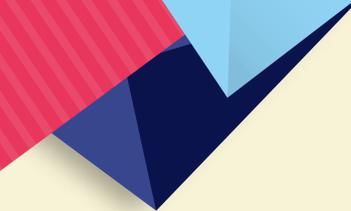




## STRATEGIES FOR HUMAN RIGHTS DEFENDERS





**WHO ARE HUMAN RIGHTS DEFENDERS?** Human rights defenders are people, groups, organizations or institutions that promote or defend one or more of the universally recognized human rights or freedoms, without the use of violence.

**WHAT IS A CAMPAIGN?** A campaign is a project or course of action organized and designed to achieve a specific change.

How will this toolkit help you as human rights defenders or activists? This toolkit will help you develop strategies to achieve all the changes you want to realize in your organizations, movements or communities.

Remember that a participatory process will achieve better results, so consult and work with people in your organization or movement, your allies and members of your communities.



**This toolkit contains information and tips on how to design, plan and implement campaigns to achieve change by following these 8 steps:**

- STEP 1:** What is the problem? This step helps you identify the main issues affecting your communities, organizations or human rights movements and decide which one you want to focus on. **PAGE 2**
- STEP 2:** Analyse the problem and identify your goal: The next step is to examine the problem in more detail, looking at its causes and effects, as well as the solutions. Once you have reviewed the problem, you can then decide on the campaign goal and objectives in order to effectively address it. **PAGE 7**
- STEP 3:** Analyse the key actors: Next, you should identify the people, institutions and organizations that can support or oppose your campaign. **PAGE 12**
- STEP 4:** Create your theory of change: This step will help you to define the necessary steps to achieve your desired change. **PAGE 17**
- STEP 5:** Analyse your audiences and develop your messages: Next, you need to decide who the campaign will be directed towards and define key messaging, depending on your objectives and audiences. **PAGE 20**
- STEP 6:** Choose your tactics and activities: The next step is to select the tactics you will use to achieve your objectives. You will need a number of specific activities for each tactic. **PAGE 22**
- STEP 7:** Reduce the risks: This step will help you to assess the possibility that someone may harm your campaign or those involved in its implementation and decide how to reduce those risks. **PAGE 26**
- STEP 8:** Monitoring and evaluating your campaign: This step provides a tool for identifying campaign successes and areas for improvement. **PAGE 29**

**This toolkit describes these steps and sets out some useful tools for each of them. These will really help you in planning your campaigns!**

# STEP 1

## WHAT IS THE PROBLEM?

Let's begin!

What is the general problem that you want to address with this campaign? You should consider the main problems affecting your communities, organizations or movements and decide which one you want to focus on.



- Remember that you will get better results if you use a participatory process. Ensure that you consult and collaborate with others in your organization or movement, as well as allies and members of your community, in defining the general problem.
- Define the problem as clearly as possible. For example, instead of describing the problem as "the negative impact of megaprojects in Guatemala", you should try to be more specific and define it as "the lack of access to water due to the construction of a hydroelectric dam in a specific region".



## TOOL: SWOT ANALYSIS

(STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS)

**HOW CAN THIS HELP YOU?** A SWOT analysis is a tool to help you identify both the external context and what kind of shape your organization, movement or group is in to carry out a campaign.

Remember that your strengths and weaknesses are internal, while opportunities and threats are external to your organization, movement or collective.



**MATERIALS:** Flipcharts, markers and pens



### EXERCISE:

1. Divide the flipchart into four sections: Strengths, Opportunities, Weaknesses and Threats.
2. Brainstorm each section as a group and write down all the ideas that come up.
3. Write down what you can do about each of them. For this part of the exercise, the following questions may be useful:

How can you...

- ... make best use of your strengths?
- ... strengthen your weaknesses?
- ... discover new opportunities?
- ... anticipate possible threats?

<b>S</b>	<b>STRENGTHS</b>
<b>O</b>	<b>OPPORTUNITIES</b>
<b>W</b>	<b>WEAKNESSES</b>
<b>T</b>	<b>THREATS</b>



### TIPS:

- Some points to consider in your analysis: Security (physical and digital), support networks, resources, reputation and equipment.



## TOOL: PESTLE ANALYSIS

(POLITICAL, ECONOMIC, SOCIO-CULTURAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL)

**HOW CAN THIS HELP YOU?** A PESTLE analysis identifies the political, economic, socio-cultural, technological, legal and environmental factors that make up the human rights context in your community.

This can help you identify problems that concern your community and are potential issues for your campaign.



**MATERIALS:** Flipcharts, markers and pens



### EXERCISE:

1. Divide the flipchart into six sections: Political, Economic, Socio-cultural, Technological, Legal and Environmental.
2. List all the factors in each category relevant to your community or region that you can think of.

POLITICAL	ECONOMIC	SOCIO-CULTURAL
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
TECHNOLOGICAL	LEGAL	ENVIRONMENTAL
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____



## TOOL: COMMUNITY MAPPING

**HOW CAN THIS HELP YOU?** Mapping is an excellent way to see at a glance the context of the problem represented visually. For example, if you are concerned about violence against human rights defenders, you can map the areas where violence or threats have occurred, as well as safe places in the community



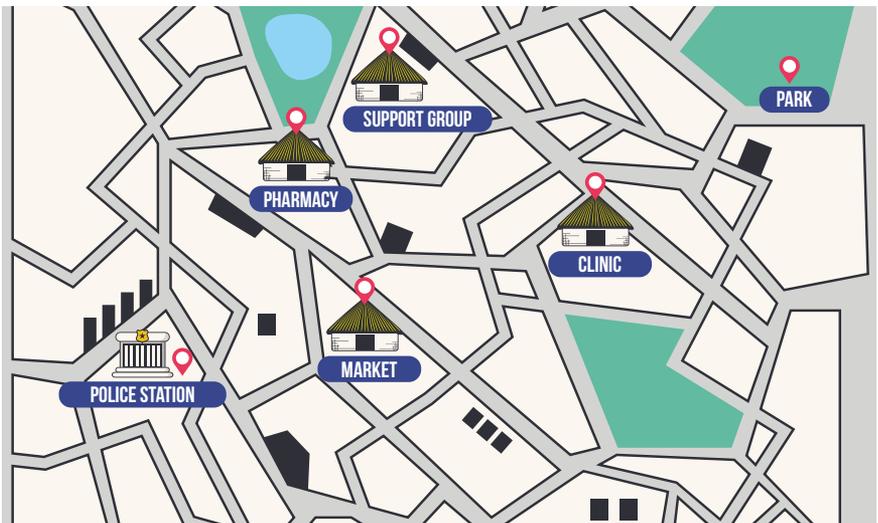
**MATERIALS:** : Flipcharts, markers and pens, a map of the community (this is useful, but not essential)



### EXERCISE:

1. On a flip chart, draw a map of your community or your region, indicating the places and streets that you consider important in relation to the problem you are addressing.
2. For example, if the problem is related to the impact of a mine that has been built, indicate the location of the mine, the affected communities, the sacred sites and the countryside affected, and the places where confrontations have taken place, etc.
3. Include a legend that clearly explains the symbols used on the map.

Here is an example.





## TOOL: BEFORE AND AFTER DIAGRAM

**HOW CAN THIS HELP YOU?** A before and after diagram shows changes resulting from an important event such as the start of a mining operation in the area or changes that will happen over the course of your campaign.

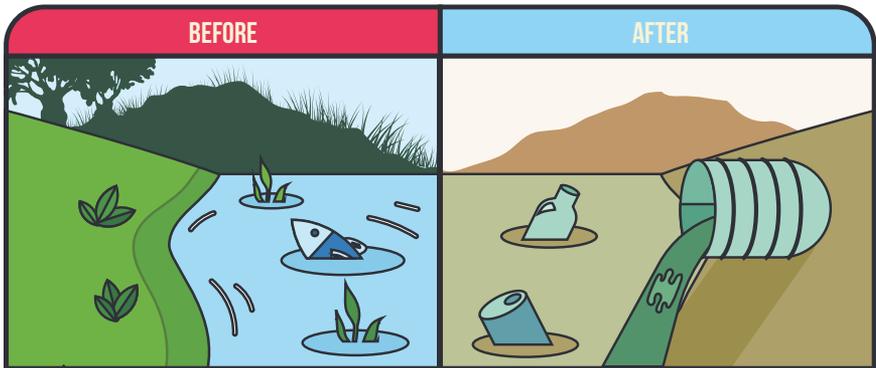


**MATERIALS:** Flipcharts, markers and pens



### EXERCISE:

1. Divide a flipchart in two. On one side describe the situation before the change and on the other side, the situation after.
2. Decide on a date or event that separates or is the dividing line between “before” and “after”. For example, it can be a moment in time or an important event such as a change in the law or a company coming to the area, before a community campaign or before mining activity.
3. Draw or describe the situation before that date or event. Think about attitudes, behaviours, public services, policies, laws, the economy and the environment.
4. Now, draw or describe the same situation in the present or in the future.
5. Compare the two drawings or descriptions and discuss what has changed and why.



### TIPS:

- It is a good idea to consider both what has changed and what has remained the same.

## STEP 2

### **ANALYSE THE PROBLEM IDENTIFY YOUR CAMPAIGN GOAL AND OBJECTIVES**

Mapping the problem helps identify the central issue your campaign will work on. For example, the criminalization of human rights defenders or excessive and careless logging in the area where you live. After analysing the context and the problems that your community, organization or movement faces, it will be clear that the reality is very complex and that your campaign cannot cover absolutely all the points related to the problem that you have selected. So now, you need to identify key points on which your campaign will focus. This can also help you to set a clear goal and objectives for your campaign.



## TOOL: PROBLEM TREE

**HOW CAN THIS HELP YOU?** The Problem Tree helps you analyse the causes and consequences of the issue you want to address in your campaign, as well as identify the key points on which you want to focus. It is a good tool for teamwork. The trunk represents the focus you have chosen, the roots are their causes and the branches are their effects. By identifying these elements clearly you can begin to think about the solution!



**MATERIALS:** Flipcharts, post-its, markers



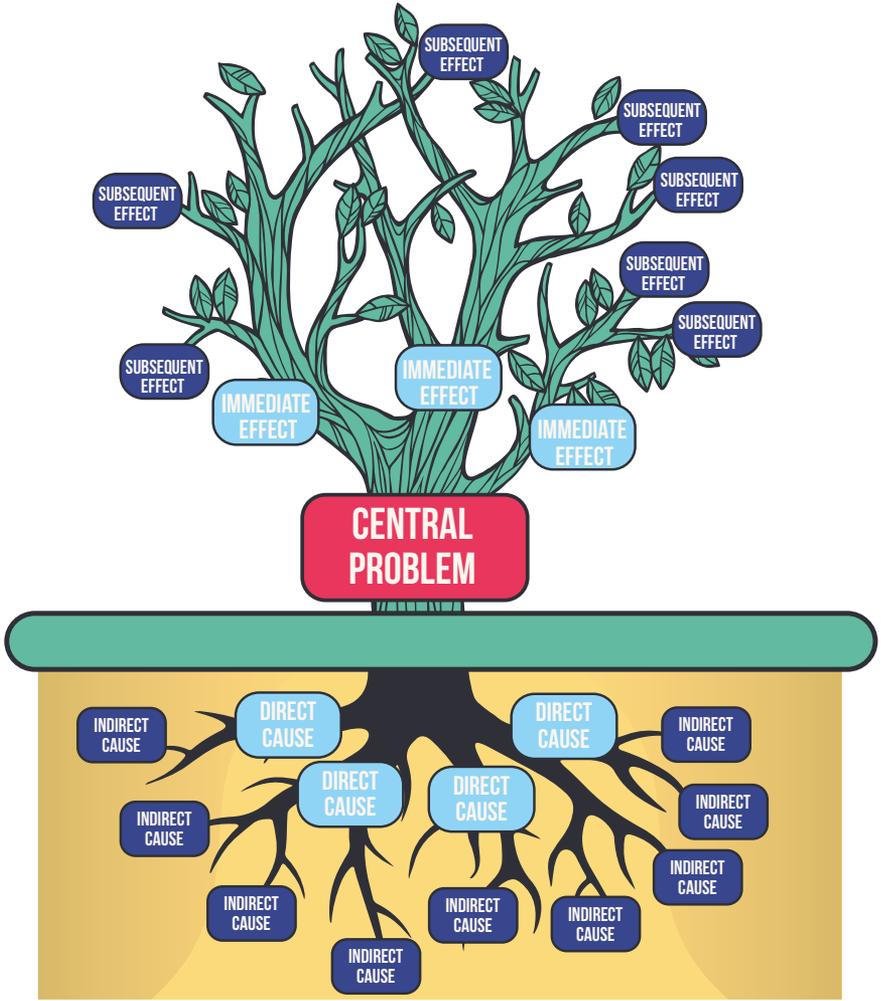
### EXERCISE:

1. Choose a central problem to work on related to the issue you have been using in the other exercises. Draw or describe the problem in the middle of the diagram – this part of the diagram makes up the trunk of the tree.
2. Discuss the immediate causes of the problem. For example, the fact that the community does not have access to clean water is because the river is polluted; the water is contaminated because farms are using pesticides that get into the water and contaminate it. As a group, write all the causes on post-its and stick them under the problem as if they were the roots of the tree.
3. Use arrows to show how the causes interconnect and create new causes.
4. Follow the same process for the effects. Put post-its with the effects written on them above the problem, like branches. Use different coloured post-its for the effects.



### TIPS:

- Remember that the branches are the effects, the trunk is the central problem and the roots are the causes.
- When describing the central problem, focus on the people or group whose rights are being violated. For example, write “our community does not have access to clean water” rather than “farms are polluting the rivers”.
- Don’t confuse causes with effects. Review your diagram afterwards and ensure that you agree on the causes and the effects of the problem that you’ve written down. You may need to shift some points around.



Once you have completed the Problem Tree, you can draw the Solution Tree. This is a very simple exercise where the sentences describing the problem in the previous exercise are turned into positive statements. For example, the problem "Our community does not have access to clean water" becomes "Our community does have access to clean water". This will be the goal of your campaign, which is different from the specific objectives (see p. 11). Keep all the sentences in the same place. The central problem becomes the goal, the causes become solutions and the effects become benefits.



## TOOL: SOLUTION TREE

**HOW CAN THIS HELP YOU?** A Solution Tree can help you visualize solutions to your problem. This is an important step for identifying your goal and objectives.

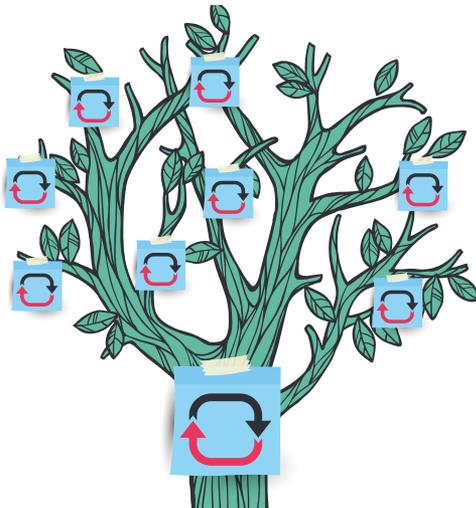


**MATERIALS:** Problem Tree, different coloured markers, coloured cardboard, post-its, adhesive tape



### EXERCISE:

1. Look at the Problem Tree and its trunk.
2. Simply transform the central problem (the trunk) into a sentence describing the same situation but in the opposite sense, that is changing it from negative to positive. Put your positive sentence on a piece of coloured card at the top of the original trunk. For example, if your central problem is "community members do not have access to clean water", then the goal would be "community members have access to clean water". Use the adhesive tape to stick the card over the problem on the trunk. You now have your campaign goal.
3. Do the same thing for the causes by transforming each phrase into its positive equivalent, using post-its. Put your positive sentence over each sentence on the Problem Tree. Now your causes are transformed into solutions.
4. Do the same thing for the effects by transforming each phrase into its positive equivalent. Put your positive sentence over each sentence on the Problem Tree. Now the effects are transformed into benefits.



The Solution Tree has gone a long way towards identifying objectives. **The goal and objectives describe what you want to achieve with the campaign.** They are based on events that you can influence, although you might not necessarily be able to control them completely. You need a campaign goal as well as some specific objectives

- **Goal:** This is your general aim and will guide the course of the campaign.
- **Objectives:** These are steps that you can take to achieve your goal.

Identify your goal. Here are some tips for identifying an appropriate campaign goal:

Use your Solution Tree! By changing the central problem into a solution, it becomes the campaign goal. Then, take some of the causes of the problem and convert them into solutions. In this way, you can convert the causes into the specific objectives of your campaign.

Your goal and objectives should follow this format: **Who does what and by when.**

Make sure that your goal states the change you want your campaign to achieve and not the activities you are going to do. For example, don't write "lobby representatives of Congress to introduce new legislation on community radio". The goal should be written as follows: "The Justice Commission of Congress approves a law that promotes community radio by 2019."

You should make sure that you set **SMART** goals and objectives. That is, they should be:

- **SPECIFIC:** Clearly state what, who, where, when and how the change will happen. Remember that the "who" has to be as clearly identified as possible. For example, the "who" should not be the Environment Ministry; it must be (as applicable) the Environment Minister or the Secretary of State of the Ministry.
- **MEASUREABLE:** The results, aims and benefits must be quantifiable and verifiable.
- **ACHIEVABLE:** The goal should be achievable given the resources and capabilities at the disposal of your organization. You can set more than one objective, but not lots of them, as you would usually not have the resources to achieve them all.
- **REALISTIC:** Set out a degree of change that is realistically achievable.
- **TIMEBOUND:** Have a specific timescale by when the goal will be achieved.

# STEP 3

## ANALYSE THE KEY ACTORS

Once you have identified the objectives of your campaign, you need to identify the people, groups, communities and organizations that have an interest in those objectives or can influence them. In order to identify strategic allies and opponents, you need to analyse the key actors. To do this, you can use the following tools:



## TOOL: STAKEHOLDER MATRIX

**HOW CAN THIS HELP YOU?** Given that you have limited resources and that changing someone's mind on an issue takes a lot of effort, you need to carefully select a limited number of actors you can have a real impact on. This matrix helps you do that.

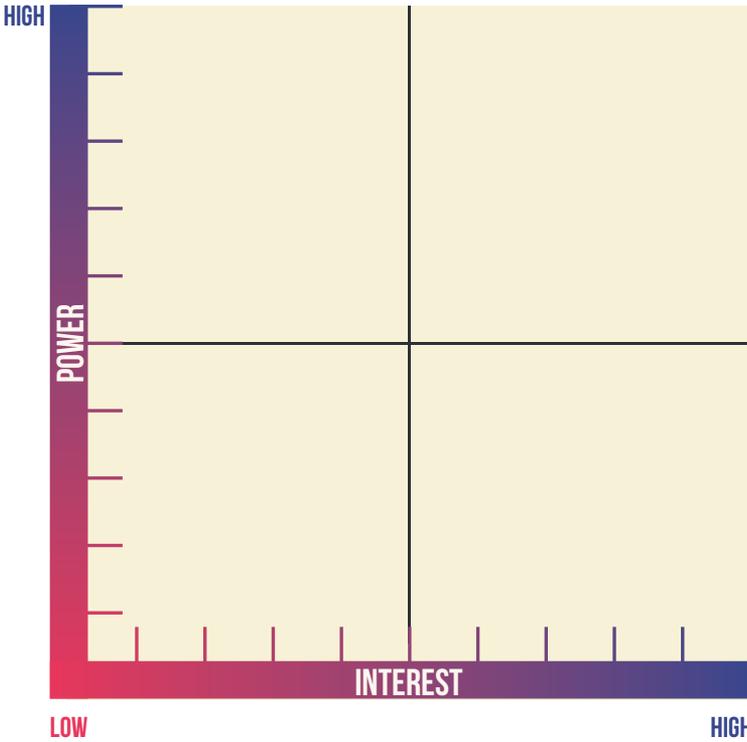


**MATERIALS:** Flipcharts, different coloured markers, different coloured post-its.



### EXERCISE:

1. Make as complete a list as possible of the organizations, people, government entities, companies and other stakeholders that have a direct relationship with your goal. Try to be specific. For example, instead of writing "the government", write "the Environment Ministry " or "Director of Public Ministry 14". Write each of the actors on a post-it.
2. On one of the flip charts, draw a Stakeholder Matrix like the one in the image below (see p. 14). Focus your attention and resources where they are most effective. Place the post-its with the names of each stakeholder in the Stakeholder Matrix according to:
  - Their level of influence on the issue (power)
  - Their level of interest in the issue (How interested are they in achieving the goal?)
3. Interpret the results of your stakeholder analysis, by answering the following questions:
  - Who are the key actors in the campaign?
  - What are the most important alliances?
  - Who are the actors opposed to your campaign?
  - What are the chances of directly or indirectly influencing these people and entities?
4. Make sure that your target or targets (the chosen specific public or key actors on which you will focus during your campaign) are the right ones. The target should be the person, group, organization, etc. you want to influence directly through their campaign. For example, Members of Parliament who will vote on the Telecommunications Law about community radio or the Minister for the Environment and Natural Resources who is responsible for the environmental assessment of a mine.



**TIPS:**

- Use your creativity; think outside the box.
- Don't judge or censor brainstorming during the development of the Stakeholder Matrix.
- If you want, you can separate the actors who have a positive interest from those who have a negative interest.
- Sometimes you will have to divide a group of actors in two. For example, "Members of Parliament" can be divided into "Members of Parliament in favour of a law" and "Members of Parliament against a law".
- It is a good idea to think about the people who make up the organizations, institutions and other entities, since they are the ones who usually decide what the position will be.

Now that you have identified the actors who can influence your target or targets, you need to develop a strategy to achieve your goal. It is unlikely that the target will be convinced by you on your own, so you need to identify the appropriate channels of influence to put pressure on them.



## TOOL: INFLUENCE MAPPING

**HOW CAN THIS HELP YOU?** Influence mapping can be used to identify the most appropriate strategies for influencing the audiences you have chosen for your campaign. Some examples of strategies are:

- Persuade a strategic person and/or body to support your campaign (mainly for those with influence who are neutral or slightly opposed to your position)
- Persuade a strategic person and/or body of the importance of the issue (mainly for potential allies with a lot of influence but little interest)
- Build alliances
- Help increase the influence of a strategic person and/or body (mainly for allies with limited influence)
- Reduce the influence of a strategic person and/or body (mainly for people and entities with a lot of influence who are opposed to your campaign)

In this exercise, analysing the stance of the target and identifying which groups can influence them can help you to clarify the Stakeholder Matrix, as well as determine the target's influence in relation to the goal.



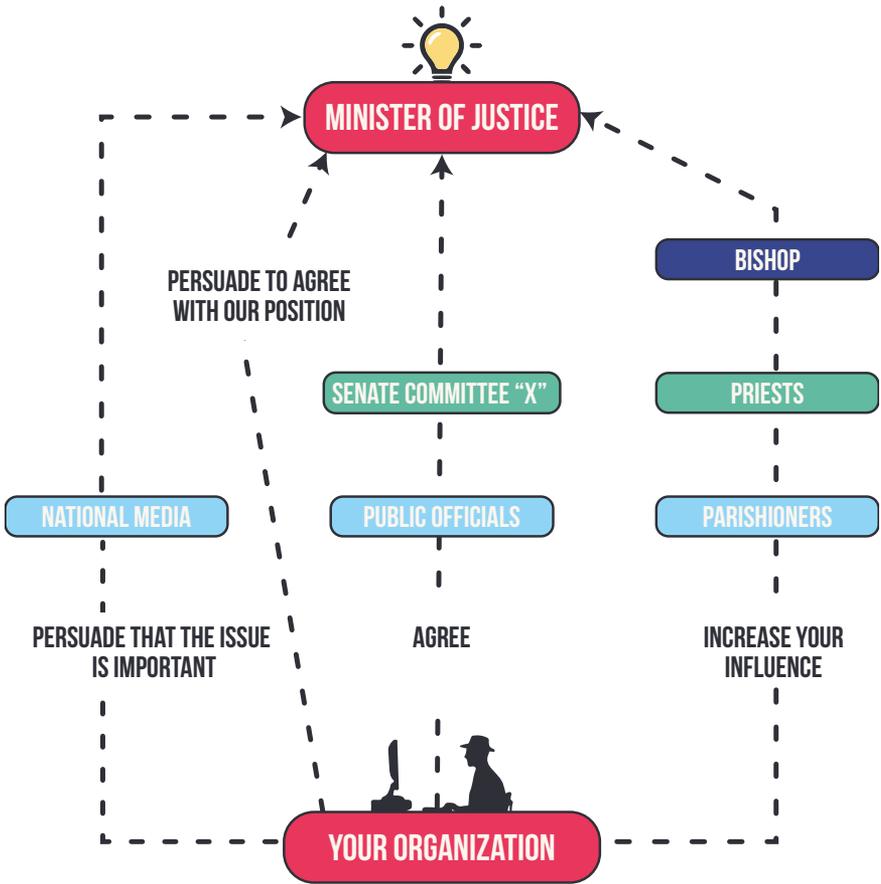
**MATERIALS:** Flipcharts, different coloured markers, post-its



### EXERCISE:

1. At the top of a flipchart, write the name of the target you want to influence with your campaign. One of the questions you need to answer in this exercise is: Who can influence the target you have chosen to change their position?
2. On the post-its, write the names of the main actors who can have a direct influence on the target. Some examples are the national media, the Senate Committee or the bishop.
3. Now ask yourself who can influence each of these key actors. For example, who can influence the bishop? Continue writing the actors with influence on the target on post-its, always asking the same question and working backwards from the target until you identify the source of the influence, that is, your organization.
4. Stick post-its on the flipchart and connect each actor with arrows, indicating the direction of influence of the campaign.

5. Remember that certain actors may not have a direct influence on the target but may influence the target through an organization or associated body. For example, your organization may influence the council of women elders in your region, who may also influence the Human Rights Ombudsman to influence the Public Prosecutor's Office, your target.



**TIPS:**

- You may not have all the information you need to create a complete influence map. If this is the case, you may need to do more research.
- Ask yourself the following question: Are there actors with influence on strategic bodies/organizations who can be your allies?

## **CREATE YOUR THEORY OF CHANGE**

Developing a theory of change is a key element in your campaign strategy development. The theory of change describes the strategies that you put in place to make a difference in the world and lays out the changes the campaign wants to see and how the campaign expects its actions to lead to these changes. This can be represented as a pathway to change, that is, a graphic representation of the change process. The following stages will help you to develop your theory of change:

1. Identify the change you want to achieve with your campaign by asking yourself: What is the long-term change we want to see? The change is the result of achieving your goal.
2. Identify what has to happen to achieve your specific objectives. These will be all the changes, outcomes and achievements that have to happen to reach your overall goal. Imagine that you are starting with the final result and work backwards. Ask yourself: What has to happen to achieve the desired change?

The theory of change forces us to start from the end point and ask ourselves what is the most important change we want to see. This change is your goal and that is the point from which you can begin to analyse the other necessary changes (or objectives) needed to make the most important change a reality.



## TOOL: THEORY OF CHANGE

**HOW CAN THIS HELP YOU?** This tool helps you:

- List the changes you want to see during your campaign and determine how you anticipate achieving those changes.
- Understand how the change will happen.
- Understand what you need to do and what resources you need to invest.
- Identify the best strategy to make the change happen.



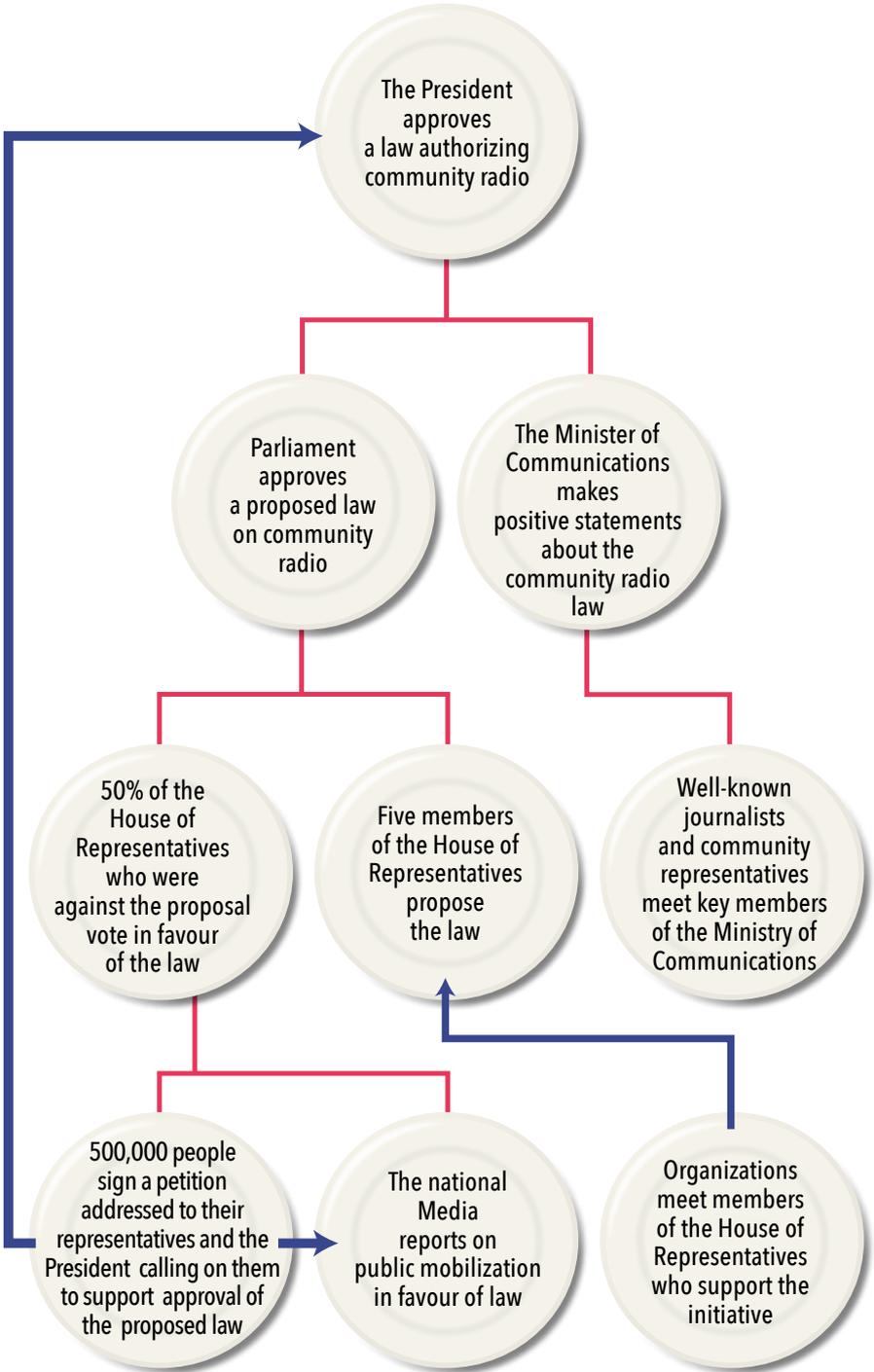
**MATERIALS:** Paper plates or colored paper, thread, pens, adhesive tape



### EXERCISE:

1. Write your goal on a plate. Stick it to a wall or a flat surface.
2. Imagine that you are working backwards, asking yourself: What has to happen to make this change happen?
3. Divide your goal into objectives or smaller steps, answering the following questions: "who does what?" and "by when?" Write each objective or step on a plate.
4. Stick all the paper plates to the wall in an order that makes sense and use the thread to connect the dishes to create a pathway of change.
5. Check for gaps in the logic using the formula "X must occur, so that Y happens". For example: "If the media publishes the abuses that are being committed in the community, representatives in the Senate will vote in favour of a law protecting the community from these abuses." Check your sentences and if the sentences do not make sense, it means that there is a gap in the logic and you should ask again: What has to occur to make this change happen?

**NOTE:** After you use this tool you may realize that your goal needs to change. That's OK. It is important that you adapt your campaign strategy if you need to as you go through the planning process. For example, if you cannot achieve an intermediate objective, you may have to choose an earlier level as a new goal that needs to be achieved during your campaign.



# STEP 5

## ANALYSE YOUR AUDIENCES AND CREATE YOUR MESSAGES

Now that you have a theory of change and have mapped the key actors, you know who you have to convince in order to achieve your goal. Make a list of the audiences you need to convince to achieve your goal and objectives and why.

This should be detailed and specific.

For example, if you are proposing a campaign in your community to reduce the use of artificial pesticides, some examples of audiences could be:

- People in your community who use artificial pesticides on their crops
- People in your community who don't use artificial pesticides on their crops
- Students aged between 13 and 18 in your community
- Young people aged between 13 and 18 who are not in school
- Mothers and fathers of young children
- People over 50



## EXERCISE: AUDIENCE ANALYSIS

Write a list of all possible audiences in your theory of change on a flipchart. Answer the following questions for each audience:

- What do they already know and think about the issue?
- Do you care about the issue?
- Do they support the issue?
- Are they audiences who are allies or opponents on the issue?
- What can you do to get the audiences to support the campaign?



### TIPS:

- Adapt your message to your audience.
- A message should be a short and concrete phrase that resonates with your audience.



## EXERCISE: DEVELOP YOUR MESSAGE

Think of a message for each of the audiences that you identified in the previous exercise.



# STEP 6

## CHOOSE YOUR TACTICS AND ACTIVITIES

Tactics are how you achieve the desired changes. The most common campaign tactics are:

- **Advocacy:** Direct approaches (usually face-to-face meetings or letters) that aim to persuade decision-makers or people with a lot of influence to take a particular course of action.
- **Sensitization:** Increasing the awareness of the public (or sections of the public) about a particular problem or issue.
- **Education:** Increasing knowledge among the public (or sections of the public) about the nature and/or causes of a particular problem or issue.
- **Mobilization:** Generating and mobilizing support among the public (or sections of the public) for a particular solution to a problem or issue. Examples include collecting signatures or organizing protests.

Choose the tactics you will use for an objective. You will need a number of specific activities for each tactic. Use the following tools to design your activities. Remember, be creative!



### TIPS:

- Don't confuse tactics with activities.
- A basic question that you need to answer when choosing your activities is: How can we influence our audience(s) or our target to achieve the goal?



## TOOL: IMAGE BRAINSTORM

**HOW CAN THIS HELP YOU?** Using images can help you come up with creative ideas for your objectives and tactics.



### TIPS:

- Remember that **quantity** is linked to **quality**.
- Think **big** and encourage **new ideas**.
- **Leave for later** any criticisms you may have.
- **Listen** to other people's ideas.
- **Share all** your ideas.
- **Be visual**. Use all your creativity and imagination.

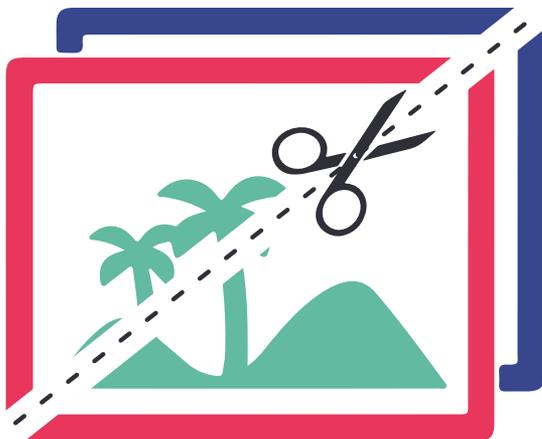


**MATERIALS:** A selection of images from magazines, newspapers, photos, etc.



### EXERCISE:

1. Cut out photos from newspapers or magazines, or chose photos or works of art. Choose from a wide range of images.
2. Mix up the images and spread them out on a flat surface.
3. Choose an image at random. Discuss the image with your group to see if you can come up with ideas that link the image to your campaign.
4. Every three minutes, choose a new image to talk about.
5. Write down all the ideas for activities that are sparked by the images.





## TOOL: SILENCE

**HOW CAN THIS HELP YOU?** This tool can help you come up with creative ideas for your objectives and tactics.



### TIPS:

- Remember that **quantity** is linked to **quality**.
- Think **big** and encourage **new ideas**.
- **Leave for later** any criticisms you may have.
- **Listen** to other people's ideas.
- **Share all** your ideas.
- Be **visual**. Use all your creativity and imagination.



**MATERIALS:** Post-its and pens



### EXERCISE:

1. Each person in the group should have a pen and some post-its.
2. Write down all the activity ideas you have in three minutes. Write one idea on each post-it.
3. Everyone should write down as many ideas as they can in the three minutes. The goal is to have as many ideas as possible.
4. Read each other's ideas.





## TOOL: ALPHABET

**HOW CAN THIS HELP YOU?** This tool can help you to come up with creative proposals for your objectives and tactics.



### TIPS:

- Remember that **quantity** is linked to **quality**.
- Think **big** and encourage **new ideas**.
- **Leave for later** any criticisms you may have.
- **Listen** to other people's ideas.
- **Share all your ideas**.
- **Be visual**. Use all your creativity and imagination.

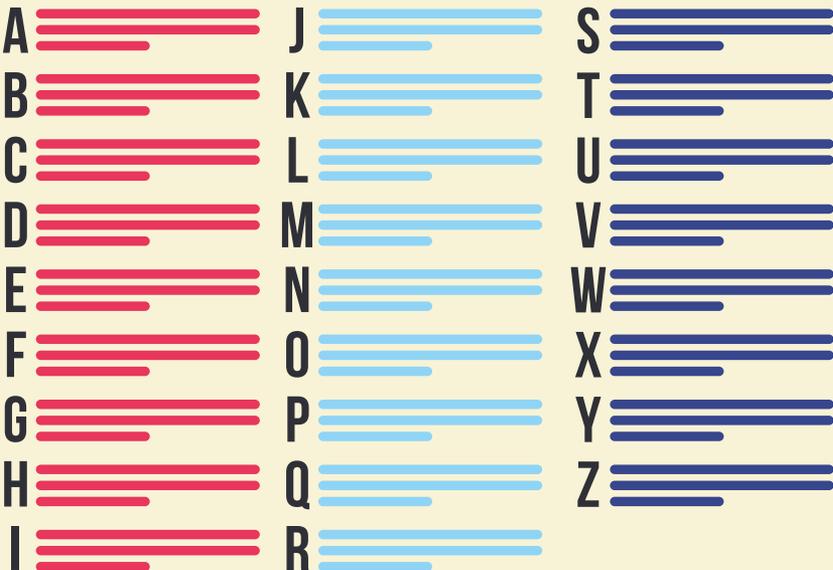


**MATERIALS:** Flipchart, coloured markers



### EXERCISE:

Write all the letters of the alphabet on a flipchart. As a group, try to write down an activity starting with each letter. If you have more ideas, write more than one activity per letter!



# STEP 7

## REDUCE RISK

What do we mean by risk?

Risk is the possibility that something will happen to harm you.

It is also the possibility that something will happen that has a negative effect on your campaign goal or objectives.

What causes risk?

Examples:

- Flaws in the campaign (at any stage of design, development or implementation)
- Accidents
- Natural causes or disasters
- Deliberate attacks (threats)

It is essential that you think about risk at all stages of planning and implementation of the whole campaign. This includes risks to the physical integrity, wellbeing and safety of campaign beneficiaries and participants. Risk assessment is a simple tool that you can use to avoid serious threats.



## TOOL: RISK ASSESSMENT

**HOW CAN THIS HELP YOU?** Risk assessments can help you identify the risks a campaign tactic or activity poses to allies, participants and beneficiaries in order to mitigate them.

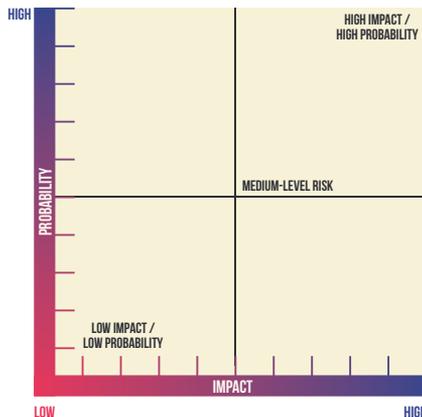


**MATERIALS:** Flipcharts, post-its, coloured pens



### EXERCISE:

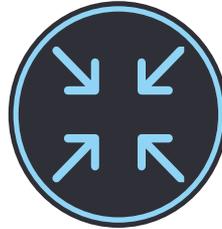
1. Make as complete a list as possible of the risks faced by your campaign. You can do this for your entire campaign or for a particular activity such as a protest or an event. Write each risk on a post-it.
2. Put each of the risks in a matrix, like the one shown here, evaluating the impact a risk would have if it actually occurred and the likelihood that it will happen.
3. Prioritize the risks and develop a response for each one:
  - a) Low impact / low probability --> you can usually ignore these.
  - b) Low impact/high probability --> you should try to reduce the probability that this will occur. However, if the risk materializes, you can manage it and carry on.
  - c) High impact / low probability --> you should make a contingency plan in case this occurs.
  - d) High impact / high probability --> this something that poses a critical risk and you should take all necessary measures to prevent it from happening and devise a contingency plan in case it does occur.



It is important that you take steps to prevent high impact events before they happen or to reduce their impact should they happen. Here are some strategies for responding to these high impact situations:



Accept the risk because you consider it is manageable or minimal and you can live with it.



Reduce the risk with specific measures that take into account your capacities and vulnerabilities.



Share the risk by undertaking joint action with other human rights defenders, organizations or movements



Postpone the risk by stopping an activity or action and waiting for a better time to start again.



Escape the risk when you have no other option because your life is in great danger.



Ignoring a risk is not recommended as it usually makes your situation worse and makes you more vulnerable. You should always analyse the risk and find a way to protect yourself.

## MONITORING AND EVALUATING YOUR CAMPAIGN

Monitoring the implementation of your campaign is important and lets you adapt to any changes that may happen. You need to avoid reaching the end of the campaign only to realize that none of your goals or objectives have actually been achieved. It is also important that you assess campaign successes to know what you can do differently next time. There are dozens of tools you can use for this. Below are some tools that can help you. Remember that there are three basic questions that you should ask yourself:

- Are we doing what we said we would do? (Effectiveness)
- Is what we are doing necessary and relevant? (Relevance)
- Are we generating change? (Impact)



## TOOL: POST-IMPLEMENTATION REVIEW

**HOW CAN THIS HELP YOU?** This tool is useful after your campaign or after a specific activity. It is a way to invite campaign participants and beneficiaries to share feedback on how effective, relevant and successful it was. The more people who participate in this activity, the more comprehensive the outcome will be.



### EXERCISE:

1. Select people who have participated in various ways during the process.
2. Conduct an evaluation immediately after the end of the action or activity that you want to evaluate.
3. These six basic questions can serve as a guide for their reflections:
  - Have we done what we said we would do? (Effectiveness)
  - Was what we did necessary and relevant? (Relevance)
  - Have we generated a change? (Impact)
  - What did we do well?
  - What could we have done better?
  - Is there anything we should change for the next phase of our campaign?



**NOTE:** There are many ways to assess the success of your initiative. Here we set out a few:

- Identify the most significant change achieved.
- Analyse the development of the campaign using a timeline of important events.
- Generate discussions about the initiative in working groups.
- Interview participants and beneficiaries.

## WRITE A STRATEGY

For each of these steps you should produce something in writing so that other people can see them, understand them and put them into practice. Putting this material together in one document helps make it easier to share and replicate the campaign so that more people or organizations can engage with it.

What should you put in the document?

All the materials developed so far. It is a good idea to include graphics, drawings and exercises. In this toolkit we have addressed the following topics:

- What is the problem?
- Analysing the problem and identifying a goal and objectives
- Identifying key actors
- Designing a theory of change
- Identifying audiences and creating a message
- Choosing tactics and activities
- Reducing risk
- Monitoring and evaluating your campaign

Campaigns often have successes and failures and adapting and changing campaigns is normal. This toolkit aims to help you create a solid campaign strategy and to start your campaign in a way that will help make it effective in defending human rights. Good organization, an attitude that is open to discussion and collaborative working can transform the life of a community and improve their living conditions. We hope that this toolkit can help you in this.





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