (as detailed below), it can be seen that those who were exposed to the campaign associated the Movement more strongly with certain challenges, particularly the "threat of natural disasters" and the "human impact of climate change".

<b>Which of the following challenges do you believe the Red Cross and Red Crescent Movement is doing something about? (select as many as you like)</b>			
	<i>Exposed to Campaign (portal users) March 2010</i>	<i>Not exposed to campaign (panel) April 2009</i>	<i>Difference</i>
<i>Suffering of civilians in war</i>	40 (83 %)	31 (72 %)	+11%
<i>World poverty and hunger</i>	35 (73 %)	33 (77%)	- 4%
<i>Threat of natural disasters</i>	33 (69 %)	11 (25 %)	+44%
<i>Human impact of climate change</i>	27 (56 %)	8(19 %)	+37%
<i>Defence of human rights</i>	24 (50 %)	14 (32 %)	+18%

<i>Economic crisis</i>	11 (23 %)	1 (2 %)	+21%
<i>Depletion of natural resources</i>	10 (21 %)	1 (2 %)	+19%
<i>Nuclear and arms control</i>	9 (19 %)	2 (4%)	+17%
<i>Other, please specify</i>	6 (12 %)	0 (0 %)	--
<i>Growth of world population</i>	5 (10 %)	7 (16 %)	-6%
<i>Free trade and globalization</i>	3 (6 %)	1 (2 %)	+4%
<i>None of the above</i>	0 (0 %)	1 (2 %)	--

*Table 8: Survey responses of portal users and panel on challenges*

A comparison was made in the media monitoring between the OWYM campaign and a campaign ran during 2009 by the United Nations: UNRWA@60<sup>9</sup>. Overall, the analysis indicated that OWYM campaign produced some 20 times more media coverage than the UN campaign:

Campaign	Total coverage	Selected sources (114 sources)	All sources (12,131 sources)
<i>UNRWA@60</i>	195	20	175
<i>OWYM</i>	3786	482	3304

*Table 9: comparison of media coverage between OWYM and UNRWA@60*

However, it should also be noted that the UNRWA@60 campaign did not implement major global activities as it had originally anticipated.

As detailed above under Outcome 5, there is also evidence to suggest that the campaign increased the media coverage of today's humanitarian challenges and their association with the Movement.

**Conclusions:** Although limited, the data available does suggest that the campaign was successful in increasing the association between the Movement and today's humanitarian challenges and visibility in general. Those who interacted with the Portal do seem to have a greater association of the Movement with disaster and climate change issues. Of course, this greater

<sup>9</sup> UNRWA@60 was the 60<sup>th</sup> anniversary campaign for the organisation UNRWA.

association may not only be due to interaction with the campaign but other influences, such as current events and news.

### ***Desired Outcome 7. Motivated people to undertake a humanitarian gesture***

**Rating:** Limited achievement

**Findings:** This evaluation could identify only the campaign portal as a source to determine to what extent the campaign had motivated people to undertake humanitarian gestures. An analysis of these gestures, numbering in their 100s, indicated actions taken mainly to support the environment and general messages of support for the campaign, world peace and the RC, rather than actual gestures. However, the campaign was more successful in encouraging voluntary work, which in itself is a humanitarian gesture.

An overall campaign goal and message was to motivate people to undertake a humanitarian gesture. This message was featured in several campaign products, in particular on the campaign portal and in the campaign poster and the viral video.

In trying to determine the type and quantity of humanitarian gestures undertaken, a weakness was identified in the campaign strategy in its lack of definition as to what gesture(s) people were being asked to take. The campaign portal did detail some specific actions (such as “donate now”, and “volunteer now”) but these were not highly visible. The campaign lacked a central “ask” of people that they could rally around.

NS and ICRC field delegations were unable to describe with any precision what and if humanitarian gestures had been undertaken. One explanation for this was that the “humanitarian gesture” message appeared to have been overshadowed by other campaign messages, notably “today’s humanitarian challenges” and the 60<sup>th</sup> and 150<sup>th</sup> anniversaries as detailed under Outcome 4 and 5 above.

The campaign portal was the only source identified that could provide insight into the gestures undertaken, notably by the people who had listed on the campaign portal the “move” they had made (537 persons) and those persons that responded to the survey of portal users (48 persons). These gestures have been categorised into the following types:

<i>Type of gesture</i>	<i>(No.) %</i>	<i>Examples</i>
<b>Past or planned acts</b> <i>One third focused on individual acts to help the environment, and to a lesser extent to help the community, youth, charitable causes and take online actions (referral of portal to friends)</i>	(154) 27%	"I volunteer at my local lake by checking water levels." "I'm working daily to reduce the use of plastic bags and disposable containers." "Building community center and kindergarten school for migrant children and their families to have a better life. One child at a time." "My move for today? Feeding a helpless individual."
<b>Messages of support</b> <i>statements of support to the campaign and its themes</i>	(125) 22%	"it's easy for every single man/woman to make his/her contribution ("move") to change the world" "Don't wait for floods and earthquakes! Show your contribution every day of your life!"
<b>Messages related to NS</b> <i>Statements of support to NS or expressing identity with a given NS (often as a volunteer)</i>	(93) 16%	"Soy miembro de RCRC y estoy orgulloso de ello!" "Hi, I work with youth red cross in Mexico on health programs, we help community to fight with chronic diseases and epidemic flu and teaching who they care them self, teach our youth to living in peace."
<b>Messages related to peace issues</b> <i>Statements expressing a desire for peace in the world</i>	(78) 13%	"Stop fighting and seek peace. Live as green as possible, and try not to hurt people or the earth. Help each other instead of being in competition. There is enough for us all." "This world will prosper with the spirit of Humanity. We are trying for a peaceful world where tolerance is practiced and a society that does not discriminate."
<b>Inappropriate messages</b> <i>Religious statements, greetings and nonsensical comments.</i>	(68) 12%	"I am an ambassador for Jesus Christ. I am to share His love, joy and peace with my family, co-workers and neighbours. "On earth as it is in heaven" - Lord's prayer."
<b>Other</b>	(29) 5%	
<b>Messages from the Solferino event</b> <i>Statements from people attending the June event in Solferino</i>	(21) 4%	"Hello all the Red Cross/Red Crescent-friends! I would like to thank you for making this Youth on the move-days a great memory! Hope to see you very soon!"
<b>Haiti</b> <i>Messages expressing solidarity with the Haiti earthquake victims</i>	(10) 2%	"I want to do something for human being. I am so much hurt by earthquake of Haiti. I want to be engage to voluntary work."

Table 10: Categorisation of humanitarian gestures (portal)

Surveyed portal users were also asked what gestures they were inspired to undertake after visiting the portal. All but one user indicated that they had undertaken an action, with most indicating an online action, as detailed in the table below. Some half indicated that they had been inspired to undertake voluntary work.

Question asked "After visiting the Our world. Your move. website, were you inspired to do any of the following? (select as many as you like)":	
Watch a campaign video(s) online	24 (50 %)
Join the Facebook group to support the campaign	24 (50 %)
Recommend the website to your friends	23 (48 %)
Undertake voluntary work for a good cause	23 (48 %)
Attend a conference, meeting or training on humanitarian issues	18 (38 %)
Recruit friends to the Facebook group of the campaign	16 (33 %)
Write a post or a comment online on the campaign	13 (27 %)
Visit another website(s) on humanitarian issues	13 (27 %)
Do something on an individual basis / for the community, etc.	13 (27 %)
Donate money or goods to a humanitarian organisation	12 (25 %)
Take any other action to support the campaign	10 (21 %)
None of the above	1 (2 %)
Other, please specify	4 (8 %)

*Table 12: Survey responses of portal users on humanitarian gestures*

When asked, 30% of ICRC delegations and 60% of NS responded that the campaign was "good" or "excellent" in its ability to motivate people to undertake a humanitarian gesture.

Related to the notion of the humanitarian gesture, 42-52% of NS did report an increase in interest in volunteering, as mentioned under Outcome 8 below. Online actions are described further under Outcome 9 below.

**Conclusions:** This evaluation was only able to provide limited feedback as to what extent the campaign motivated people to undertake humanitarian gestures. Based on the feedback from 100s of portal users, it can be concluded that the campaign provoked people to take an online action or share with others what they have done or plan to do, as a gesture. The most dominant type of action specified was focused on the environment. This is not surprising given that the campaign period was dominated by the lead up to the Copenhagen climate change talks at the end of 2009. Further, the presence of peace-focused statements could be a result of the campaign slogan and visuals (“our world is in a mess”, globe image) provoking people to refer to world peace issues. The lack of definition as to what gesture(s) people were being asked to take could have also contributed to the limited success of the campaign with this message.

***Desired Outcome 8. Motivated people to undertake voluntary work***

**Rating:** Partially achieved

**Findings:** Some half of NS indicated that the campaign had led to an increase in volunteer enquiries. Outside of the Movement, it was not possible to assess the impact on other organisations.

The message to motivate people to undertake voluntary work was not a prominent campaign message, except on the campaign portal where a “volunteer now” button led interested persons to the website homepages of their respective NS. The mechanism itself was weak in channelling volunteering requests to a targeted action point within NS. Some half of portal users surveyed indicated that the campaign did inspire them to undertake voluntary work as mentioned under Outcome 7.

NS were asked directly if the campaign had led to an increase in volunteer enquiries in surveys undertaken by the International Federation at different points of the campaign. Between 42 – 52% indicated that the campaign had led to an increase in volunteer enquiries as detailed in the following table:

<i>Date of survey</i>	July 2009	August 2009	September 2009	October 2009
<i>% reporting increase in volunteer enquiries*</i>	42%	48 %	43%	52%

No. of NS that responded	28	50	52	63
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Table 13: NS reporting increase in volunteer enquiries due to the campaign

\*NS in the survey were asked "What kind of impact has the campaign had on your NS?" with one response being yes/no for "increase in volunteer enquiries".

Outside of the Movement, it was not possible to determine if the campaign had led to an increase in volunteer work for other organisations. No global figures could be found on the levels of volunteer work<sup>10</sup>.

A positive effect of the campaign related to volunteerism, was that OWYM appears to have provided a platform for current NS volunteers to express their solidarity at an international level, as evidenced in the feedback from portal users and seen on the social networks, as discussed further in chapter 5.2.

**Conclusions:** Given that volunteerism was not a prominent campaign message and that the campaign portal did not channel well volunteer enquiries, it is surprising that some half of NS believed that the campaign had led to increased enquiries and that nearly half of portal users surveyed indicated that the campaign had inspired them to undertake voluntary work. This is perhaps an indication of a positive side effect of bringing greater visibility of the NS through such a campaign and for the latter, an indication that portal users surveyed could have constituted a group pre-disposed to undertake voluntary work anyway. Nevertheless, if volunteering is a prominent message of future campaigns, a more efficient mechanism should be developed to better channel volunteer enquiries to NS and to be able to track such enquiries to the campaign in question.

### ***Desired Outcome 9. Motivated people to undertake an online action of support***

**Rating:** Partially achieved

**Findings:** The campaign was very successful in motivating hundreds of thousands of people to take online action requiring minimal engagement (rather than the millions anticipated). The campaign was not successful in converting this engagement into more substantial actions.

In the absence of one central online action of support proposed to people, the campaign portal and social media websites provided opportunities to undertake different actions of online support requiring varying levels of engagement. The main online actions of support and response seen during the campaign were identified as follows:

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<sup>10</sup> Volunteering statistics or trends were not available from peak volunteerism organisations such as the International Council of Voluntary Agencies.

**Campaign portal:**

- 100,000 "made their move" on the portal (mouse click on globe)
- 538 "move" descriptions contributed
- 378 users registered on the portal

**Social media/ external websites:**

- 70,000 views of the simple gesture video on YouTube
- 44,000 votes on relevance of Geneva Conventions on CNN website
- 10,000 Internet users signed up to social media pages (Facebook and MySpace)
- 9,000 fans for OWYM Facebook fan page
- 40-200 interactions on Facebook per month<sup>11</sup>.

(It was not possible to measure the referrals made from the campaign portal to the donation pages of the NS, International Federation and ICRC).

Online actions requiring minimal engagement, such as clicking the portal globe, watching a video or signing up to a social media group were very successful, attracting hundreds of thousands of people. The campaign page on the ICRC website also attracted considerable visitors; around 20,000 during the campaign. The extent of the online actions were also limited by access issues – the use of a very recent version of Flash technology on the portal blocked access for many according to ICRC staff.

Online actions requiring more engagement, such as describing the "move" made, registering on the portal or commenting or recommending a Facebook post/page were less successful, attracting only hundreds of people. Consequently, the number of people who went from minimal to more engagement was very low, with a "conversion rate" of between 0.5 – 2%.

**Conclusions:** The campaign was successful in engaging online with many people in a superficial manner – possibly making them aware of the main campaign messages. This level of engagement was what campaign organisers had anticipated. The campaign was not successful in transferring this interest to more online engagement with the campaign. As mentioned earlier in the report, the lack of a central "ask" for people (i.e. an online action they could undertake), could have contributed to the low conversion rate seen. This in itself also has to be put into perspective, as moving from simply visiting a website to actually taking substantial action on it, such as purchasing, donating, or registering, rarely goes above 10%. The potential of a donation "ask" is discussed below. As a joint ICRC – Federation project, the campaign portal endeavoured to cater for many wishes. This also may have contributed to its lack of clarity in what it was trying to achieve.

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<sup>11</sup> Source: statistics provided by COM\_PR and "Our world. Your move. campaign : Lessons learned" memo, Op. Cit.

## **Desired Outcome 10. Raised funds for the ICRC, International Federation & NS**

**Rating:** Partially achieved

**Findings:** Although not a predominant message of the campaign, OWYM was attributed to some extent with raising funds for the ICRC and NS.

The appeal for funds was not a predominant message of the campaign, as evidenced by the campaign activities and products. Although the OWYM portal did have a “donate now” button it was not prominently placed (also requiring several clicks to reach the donation page)<sup>12</sup> and could not be considered as a key “action” demanded of the publics reached by the campaign.

In April-May 2009, the ICRC launched two donation actions through direct mailing (by post) to Swiss citizens (two mailings were foreseen in the fundraising calendar). One was based on the campaign theme and the other on 60<sup>th</sup> anniversary of the Geneva Conventions. Combined, these actions raised some CHF 900,000 which was considered successful given the time of the year. Normally, such donation actions can raise between CHF 500,000 to over 1 million for the ICRC.

NS were asked directly if the campaign had led to an increase in donations at different points of the campaign. Although figures on funds raised were not provided by NS, between 14 – 17% indicated positively that the campaign had impacted on their donations received as detailed in the following table:

<i>Date of survey</i>	July 2009	August 2009	September 2009	October 2009
<i>% reporting increase in donations*</i>	17%	15 %	14%	17%
<i>No. of NS that responded</i>	28	50	52	63

*Table 14: NS reporting increase in donations due to the campaign*

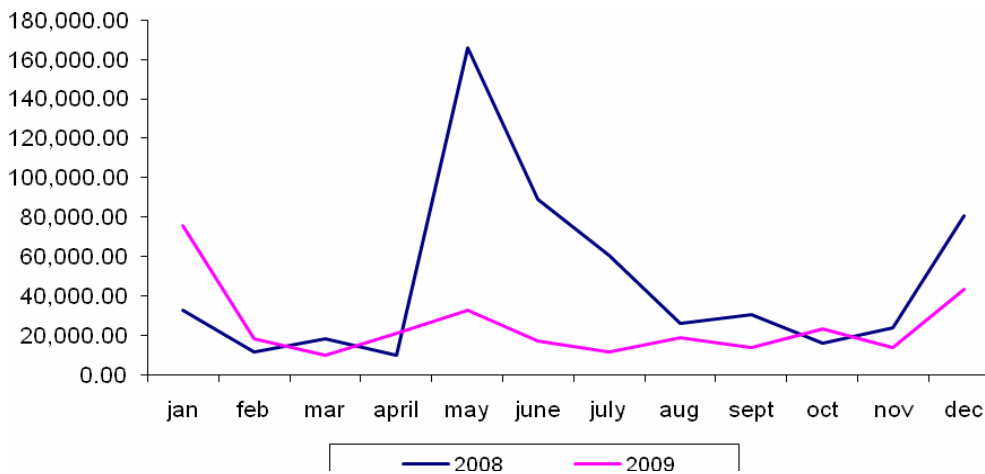
*\*NS in the survey were asked “What kind of impact has the campaign had on your NS?” with one response being yes/no for “increase in donations”.*

Examining the online donation statistics for the ICRC in 2009, the campaign year, it does not show any significant correlation between the campaign and donations made. As illustrated in the chart below, double the funds were raised online in 2008 compared to 2009. This drop in funds was largely due to the

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<sup>12</sup> As recognized in the "Our world. Your move. campaign : Lessons learned" memo, Op. Cit. Also should be noted that due to Movement policy, having a single “donate now” button was not possible.

economic crisis of 2008, according to ICRC fundraising staff. Donations are also influenced by global events and by the presence in the media of a humanitarian crisis and RC's implication (e.g. peak of donations in May 2008 due to the Lebanon conflict, peak of donations in December 2008/January 2009 partially due to the Gaza conflict). A possible effect of the campaign on online donations can be seen in the donation peak in May 2009 when campaign activity and portal visits also peaked (as seen in chart 2), although the statistics are not available to support fully such a conclusion.



*Diagram 4: Comparison of online donations on [www.icrc.org](http://www.icrc.org) for 2008 & 2009 (The period of April –August 2008 corresponds to the "Score for the Red Cross campaign" what partially explains the peak of online donations in 2008)*

**Conclusions:** As the campaign developed in 2009, the appeal to raise funds was never a prominent message. In terms of a "humanitarian gesture" it was potentially the easiest to act upon and the simplest to understand, as it is often a key "ask" of comparable campaigns – and therefore perhaps a missed opportunity. The success of the ICRC in its private donation action and the feedback from NS indicates that future campaigns could place raising funds as a more central message and "ask" of publics.

## ***5.2. Findings on effectiveness of messages, relays and products***

Based on a standard campaign framework of five elements (objectives, messages, relays, audiences and activities) the following assessment is made on each element based on feedback from NS and ICRC staff and audiences.

**Objectives:** The campaign set out with eight objectives for the ICRC (six external and two internal<sup>13</sup>) to achieve. The main challenge seen was that these objectives were broad and did not have a central focus that could be

<sup>13</sup> As detailed in "Your move. campaign : Lessons learned" memo, page 4, Op. Cit.

easily grasped by partners and audiences, according to their feedback. As detailed in the above findings on Outcomes (chapter 5.2), the campaign could be assessed as being *more* and *less* successful in achieving the set objectives as follows:

*More successful:*

- Marking the anniversaries
- Raising general awareness of the NS, International Federation and ICRC
- Highlighting today's humanitarian challenges
- Using new social media techniques
- Collaborating with the International Federation and NS
- Internally uniting and boosting the Movement

*Less successful*

- Focusing attention on the value of the humanitarian gesture
- Giving a "voice" to beneficiaries
- Mobilizing general public through social media

Although not stated objectives, the campaign had several unexpected effects, notably:

- **Raising awareness of IHL and broadening the debate on its relevance:** as mentioned above under Outcome 5, those who interacted with the campaign had a very high awareness and understanding of IHL. Media reports indicated that the campaign contributed to debate and commentary on the relevance of IHL today engaging various organisations including Oxfam, the Inter-Parliamentarian Union, academics (e.g. Columbia University Law School) and resulted in a declaration of the EU Presidency on 24<sup>th</sup> June 2009<sup>14</sup>.
- **Motivational and international solidarity amongst NS volunteers:** a strong feedback from NS was that the campaign supported them in motivating volunteers and making them aware of their role in the international Movement. This was also evident in the large number of volunteers that engaged with the online activities. Some NS even adapted the campaign messages to better meet this objective: the Mexican NS focused the campaign on mobilizing youth volunteers; the Belgium NS added a sub-heading to the campaign slogan aimed at volunteers "What you do here they do in the rest of the world".
- **Fundraising:** Although not a central message, the contribution of the campaign to raising funds for the Movement was far more than anticipated, according to NS and ICRC staff. Fundraising was not a

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<sup>14</sup> "Declaration by the Presidency on behalf of the European Union on the Occasion of the 150th Anniversary of the Battle of Solferino", <http://europa.eu/rapid/pressReleasesAction.do?reference=PESC/09/70&format=HTML&aged=0&language=EN&guiLanguage=en>

stated campaign objective but was listed as an Outcome by this evaluation.

**Messages:** Based on the broad objectives set, the following six key messages were identified as being present in the campaign materials and activities:

<p><b>1. Our World. Your move. “Our world is in a mess. It’s time to make your move”</b> (and accompanying globe graphic) <i>Presence:</i> in virtually all activities and products <i>Effectiveness:</i> low/medium <i>Comment:</i> The central tagline and graphic was highly used but its message was not always understood. NS and ICRC delegations reported difficulty for their audiences in understanding this message. Portal users mostly interpreted it as a message for global peace or environmental action. Asian and Middle Eastern NS commented that the message focused on encouraging individual action where in their countries, collective action is condoned but individual action is not always possible or encouraged. In Asia Pacific, several NS (e.g. Japan and Australia) dropped the first part of the tagline “Our world is in a mess”.</p>
<p><b>2. Undertake a humanitarian gesture</b> <i>Presence:</i> campaign portal, social media, viral video clip and poster <i>Effectiveness:</i> low <i>Comment:</i> the main limitation in this message was the lack of guidance as to how or what to do as a humanitarian gesture (as detailed above under Outcome 7). The lack of precision of this message was also commented upon by NS and ICRC staff. Further, the relatively low presence of this message in “offline” activities meant that other messages overshadowed it.</p>
<p><b>3. Anniversaries of the GC, battle of Solferino and International Federation</b> <i>Presence:</i> most activities and in particular media products and “Humanity in war” photo exhibition and book <i>Effectiveness:</i> High <i>Comment:</i> The anniversary messages were heavily featured in the media coverage and the focus of many local events worldwide. The event in Solferino evidently boosted the transmission of the Solferino anniversary message to NS and the media. As mentioned above, the anniversary of the GC message raised the general awareness of the ICRC and contributed to a broader debate on IHL. Not enough feedback was gathered on the anniversary of the International Federation as a message.</p>
<p><b>4. Today’s most pressing humanitarian challenges</b> <i>Presence:</i> media products (AV and print), campaign portal, research reports, “Our world at war” photo exhibition, feature stories <i>Effectiveness:</i> high <i>Comment:</i> This message was effectively transmitted by the photo exhibition and media coverage, providing a “rich” message to complement the anniversaries message. The research reports and associated AV news productions were also important in providing content for this message.</p>
<p><b>5. The voice of beneficiaries</b> <i>Presence:</i> feature stories, campaign portal/blog, research reports <i>Effectiveness:</i> low <i>Comment:</i> this message was interlinked with the messages of today’s humanitarian challenges but based on the media monitoring was not extensively present in the media. Communications staff of both NS and ICRC delegations rated this messages as being less effectively passed compared to other messages (see above Outcome 4/5).</p>
<p><b>6. Role of ICRC, International Federation and NS in today’s humanitarian challenges</b> <i>Presence:</i> underlying message in all activities and products <i>Effectiveness:</i> High <i>Comment:</i> All of the above messages were associated to the Movement and its entities. According to NS, this was one of the main benefits of the campaign for them: increased visibility and association of their organisations with today’s humanitarian challenges.</p>

Table 15: Analysis of six key campaign messages

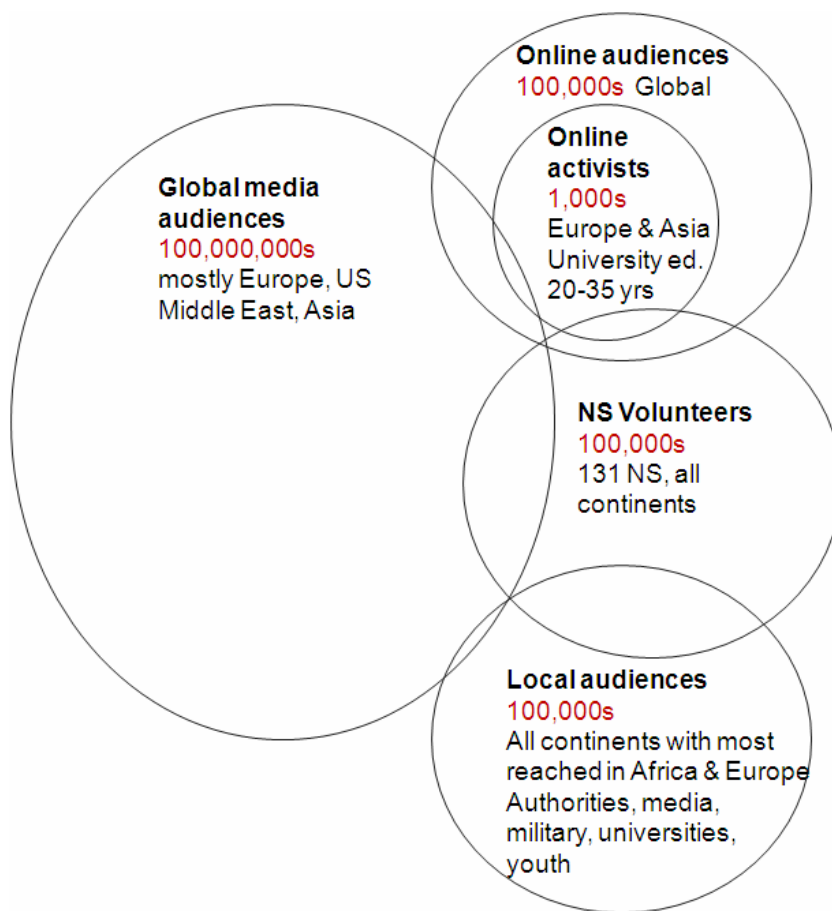
**Relays and partners:** Following is a brief analysis of the main relays and partners used.

- **National Societies:** as mentioned under Outcome 1, 70% (131) of NS participated in the campaign. The implication of NS varied considerably from country to country. On the one hand, due to the broad range of campaign messages and materials, NS were able to adapt the campaign to their needs effectively (such as seen in South Africa, Sierra Leone and Lebanon). On the other hand, some NS found the campaign messages too many and sophisticated for their audiences (e.g. Afghanistan) and other NS found it difficult to integrate the campaign messages with their own national communication priorities (e.g. Singapore, Denmark, Canada, Iceland).
- **ICRC and International Federation field delegations:** Overall, the majority of ICRC delegations participated in the campaign to varying levels. Less operational delegations were often very active as were those with dynamic NS (e.g. The Philippines, South Africa, Lebanon). Delegations in very operational contexts (e.g. Sudan, Colombia, Afghanistan and the Congo) did undertake activities although these were often limited by operational communication priorities. Nevertheless, their participation in the research element was also key in providing “rich” content and messages for the campaign. Delegations also often wanted to link the campaign to their operational priorities which was not always easy to do – but possible in some cases. For example in Afghanistan, the “kite rolling” activity highlighted the situation of mine victims, attracting local press coverage but also providing “rich” content for the campaign, that proved to be one of the more effective pieces of content for the social media actions. As for the research aspect, the contribution of the operational delegations benefited significantly the global campaign but did not necessarily benefit the delegations themselves. Not enough information could be gathered to fully assess the role of the International Federation field delegations, although the Federation Communications Manager for the Asia Pacific region indicated that they did work closely with NS on campaign initiatives.
- **Media:** the local and international media were instrumental in communicating the campaign to the wider audiences. As mentioned under Outcome 4/5, the media were provided with content and messages that peaked in coverage in May and June 2009. At the international level, those media that interacted extensively with the campaign (e.g. BBC, CNN) understood the different campaign elements. Those media that had less interaction with the campaign (e.g. Reuters, AP, AFP) did cover certain aspects of the campaign (notably the anniversaries) but were not aware of the full potential of the campaign (and all possible stories). At the local level, media focused on local events with reference to the international campaign. ICRC field delegations reported diverse and varied coverage in local media. In

addition, the media monitoring by delegations indicated some “pick-up” by local media of campaign stories generated by global news agencies, indicating the “reach” of such agencies.

Many other relays/partners were used at the Geneva and local levels that are not analysed in this evaluation such as exhibition partners, production partners, celebrities, authorities and educational institutes.

**Target audiences:** the campaign strategy was not specific in identifying specific target audiences beyond NS and media as key partners in reaching audiences. Consequently, the following analysis of target audiences is constructed based on data and feedback from this evaluation:



*Diagram 5: Mapping of audiences reached by the campaign*

As indicated throughout this report, more than 100 million persons were exposed to the campaign, mostly in Europe, US, Middle East and Asia, based on the media monitoring. A significant target group that emerged from the campaign activities were the NS volunteers, taking more importance than probably anticipated. Local audiences in Africa and Europe were also highlighted, given the high level of activities on these continents. Online

activities reached over 100,000 persons (based on interactions on the campaign portal), with some 1,000 persons undertaking significant action online.

**Activities:** Outreach actions and events dominated local activities for the campaign whereas online activities and publicity drives were used much less. Online activities were an important set of campaign activities directed from Geneva but not as effective as anticipated. Media activities were used both at Geneva and field level, with a focus on the anniversary events locally and the research internationally. Part one of the research generated considerably more media interest than part two. The campaign activities are further analysed under Outcome 1 of this report.

Following is a summary of the estimated usage and effectiveness of the main Geneva-produced campaign products. The usage percentages are taken from the surveys of communications staff of NS (24 responses) and ICRC (28 responses). Annex 9 contains the distribution statistics for the main products produced by the ICRC.

<i><b>Product</b></i>	<i><b>NS usage</b></i>	<i><b>ICRC field usage</b></i>	<i><b>Effectiveness</b></i>	<i><b>Comments</b></i>
Campaign logo and slogan ("Our world. Your move")	High 87%	High 89%	Medium/low	Although the logo and slogan was highly used, feedback indicated some confusion about message clarity (see "messages" above)
Campaign portal	High 61%	Medium 52%	Medium/low	Portal was used by NS and ICRC delegations although feedback indicated difficulty to access and use it. Visits and actions were more so in the thousands than the millions expected
Statements / press releases of the ICRC and/or IFRC	Medium 52%	High 81%	High	These traditional media tools were still useful for the campaign
Visual identity / Design files for local production	Medium 43%	High 74%	Medium	Usage was higher for ICRC delegations than NS
NS Briefing Notes / press	Medium 57%	Medium 48%	Medium	These tools were of more use to NS than ICRC

releases				delegations.
"Our World – At War" photo exhibition	Medium 30% <sup>15</sup>	Medium 48%	High	ICRC delegations had higher use of the exhibition. The high effectiveness is also due to its ability to generate media coverage
Campaign merchandising (t-shirts, pens, key-rings, bracelets, post-its)	Low 22%	Medium 41%	Medium	Some NS commented that they did not always receive enough merchandising
"Humanity in War" photo exhibition	Medium 4%	Medium 41%	High/Medium	This exhibition did generate significant media coverage
"Humanity in War" photo book	Low 4%	Medium 48%	Medium	Comments were not received on this product
Photos from 8 highlighted "Solferino" contexts (images from VII Agency)	Low 0%	Medium 37%	Medium	Embargo was placed on using the photos from April to August 2009 – explains zero usage by NS.
Campaign poster "Simple gestures"	Low 30%	Medium 37%	Low	Poster was less successful in carrying a message overshadowed by other messages. Several NS commented that they had not seen the poster
Multimedia video clips	Low 30%	Medium 37%	Medium	The video clips were not used extensively by NS. The clips (and other footage) was effective in generating "rich" TV coverage also linked to the research
Views from the field" opinion survey / research reports	Low 9%	Low 33%	Medium	Usage of research was particularly low amongst NS. However, the research was particularly effective in generating media coverage
Campaign feature stories	Low 13%	Low 22%	Low	Feature stories were not used extensively by NS and ICRC delegations but more so as "rich" content for the web
"Simple	Low	Low	Medium	Although low usage was

<sup>15</sup> Usage statistics of both photo exhibition by NS indicate a higher usage than that expressed by NS survey respondents.

Gestures" campaign Viral clip (60 seconds)	9%	15%		seen for ICRC and NS, the clip was mainly useful as a content piece to generate interest through social media
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Table 16: Analysis of key campaign products

**Conclusions:** A common criticism heard from communication staff of all Movement entities was that the campaign objectives and messages were too broad and the number of supporting products too many. This did allow maximum flexibility to NS and ICRC delegations in shaping the campaign as they wanted it but also had the disadvantage of not being able to centralise all efforts around a central campaign objective and message. The campaign was challenged to produce products that matched the needs of both highly developed and developing contexts. Overall, most messages and products used were more suited to an educated and online audience. The highly operational but “low tech” contexts (e.g. Congo, Yemen and Sudan) were more difficult to service.

## 6. Conclusions

The following nine conclusions are complementary to the individual conclusions that have been made in chapter 5.

**The RCRC Movement values highly global campaigns:** A common thread from all sources canvassed by this evaluation was the high value given to Movement-wide campaigns such as OWYM: 90% of ICRC delegations would support similar global campaigns in the future; 95% of NS desired for the campaign to continue beyond 2009. Despite the shortcomings and limitations of global campaigns as described in this report, the ability of campaigns to mobilise volunteers and staff, increase networks, reach new audiences and provide a Movement-focus for communications should be recognised. A Movement-wide campaign supported by all entities was particularly appreciated by NS.

**OWYM was successful in meeting its goal of awareness-raising but less successful in campaigning:** this evaluation found that OWYM was successful in reaching millions of people and possibly influencing what they know or feel about humanitarian issues, the RC and IHL. Where OWYM was less successful was in the actual *campaigning* element: Mobilising publics to take action. Future campaigns (presuming they want to be campaigns and not promotional drives), need to find a clear central “ask” for publics. This is usually a specific personal behaviour or an action to push for institutional change (e.g. policy change). Based on the experience of OWYM, the Movement should not be shy in creating campaigns that have the donation “ask” as a central role.

**OWYM had to be too many things to too many people:** by its very nature, the campaign set out with very broad objectives that resulted in a complexity of messages and products that were difficult for key partners (media, NS and ICRC delegations) to grasp and see the full potential of. The range of materials and messages was positive in that it allowed for partners to “pick and choose” what they wanted to use – but on the balance, partners reported being overwhelmed by the choices given. Future campaigns would be better served if they were more focused on specific target audiences and more precise themes. The key audience that emerged from this campaign was NS volunteers which is an interesting starting point for future campaigns.

**OWYM discovered new audiences for the ICRC:** the use of web and social media brought ICRC into contact with new audiences: who could have guessed that 10% of Facebook fans for OWYM would be from Indonesia? That surveyed portal users would be university-educated young people from Europe but equally from Asia? Although the online aspects of the campaign were limited in their success they illustrate the possibility to reach audiences not within ICRC’s traditional scope.

**OWYM had to cope with the high tech vs. low tech debate:** the campaign was initially online focused but quickly adapted to meet the needs of the delegations and NS that focused on “offline low tech” activities. The “low tech” but highly operational contexts need to be considered further in future campaigns – more consultation is required with them to determine their needs. Ultimately a decision may be made to focus on either a more field-based or an online-based campaign model, depending upon the theme in question.

**Campaign products and activities that “work”:** This evaluation and the “lessons learnt” document provide some insight into what were the more and less effective activities of the campaign. In brief: Significant media coverage was possible as the messages had “rich” content (research reports featuring quantitative data, testimonials, etc.) to support the more institutional messages; the photo exhibitions turned into an excellent way to involve many countries across cultures; the experiences with the online activities clearly showed its potential even if for OWYM it was not fully exploited; the use of international celebrities did not bring any noticeable benefits to campaign visibility; NS do not seem to need a paid or *pro-bono* advertising strategy to gain visibility for their campaigns; and finally, a central core message or slogan will be highly used even if for this campaign, it was not understood by all.

**NS have differing needs in campaigning:** developed and developing NS have clearly different needs for campaigns. The developed NS need modular products that they can fit within their already over-charged branding communications. For most developed NS – but not all – the campaign was able to meet this need. Developing NS require more straight-forward messaging that they can use over longer periods. The campaign was less successful in this respect although many NS ran activities on the anniversaries’ themes and for World RC day. Their feedback indicated that they used what

was made available (slogans, material, etc.) but that their publics did not necessarily understand all messages. Ultimately, the campaign seemed to have “worked” best for those NS from “middle ranking” countries: The Philippines, Lebanon and Mexico for example. These NS have both the capacity to understand and adapt multiple and sophisticated messages and the flexibility to use them widely in their communications.

**ICRC delegations have differing needs in campaigning:** Delegations are largely driven by their contexts as to how they can use or not a campaign. OWYM was more challenging for those delegations that were very operational – but this seems the case with most campaigns or thematic issues they are asked to communicate on. Paradoxically, the operational delegations remain key in such campaigns in providing the “rich” content in order for the ICRC to be able to communicate globally and effectively on issues. Yet these delegations may not be the best placed to profit from the products produced from such content (this is not unusual and has been seen by the undersigned in campaigning done by Oxfam and WWF). The opinion of the operational delegations canvassed by this evaluation was that ultimately for a campaign to be fully embraced by them, it must be highly relevant to their operations and the messages they are trying to convey locally, for example, protection of medical personnel. Delegations should be encouraged to collaborate on such campaigns given the globalisation of many conflicts and issues today. Regional delegations and those with global reach, such as Washington DC find campaigns such as OWYM very useful in providing content for communication opportunities and to reinforce networking.

**Using global campaigns as an operational tool:** ICRC does not use global campaigning as an operational tool as other humanitarian organisations do – witness the global Oxfam campaign “Rights in Crisis” on protection issues and the Congo. ICRC may feel that it can achieve its operational goals without global campaigning, although it is an option for the future.

## ***Annex 1: Proposed evaluation methodology and timeline***

**April 2009**

### **Introduction**

This document contains a proposed methodology and timeline to evaluate the “Our world. Your move.” campaign. Preparation for the campaign commenced in late 2008 with the formal launch in May 2009 and peak activities planned throughout 2009.

### **1. Description of the campaign theory of change**

The campaign “theory of change” maps out the path from input to impact – that is, “if we undertake these activities, we anticipate that these changes will occur”. Diagram one illustrates the proposed theory of change for the campaign. This has been constructed based on the campaign documentation and discussions with ICRC and IFRC campaign staff. The theory of change contains the following elements:

**Inputs:** the planning and preparation for the campaign.

**Activities:** The “inputs” will result in campaign activities being undertaken; certain activities will be lead by the Geneva-based institutions (ICRC & IFRC) whereas others will be lead by National Societies (NS). This distinction is shown in diagram one. It should be noted that activities listed are types of activities and the theory of change does not seek to list every planned campaign activity.

**Outcomes:** By undertaking the activities, the campaign aims to achieve various “outcomes” within the campaign year. These outcomes can be split into three categories of change desired: awareness, action and capacity building, as seen in diagram one.

**Impact:** In the theory of change for the campaign, it is envisaged that by achieving the above outcomes, a contribution will be made to this long term goal.

This evaluation methodology focuses on measuring to what extent the campaign outcomes will be achieved (or not) and if these outcomes could ultimately contribute to the campaign impact.

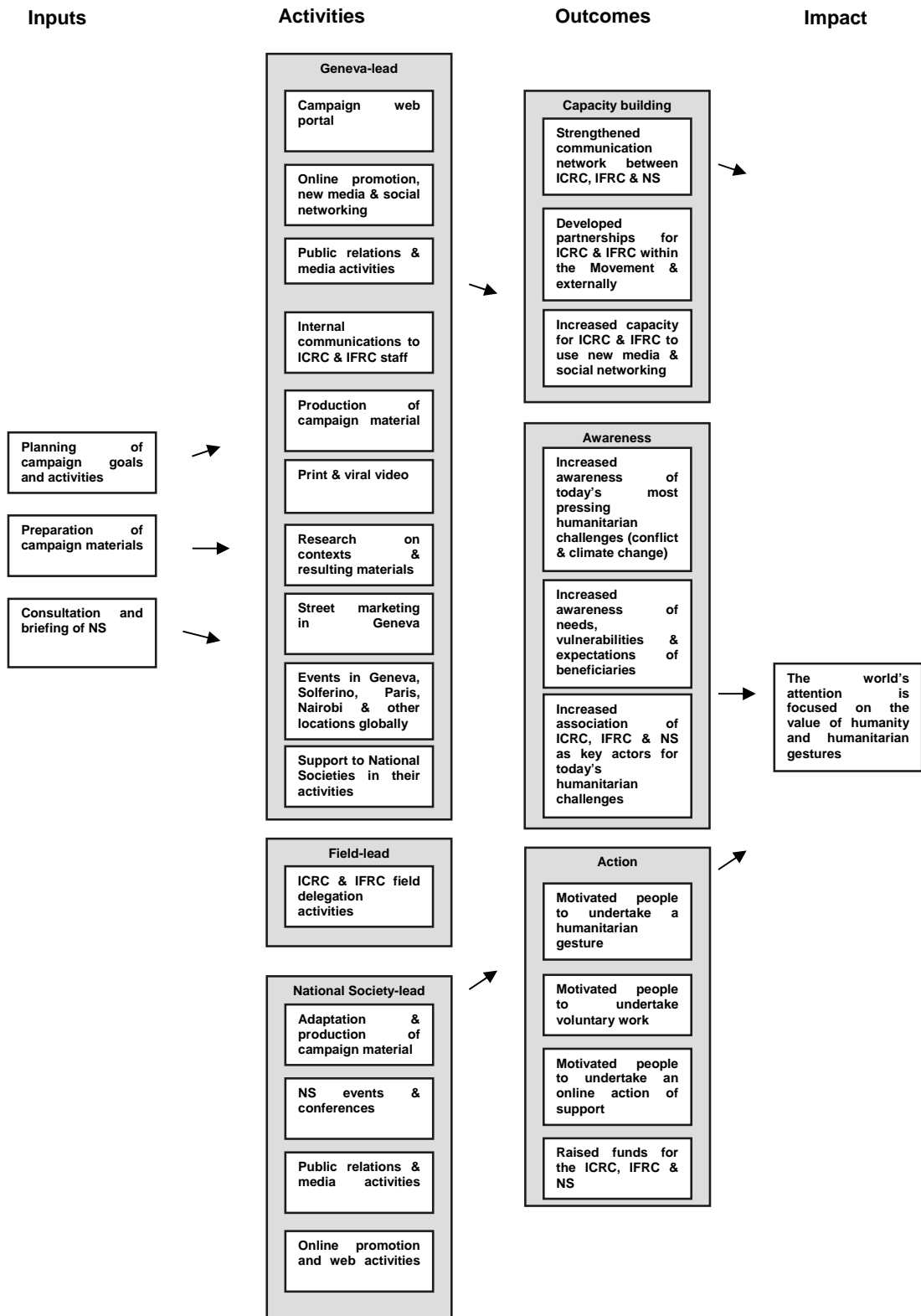


Diagram 1: Proposed theory of change for the "Our world. Your move." campaign

## 2. Evaluation methodology

The following diagram details the proposed evaluation methodology. The methodology is organized on the basis of the seven key outcomes identified. Further explanation of the indicators is found at annex one

Our world. Your move. Outcomes	Proposed Indicators	Means of verification (proposed evaluation tools)	Selection frame
1. <i>Strengthened communication network between ICRC, IFRC &amp; NS</i>	<ul style="list-style-type: none"> <li>- Number of NS communications staff established contact with</li> <li>- Number of NS participating</li> <li>- Number and type of NS activities</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study to count and categorise NS contacts &amp; activities</li> <li>- Mapping of NS contacts</li> <li>- Post campaign survey of NS</li> </ul>	<ul style="list-style-type: none"> <li>- All NS</li> </ul>
2. <i>Developed partnerships for ICRC &amp; IFRC within the Movement &amp; externally</i>	<ul style="list-style-type: none"> <li>- Number and type of partnerships</li> <li>- Number and type of NS activities</li> <li>- Number of NS utilising campaign material (exhibition, research reports, productions)</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study to count and categorise partnerships</li> <li>- Mapping of NS contacts &amp; activities</li> <li>- Mapping of ICRC and IFRC field activities</li> <li>- Mapping of ICRC and IFRC productions</li> <li>- Production distribution statistics of ICRC and IFRC</li> <li>- Post campaign survey of NS</li> </ul>	<ul style="list-style-type: none"> <li>- All NS</li> <li>- All external partners</li> <li>- Internal partners (ICRC &amp; IFRC field delegations)</li> </ul>
3. <i>Increased capacity for ICRC &amp; IFRC to use new media &amp; social networking</i>	<ul style="list-style-type: none"> <li>- Extent of new media and social networking usage by campaign</li> <li>- Extent of new media and social networking capacity within ICRC and IFRC</li> </ul>	<ul style="list-style-type: none"> <li>- Desk study to assess extent of usage and capacity</li> <li>- Interviews with ICRC and IFRC campaign staff</li> </ul>	<ul style="list-style-type: none"> <li>- New media components</li> <li>- Social networking websites</li> </ul>

<b>Our world. Your move. Outcomes</b>	<b>Proposed Indicators</b>	<b>Means of verification (proposed evaluation tools)</b>	<b>Selection frame</b>
<p>4. <i>Increased awareness of today's most pressing humanitarian challenges (conflict &amp; climate change)</i></p>	<ul style="list-style-type: none"> <li>- Change to level of awareness of individuals</li> <li>- Change to level of visibility in the media on humanitarian challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Online panel study of individuals to assess changes of awareness</li> <li>- Street poll (voxpath) in Geneva</li> <li>- Number of mentions of "Our world. Your move." and other key words in the media and online</li> <li>- Survey with ICRC &amp; IFRC staff</li> <li>- Number of visitors to campaign portal and ICRC &amp; IFRC websites</li> </ul>	<ul style="list-style-type: none"> <li>- Individuals recruited online</li> <li>- Geneva urban population</li> <li>- Selection of print and online media</li> <li>- ICRC &amp; IFRC staff</li> <li>- Campaign portal and ICRC &amp; IFRC websites</li> </ul>
<p>5. <i>Increased awareness of needs, vulnerabilities &amp; expectations of beneficiaries</i></p>	<ul style="list-style-type: none"> <li>- Change to level of awareness of individuals</li> <li>- Change to level of visibility in the media on beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>- Online panel study of individuals to assess changes of awareness</li> <li>- Street poll (voxpath) in Geneva</li> <li>- Number of mentions of featured contexts and other key words in the media and online</li> <li>- Number of visitors to campaign portal and ICRC &amp; IFRC websites</li> </ul>	<ul style="list-style-type: none"> <li>- individuals recruited online</li> <li>- Geneva urban population</li> <li>- Selection of print and online media</li> <li>- Campaign portal and ICRC &amp; IFRC websites</li> </ul>

Our world. Your move. Outcomes	Proposed Indicators	Means of verification (proposed evaluation tools)	Selection frame
<p>6. <i>Increased association of ICRC, IFRC &amp; NS as key actors for today's humanitarian challenges</i></p>	<ul style="list-style-type: none"> <li>- Change to level of association of individuals</li> <li>- Change to level of visibility in the media on ICRC, IFRC &amp; NS</li> </ul>	<ul style="list-style-type: none"> <li>- Online panel study of individuals to assess changes of association</li> <li>- Street poll (voxpath) in Geneva</li> <li>- Event attendance statistics and feedback</li> <li>- Number of mentions of ICRC and IFRC and other key words in the media and online</li> <li>- Number of visitors to campaign portal and ICRC &amp; IFRC websites</li> </ul>	<ul style="list-style-type: none"> <li>- individuals recruited online</li> <li>- Geneva urban population</li> <li>- Selection of print and online media</li> <li>- Campaign portal and ICRC &amp; IFRC websites</li> </ul>
<p>7. <i>Motivated people to undertake a humanitarian gesture</i></p>	<ul style="list-style-type: none"> <li>- Number and type of actions undertaken by individuals and organizations</li> </ul>	<ul style="list-style-type: none"> <li>- content analysis of individuals' stories/posts on campaign portal</li> <li>- Post campaign survey and interviews with individuals registered with campaign portal</li> <li>- Street poll (voxpath) in Geneva</li> <li>- Online panel study of individuals</li> <li>- Post campaign interviews with organisations identified as having undertaken an action</li> <li>- Post campaign interviews with ICRC &amp; IFRC campaign staff</li> </ul>	<ul style="list-style-type: none"> <li>- Contributed content to the campaign portal</li> <li>- individuals registered on campaign portal</li> <li>- Geneva urban population</li> <li>- Individuals recruited online</li> <li>- Interviews with some 10 organisations</li> </ul>

<b>Our world. Your move. Outcomes</b>	<b>Proposed Indicators</b>	<b>Means of verification (proposed evaluation tools)</b>	<b>Selection frame</b>
<i>8. Motivated people to undertake voluntary work</i>	- Number and type of voluntary work undertaken by individuals	- Interviews with NS staff - Statistics from volunteering peak bodies	- Select NS - Peak volunteering bodies
<i>9. Motivated people to undertake an online action of support</i>	- Number and type of actions taken on the campaign portal, other websites and online services	- website metrics tool - Monitoring of external websites & online services - Online panel study of individuals	- Campaign portal, select external websites (blogs and social media sites - Facebook, Myspace & YouTube) and online services (Twitter)  - Individuals recruited online
<i>10. Raised funds for the ICRC, IFRC &amp; NS</i>	- change to level of public donations to ICRC, IFRC & NS during the campaign year	- Donation statistics of ICRC, IFRC & NS*  <i>*If available</i>	- ICRC, IFRC and select NS

*Diagram 2: Proposed evaluation methodology for the "Our world. Your move." campaign*

### 3. Evaluation tools

The evaluation methodology proposes a number of tools, as follows:

**Desk study:** a study of relevant documents and online activity of the campaign.

**Mapping:** an exercise to map out the NS contacts established through the campaign and the activities undertaken.

**Content analysis:** A content analysis of individuals' stories/posts on the campaign portal.

**Online panel study:** a group of individuals that will be recruited online and surveyed four times about their awareness levels and actions offline and online concerning the campaign.

**Street poll (voxpop):** random selection of the Geneva urban population to assess awareness of campaign (with a focus on street marketing) through a short poll on the main streets of Geneva over two-three days.

**Media monitoring:** Use of media monitoring tool to monitor mentions of "Our world. Your move." and other keywords in the print and online media. (selection of international media and one example of local media – Lebanon)

**website metrics tool:** use of existing website metrics tool to monitor traffic on campaign portal, ICRC & IFRC websites and specific actions undertaken on the campaign portal.

**Post campaign surveys:** online surveys following the completion of the main campaign phases to be conducted with NS contacts and individuals registered with the campaign portal.

**Post campaign interviews:** with organisations and individuals identified as having undertaken an action; with ICRC and IFRC campaign staff.

**Donation statistics:** analysis of monthly online donations statistics of ICRC and IFRC during campaign period (with comparison to 2008). Same analysis for select NS if statistics accessible and available.

#### 4. Evaluation timeline

The following diagram illustrates the deployment of the evaluation tools before, during and after the campaign. For certain evaluation tools, such as media monitoring, a monthly monitoring will be needed. The total analysis of the data collected will be done in February 2010.

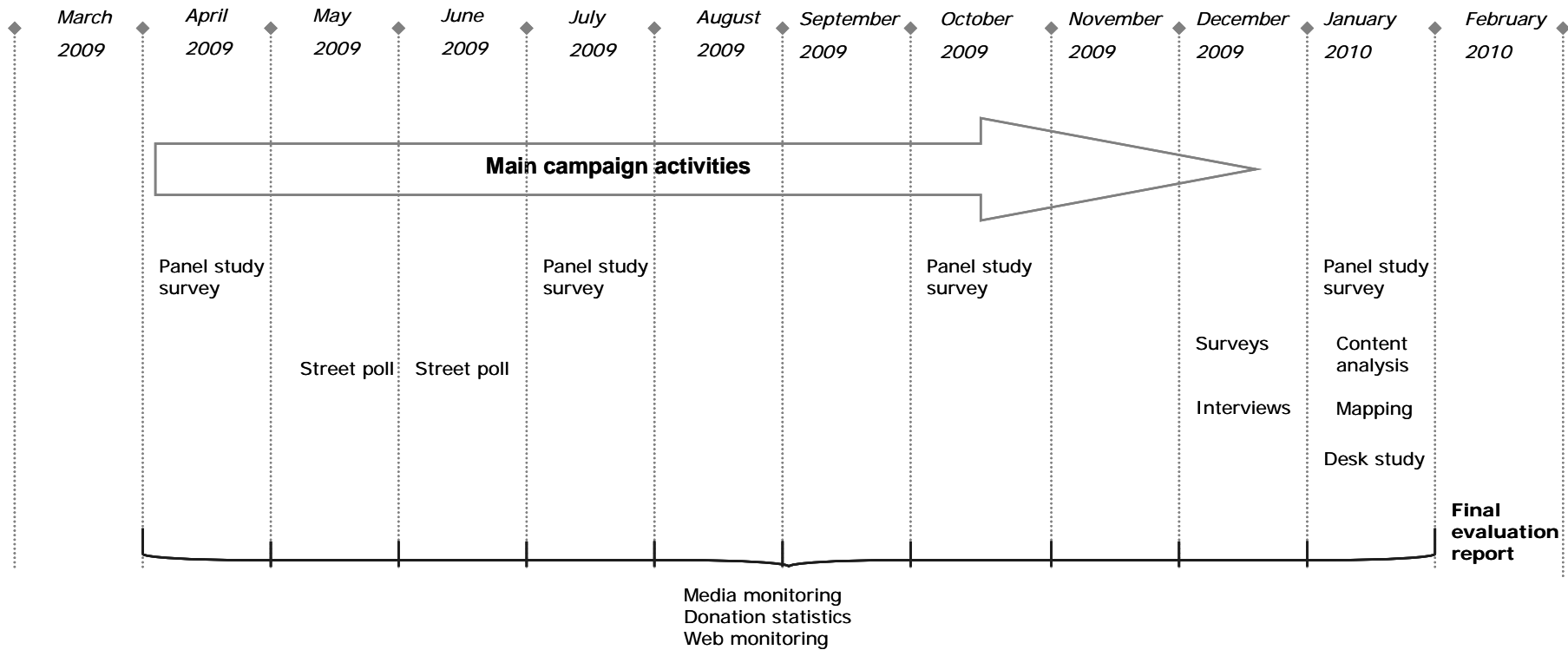


Diagram 3: Proposed evaluation timeline

## **5. Limitations of the evaluation**

In developing the evaluation methodology, several limitations of the evaluation became apparent, as following:

- The evaluation will focus on the “outcomes” of the campaign – what was achieved by the campaign. The campaign organisers will no doubt also be interested in “process” questions, i.e. “how was the campaign run and what can be improved?” This evaluation will not focus on these aspects but will most likely be able to make some recommendations based on the data collected.
- The methodology is indicator-based and may appear dry and quantitative. Wherever possible, qualitative assessments will complement the quantitative data.
- Given the global nature of the campaign it will be difficult to canvas all audiences reached. Consequently, to a certain extent, the evaluation will rely on canvassing audiences that we know have been exposed to the campaign (e.g. through the campaign portal).
- The campaign will generate many individual products, events and activities. The evaluation will not be able to provide a feedback on each individual aspect. More so, the evaluation will aim to provide a feedback as to which communication activity (e.g. web, events, advertising, etc.) was the most effective in reaching audiences.
- As a global campaign, materials will be produced in multiple languages. This evaluation will take into account the multi-lingual nature of the campaign where possible, but may face some limitations in canvassing audiences globally.

## **6. Next steps**

Following the reception, commentary and modifications to this methodology, the following next steps are envisaged:

1. Concerning the data that needs to be collected monthly (and from March 2009), confirm with the relevant communication units that the data parameters are clear and that it can be collected (media monitoring, web metrics and donations statistics)
2. Design the panel study which needs to be deployed as soon as possible.
3. Design the street poll study.
4. Commence to work on designing the other evaluation tools.

*Glenn O'Neil*  
*April 2009*

### Indicators – explanation and timing

<b>Indicator</b>	<b>Explanation</b>	<b>Timing</b>
Number of NS communications staff established contact with	A count (number of contacts compared to potential number) complemented by qualitative assessment by campaign staff	Once, upon completion of main campaign phase
Number of NS participating	A count (number of NS participating) complemented by qualitative assessment by campaign staff	Once, upon completion of main campaign phase
Number and type of NS activities	A count (number of activities), categorised by type of activity and geographic location complemented by qualitative assessment	Once, upon completion of main campaign phase
Number and type of partnerships	A count (number of partnerships) complemented by qualitative assessment	Once, upon completion of main campaign phase
Number of NS utilising campaign material (exhibition, research reports, productions)	A count of NS usage of campaign material A count of number of items distributed	Once, upon completion of main campaign phase
Extent of new media & social networking usage by campaign	Assessment of usage of new media & social networking by campaign (actual usage compared to optimal)	Once, upon completion of main campaign phase
Extent of new media & social networking capacity within ICRC and IFRC	Assessment of new media & social networking capacity within ICRC and IFRC including skills acquired and sustainability	Once, upon completion of main campaign phase
Change to level of awareness of individuals on humanitarian challenges & beneficiaries and association of ICRC, IFRC & NS	A comparison of changes at six points in time to awareness on key campaign messages (4 through panel study and 2 through street poll)  A count of number of visitors to campaign portal, ICRC & IFRC websites	six times: once beginning of campaign, 4 during campaign & once after main campaign phase.  Monthly: 1 month before, during campaign and 1 month after
Change to level of visibility in the media on humanitarian challenges & beneficiaries and association of ICRC, IFRC & NS	A count of articles/web pages featuring keywords, per month (plus translations where possible), for example: - Our world. Your move. - Solferino - Henry Dunant - Geneva Conventions with use of comparison terms: - Médecins Sans Frontières - UNHCR	Monthly: 1 month before, during campaign and 1 month after

	<ul style="list-style-type: none"> <li>- UNRWA</li> <li>- UNRWA at 60</li> <li>- UNRWA 60 years</li> </ul> <p>To be complemented by a qualitative analysis of a selection of content. (refer to separate document detailing keywords)</p>	
Number and type of actions undertaken by individuals and organizations	<p>A count (number of actions), categorised by type of activity and geographic location. To be complemented by content analysis identifying main trends in actions taken and illustrated by "success stories".</p>	Once, upon completion of main campaign phase
Number and type of voluntary work undertaken by individuals	<p>A count (growth in estimated number of active volunteers and action undertaken).</p>	Once, upon completion of main campaign phase
Number and type of actions taken on the campaign portal, other websites and online services	<p>Counts of online actions on portal, per month:</p> <ul style="list-style-type: none"> <li>-Number of registrations (for newsletter)</li> <li>-Number of registrations (to upload story)</li> <li>- Number of moves to the globe</li> <li>-Number of referrals to a friend</li> <li>-Number of referrals to network</li> <li>-Number of clicks on the donate now buttons</li> </ul> <p>On other websites:</p> <ul style="list-style-type: none"> <li>- Number of members of Facebook, Youtube &amp; Myspace groups</li> <li>- Number of tweets on Tweeter</li> </ul>	Once, compilation of monthly statistics upon completion of main campaign phase
Change to level of public donations to ICRC, IFRC & NS	<p>A count (amount donated online) per month per organisation compared to 2008</p>	Monthly: 1 month before, during campaign and 1 month after

## ***Annex 2: Persons interviewed***

### **ICRC HQ**

Jean-Francois Berger, COM\_DIR\_FIELD  
Dominique Borgeat, Head, Private Sector Fundraising  
Eros Bossiso, COM\_DIR\_MARK  
Anna Nelson, COM\_PR  
Jean Milligan David, COM\_PROD  
Mohini Ghai Kramer, COM\_DIR\_MARK  
Isaac Griberg, COM\_PR  
Michael Hollingdale, COM\_ONLINE  
Charlotte Lang, COM\_DIR\_FIELD  
Michelle Rockwell, COM\_PR

### **International Federation HQ**

Zach Abraham, Campaign manager

### **International Federation field**

Jason Smith, Zone Communication Manager, Asia Pacific

### **ICRC field delegations**

Bernard Barrett, spokesperson, Washington DC Delegation  
Stephanie Bouaziz, Communications Delegate, New Dehli, India Delegation  
Bijan Farnoudi, Communications Coordinator, Kabul, Afghanistan Delegation  
Inah Fatoumata Kaloga, Communications Officer, Kinshasa, Congo Delegation  
Katayoon Hossein Nejad, Communication Programme responsible, Tehran, Iran Delegation

### **National Societies**

Pam Aung-Thin, National Public Affairs director, Canadian Red Cross  
Walter Lee, Director of Operations, Singapore Red Cross Society  
Veronica Hernandez, Communications officer, Mexican Red Cross  
Walid Akbar Sarwary, Director of Information and Dissemination, Afghan Red Crescent Society  
Abu Bakarr Tarawallie, communication officer Sierra Leone Red Cross  
Axel Vande veegaete, Head of International Affairs, Belgian Red Cross-Flanders  
Pumi Yeni, External Relations, South African Red Cross  
Lazare Zoungrana, Communications Officer, Burkina Faso Red Cross

### **Media**

Silvana Bassetti, ANSA, Geneva  
Imogen Foulkes, BBC, Geneva  
Franck Jordans, AP, Geneva  
Stephanie Nebehay, Reuters, Geneva  
Denis Rousseau, AFP, Geneva

## **Partners**

Roberto Multari, Responsable communication SIG Geneva

### ***Annex 3: ICRC delegations and NS survey respondents***

The following ICRC delegations (28) and NS (24) responded to the evaluation surveys (in addition to the 63 NS that responded to International Federation polls on the campaign)

#### ***National Societies***

Albania  
Algeria  
Armenia (2)  
Belgium  
Canada  
Croatia  
Cyprus  
Denmark (2)  
Ethiopia  
Greece  
Iceland  
Japan  
Latvia  
Lebanon  
Montenegro  
New Zealand  
Norway  
Philippines  
Portugal  
Slovakia  
Somalia  
Switzerland  
Tanzania  
US

#### ***ICRC delegations***

Argentina  
Armenia  
Azerbaijan  
Belgium  
Bosnia and Herzegovina  
Burundi  
China  
Colombo  
Congo (DRC)  
Eritrea  
Fiji  
Indonesia  
Iran  
Israel  
Jordan  
Kenya  
Kosovo  
Lebanon  
Malaysia  
Pakistan  
Philippines (2)  
Serbia  
Somalia  
Sudan  
Tunisia  
US  
Yemen  
Zimbabwe

#### ***Annex 4: Countries identified as being active***

The following is a list of countries that were identified as having undertaken campaign activities. These activities were undertaken by the NS, ICRC, International Federation or a combination of these entities. Countries that do not appear in this list may have had campaign activities but this evaluation was unaware of them.

Afghanistan	Eritrea	Montenegro	Timor-Est
Algeria	Estonia	Morocco	Tonga
Argentina	Ethiopia	Namibia	Tunisia
Armenia	Fiji	Nepal	Turkey
Australia	Finland	New Zealand	Uganda
Austria	France	Nicaragua	United Arab -
Azerbaijan	Georgia	Niger	Emirates
Bangladesh	Ghana	Nigeria	United Kingdom
Bahrain	Greece	North Korea	Uruguay
Belarus	Guatemala	Norway	USA
Belgium	Guinea	Oman	Vanuatu
Bolivia	Haiti	Pakistan	Venezuela
Bosnia Herzegovina	Honduras	Panama	Yemen
Botswana	Iceland	Paraguay	Zimbabwe
Brazil	India	Peru	
Burundi	Iran	Philippines	
Burkina Faso	Iraq	Poland	
Cambodia	Israel	Romania	
Cameroon	Italy	Russia	
Canada	Japan	Rwanda	
Cap Vert	Jordan	Samoa	
Chile	Kenya	Senegal	
China	Korea	Serbia	
Columbia	Kuwait	Serbia / Kosovo	
Costa Rica	Latvia	Seychelles	
Côte d'Ivoire	Lebanon	Sierra Leone	
Croatia	Liberia	Singapore	
Cyprus	Libya	Slovenia	
Czech Republic	Liechtenstein	South Africa	
Denmark	Macedonia	Spain	
Djibouti	Malaysia	St. Lucia	
Dominican Republic	Malta	Sudan	
DRC	Mauritius	Swaziland	
Ecuador	Mexico	Sweden	
Egypt	Mongolia	Switzerland	
		Syria	
		Tanzania	
		Thailand	

## ***Annex 5: Classification of campaign activities***

The following is an explanation of the classification of campaign activities used in chapter 5, outcome 1 of this report.

**Photo exhibition:** use of one or both of the ICRC-produced photo exhibitions “Our world – at war” or “Humanity in war”.

**Outreach activity:** activities that mobilised RC volunteers (marches, camps, first aid demonstrations) or engaged with external audiences (competitions, sporting events, public gatherings)

**Event:** Opening ceremonies, receptions (often for authorities), exhibitions (but not photo exhibitions).

**Media activity:** media conference, broadcasting/publishing of campaign material in media, media field trip, media briefing.

**Conference/seminar:** roundtable and presentations in a conference setting on campaign themes.

**Cultural activity:** music concerts, plays, art creation, film festivals, poetry readings.

**Production of materials:** production of video, print and audio material.

**Web-related activity:** online promotion, creation of website content for campaign or third party websites.

**Advertising:** paid or pro-bono placement of advertisements (billboards, magazines, newspapers)

## ***Annex 6: Summary of street poll results in Geneva***

On 8 June 2009, a poll was undertaken of 65 persons in central Geneva. The poll was timed to follow the campaign launch of 8 May, the photo exhibition "Our world at war" at the *Espace SIG*, Pont de la Machine, Geneva and an advertising campaign in Geneva.

15% (10) of respondents had an unprompted recall of the campaign. Out of these ten, six recalled the globe campaign image and four recalled the photo exhibition publicity.

Prompted with the globe image and photo exhibition flyer, a further 20% (13) recalled the campaign, bringing awareness of the campaign to a total of 35%.

When asked how they heard about the campaign, the respondents answered as follows:

- 48% - saw a poster/ad on the street
- 21% - said "other", mostly saw the ad on buses or trams
- 13% - saw it on TV
- 9% - were told by a friend
- 4% - read about it in a magazine/newspaper
- 4% - heard about it on the radio

Of the 65 persons interviewed, one person responded that she had visited the photo exhibition. Two persons responded that they had visited the campaign portal.

Of the 23 persons who were aware of the campaign, when asked what they understood about the campaign, their responses could be grouped as follows:

- 5- global issues (but no clear idea as to which issues)
- 5 – about the environment / impact of human population
- 3 – End all wars / peace
- 3 – armed conflict
- 3 – not sure
- 2 – call to act and change
- 2 – negative, depressing message

## ***Annex 7: Global media analysis: Explanation***

An analysis was undertaken on the global print media coverage by Lexis Nexis with full details available in their report<sup>16</sup>. The following is a brief explanation of the main points pertinent to this evaluation not covered in the main body of this report.

**Selection of media:** the media monitoring was based on two sources; the 12,131 global print media sources available in the Lexis Nexis database and the 114 print media sources selected by the ICRC as influential global media from all continents and in seven languages.

**Selection of keywords:** a series of key words were determined by the ICRC and the undersigned to form the basis of the media monitoring. The three main clusters of keywords pertinent for this evaluation were as follows:

*Cluster 1 "Red Cross":* red cross OR red crescent OR ICRC.

*Cluster 2 "IHL":* Geneva conventions OR international humanitarian law OR IHL OR law of war OR law of armed conflicts.

*Cluster 3 "Campaign":* Our world your move OR our war at war OR our world is a mess OR It's time to make your move OR Solferino battle OR Henry Dunant OR Henri Dunant OR Henry Dunand OR Henri Dunand OR [60th anniversary OR 8th may OR 24th June OR 12th August OR IDPs OR Internally displaced persons OR Separated families OR First respondents OR First responders OR Mine victims OR Our World. Views from the field OR humanitarian gesture OR humanitarian issues OR humanitarian challenges OR needs of beneficiaries OR vulnerabilities and expectations of beneficiaries OR human impact of climate change ASSOCIATED TO Cluster 1] OR [Research OR Opinion survey OR Opinion poll ASSOCIATED TO Cluster 1 and to the context countries.

(Further clusters were also used on the context countries, photographers and exhibitions, well-known figures associated with the campaign and a comparison campaign (UNRWA@60).

**Difference between global and select media:** in total, 14% of the media coverage was from the select media (533 of 3786 mentions). This is same percentage of select media coverage as seen in general coverage of the ICRC. The following graph illustrates the difference in coverage (as a percentage) between the global and select media. As the graph illustrates, the global media covered more the month of May whereas the select media was more balanced between the months of May and August.

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<sup>16</sup> Lexis Nexis, (2010), "Media exposure Analysis, Our World. Your Move. - Focus report on the Campaign 2009".

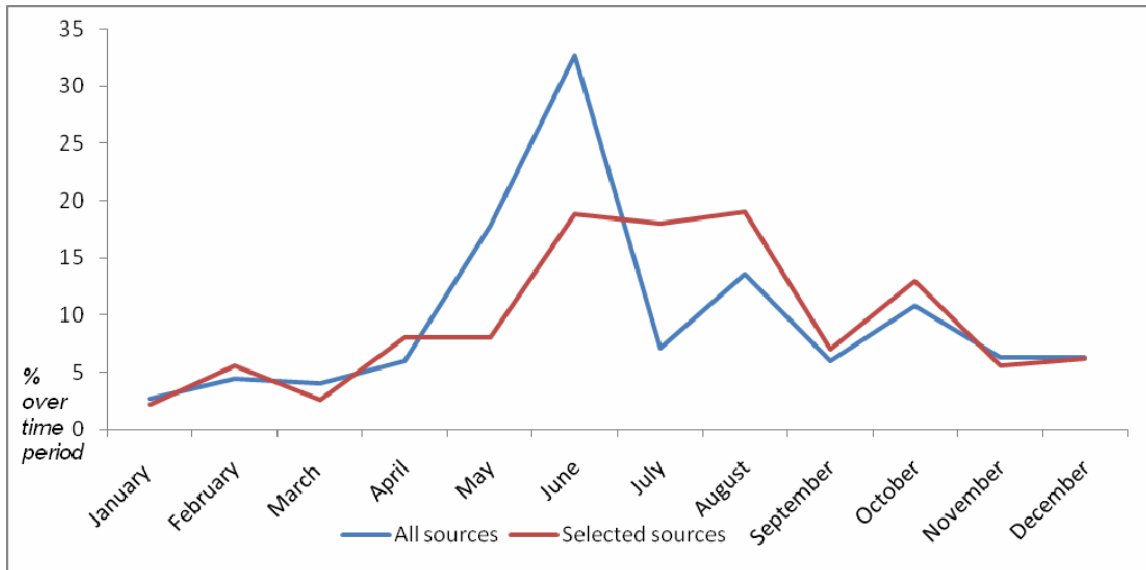


Diagram 6: 2009 Timeline of print media coverage – all and select sources

**Distinction of campaign coverage compared to general coverage:** The media monitoring revealed that the campaign was able to distinguish itself from the general media coverage on the ICRC and IHL. The following chart illustrates media coverage as a percentage between the three key clusters and shows that the three clusters do not correlate significantly: general ICRC coverage is stable throughout the year, IHL coverage peaks in January (mostly due to the Gaza crisis) and the campaign peaks in May/June for the campaign launch and 150<sup>th</sup> anniversary of Solferino. Increased coverage can be seen for both IHL and the campaign in August which is to be expected, given the focus on the GC anniversary.

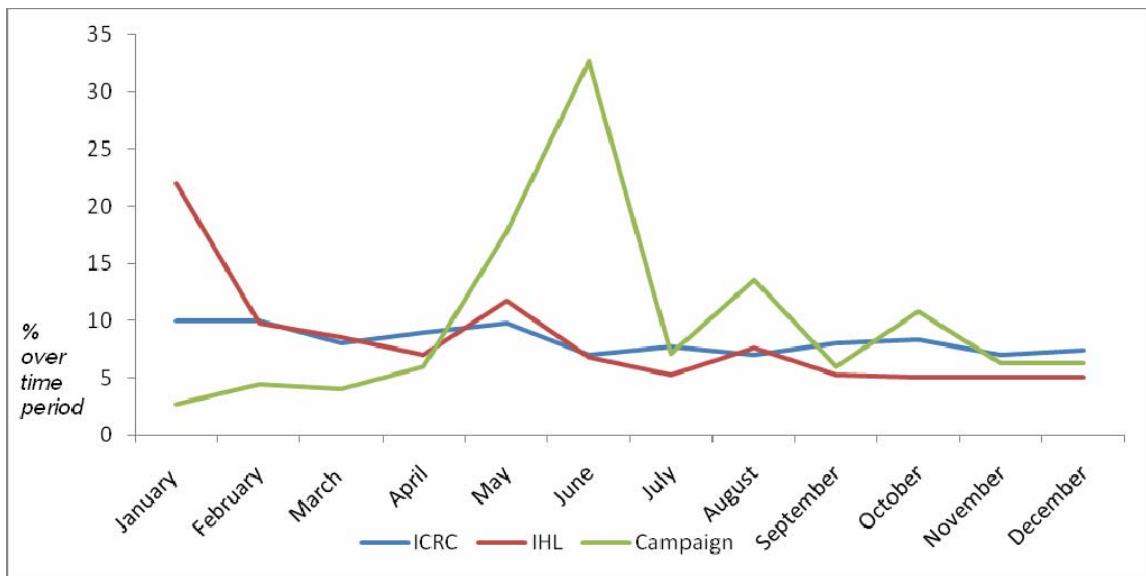


Diagram 7: 2009 Timeline of print media coverage – three clusters

## **Annex 8: Local media analysis: Lebanon**

The following is an analysis of the 32 media articles of the campaign in Lebanon. All articles are published by local media with the exception of one article published in the Swiss weekly magazine, *L'Hebdo* which has a focus on Lebanon.

<b>Date (2009)</b>	<b>Newspaper (language)</b>	<b>Title</b>	<b>Theme/message</b>
15 May	L'Hebdo (French)	La Croix-Rouge toujours prête	Solferino anniversary, humanitarian bus (local activity)
9 May	Al Balad (Arabic)	150 years on the road to humanity	Humanitarian bus
9 May	As Safir (Arabic)	The Red Cross bus tours 39 Lebanese regions	Humanitarian bus
9 May	L'Orient le Jour (French)	La Croix-Rouge lance sa campagne, « 150 ans au service de l'humanité »	Solferino anniversary, GC anniversary, humanitarian bus
9 May	Daily Star (English)	Red Cross urges action against conflict	Humanitarian bus
9 May	Al Mustaqbal (Arabic)	The bus of "150 years on the road to humanity" tours the Lebanese regions	Humanitarian bus, Solferino anniversary
9 May	Al Akhbar (Arabic)	The Red Cross Bus will not pass in Ain El-Remmaneh	Humanitarian bus
16 May	Al Balad (Arabic)	150 years since the idea of creating the Red Cross	Solferino anniversary, Humanitarian bus
16 May	Al Balad (Arabic)	150 years on the road serving humanity	Humanitarian bus
4 June	As Safir (Arabic)	The bus of the International Red Cross arrives at Jdeidet Marjeyoun	Humanitarian bus
13 June	Al Mustaqbal (Arabic)	Celebrations in Baalbek on 150 <sup>th</sup> anniversary of the Red Cross	Humanitarian bus
13 June	An Nahar (Arabic)	Red Cross anniversary in Baalbek	Humanitarian bus
13 June	As Safir (Arabic)	Celebrations in Baalbek's Ras Al Ain On the occasion of the 150 <sup>th</sup> anniversary of the Red Cross	Humanitarian bus
30 June	As Safir (Arabic)	The Red Cross celebrates in Batroun	Humanitarian bus
1 July	Ehden (Arabic)	Red Cross marks 150 <sup>th</sup> years since its creation	Solferino anniversary, humanitarian bus

7 July	An Nahar (Arabic)	The effects of violence and armed conflict - Research carried out by the ICRC – 96% of Lebanese have been effected	Research report, GC anniversary
12 August	Daily Star (English)	Guantanamo has yet to abide by the Geneva Conventions	GC anniversary
12 August	An Nahar (Arabic)	The ICRC demands implementation of the Geneva Conventions	GC anniversary
12 August	Ad Diyar (Arabic)	The Red Cross marks the 60 <sup>th</sup> anniversary of the Geneva Conventions	GC anniversary
12 August	Al Mustaqbal (Arabic)	The ICRC, on 60 <sup>th</sup> anniversary of the Geneva Conventions: violations of IHL continue despite progress in accountability	GC anniversary
12 August	Al Liwaa (Arabic)	ICRC press statement on 60 <sup>th</sup> anniversary of the Geneva Conventions: non-respect of IHL still constitutes a major challenge	GC anniversary
12 August	Daily Star (English)	The ICRC marks the 60 <sup>th</sup> anniversary of the Geneva Conventions	GC anniversary
12 August	Daily Star (English)	Big powers disregard Geneva Conventions	GC anniversary
13 August	As Safir (Arabic)	The Red Cross marks the 60 <sup>th</sup> anniversary of the declaration of the Geneva Conventions	GC anniversary
14 August	Daily Star (English)	Most Lebanese say combatants' actions must be restrained	GC anniversary, research report
19 August	An Nahar (Arabic)	ICRC publishes second part of its research: 95% of the Lebanese rejected targeting civilians in conflict	GC anniversary, research report

## ***Annex 9: Distribution statistics for ICRC products***

The following are the distribution statistics (2009 & first quarter 2010) for the main products produced by the ICRC. It should also be taken into consideration that the majority of these products were available for download online and NS also produced their own language versions.

<b>ICRC Ref.</b>	<b>Items</b>	<b>Type</b>	<b>Total distributed</b>
<b>IK00965-NTSC</b>	Our world, Our challenges Language: En/Fr/Sp/Ar	DVD	7
<b>IK00965-PAL</b>	Our world, Our challenges Language: En/Fr/Sp/Ar	DVD	20
<b>IK0985/001</b>	Our World at War - leaflet A5 Language: French	Leaflet	27
<b>IK0985/002</b>	Our world at war - leaflet A5 Language: English	Leaflet	1,229
<b>IK1008/002</b>	Summary report, opinion survey and in-depth research, 2009 Language: English	Brochure	467
<b>IK1110/001</b>	Our world. Your move. Poster A1 Language: French	Posters	488
<b>IK1110/002</b>	Our world. Your move. Poster A1 Language: English	Posters	1,133
<b>IK1110/003</b>	Our world. Your move. Poster A1 Language: Spanish	Posters	1,572
<b>IK1110/004</b>	Our world. Your move. Poster A1 Language: Arabic	Posters	1,533
<b>IK1111/001</b>	Our world your move Postcard Recto-verso Language: French	Card	4,750
<b>IK1111/002</b>	Our world your move Postcard Recto-verso Language: English	Card	4,489
<b>IK1111/003</b>	Our world your move Postcard Recto-verso Language: Spanish	Card	1,750
<b>IK1111/004</b>	Our world your move Postcard Recto-verso Language: Arabic	Card	1,731
<b>IK1112/002</b>	Our World. Your Move Sticker circular 9.5cm dia Language: English	Stickers	4,681
<b>IK1113/001</b>	Our world your move Flyer A5 portrait recto Language: French	Flyer	981
<b>IK1113/002</b>	Our world your move Flyer A5 portrait recto Language: English	Flyer	1,542
<b>IK1113/003</b>	Our world your move Flyer A5 portrait recto Language: Spanish	Flyer	2,721
<b>IK1113/004</b>	Our world your move Flyer A5 portrait recto Language: Arabic	Flyer	2,863
<b>IK1114/001</b>	Our world your move Poster: un geste peut faire la différence Language: French	Posters	386
<b>IK1114/002</b>	Our world your move poster: simple gesture can make the difference Language: English	Posters	497
<b>IK1115/001;002</b>	Our world your move Flyer A5 bilingual recto-verso Language: French/English	Flyer	4,010

## ***Annex 10: About the Authors of the Report***

This report has been prepared by Glenn O'Neil of Owl RE with the assistance of Patricia Goldschmid.

### **Glenn O'Neil**

Of Swiss-Australian nationality, Glenn has led evaluation and research projects for international organisations and companies with a specialisation in communications and media, including various UN agencies and NGOs. Recent evaluation projects have been undertaken for the Shell Foundation, UN Human Rights and a joint UNDP, IPU, UNIFEM and NDI communications project. Co-author of the Intelligent Measurement blog, Glenn has an Executive Masters in Communications Management from the University of Lugano, Switzerland and is currently undertaking a PhD in evaluation methodology at the Methodology Institute of the London School of Economics and Political Science. Glenn speaks English and French.

### **Patricia Goldschmid**

Patricia specialises in the analysis and assessment of communication projects. Patricia has over 10 years experience working in project management and communications in the NGO, education, insurance, pharmaceutical, and IT sectors. She has an Executive Masters in Communications from the University of Lugano, Switzerland and is co-founder of the Geneva Communicators Network. Canadian and Swiss, Patricia speaks English, Portuguese, Spanish, French and German.

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