

# UNICEF

## Evaluation of *Awaaz Do* Campaign on Right to Education (RTE)

Volume 1: Final Report



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# Executive summary

## 1.1 Key features of the study

The following study is a retrospective evaluation of the Awaaz Do campaign – a digital media campaign by UNICEF to raise awareness about the Right to Education Act<sup>1</sup> notified by the Government of India in 2010. This digital media campaign was also meant to support the existing advocacy work that UNICEF has been involved in around education, especially with issue of out-of-school children. The campaign was designed and implemented between February 2010 and January 2011.

The evaluation covered **processes**, **outcomes** and **impacts** of the campaign. This study documents two central aspects across these evaluation areas – **engagement** and **awareness of stakeholders**. The methodology is detailed and evaluation indicators are listed in the subsequent chapters. The study was conducted in three distinct phases. The first phase included an in-depth review of secondary literature provided by UNICEF. This included the project planning documentation and products developed along the way. The second phase included consultative workshops and focused interviews with key implementation stakeholders (these included UNICEF, external consultants, government and partners) and the final phase studied the responses of the targeted audience through an online survey and telephonic interviews. The target audience was segmented to include college going adults, home-makers, working professionals and retired persons. Within this demographic, the study also reviewed users of social media, the enlisted champions and employees of corporate partners.

The findings and analysis of data collected was both qualitative and quantitative in nature. The study includes narratives and case studies to demonstrate the outcomes and impacts of the campaign interventions. Based on the findings, the study makes recommendations for the long, medium and short term in order to inform decisions related to campaigns of this scope and nature.

This study was conducted over a period of three months. The evaluation team comprised of a team drawn from KPMG in India, The Mudra Institute of Communication, Ahmedabad and Universal Learn Today.

## 1.2 Overall findings of the evaluation

The evaluation generated a substantial number of findings across the process, outcome and impact indicators chosen for this study. These findings and their corresponding recommendations are documented in chapter 4. The overall findings can be summarised based on the different stages of the campaign.

### Conceptualisation and design

- The campaign went through a **rigorous conceptualisation and strategy development process**. Multiple stakeholders both internal and external were consulted to establish the primary objectives and outcomes of the campaign and to develop an implementation plan.

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<sup>1</sup> The Right to Free and Compulsory Education Act (2009) was notified by the Government of India on 1 April 2010. This ground-breaking act enshrines in law the right of every child in the country to free, compulsory education of quality. The Act makes it mandatory for every child between the ages of 6-14 to be provided education by the State

- The digital media route for this campaign was **comprehensively researched** and its risks and benefits analysed at the onset in preparation for an implementation plan. A detailed business case was also developed and adequate resources were allocated. Clear milestones and targets were laid down for the campaign; however contingency plans were not developed for adverse situations.
- For human resources, UNICEF used a mixture of internal and external resources to implement the campaign. Three UNICEF sections were involved in the campaign – thus **demonstrating internal convergence** and the **ability to effectively source experienced and skilled external consultants**.
- UNICEF, through a competitive bidding process identified a suitable media agency to work with. Ogilvy One, in its proposal was able to **demonstrate an understanding of UNICEF's vision for the campaign and its commitment to put the best resources** to implement the campaign. Ogilvy successfully supported UNICEF to **design and roll out** the programme. They also provided UNICEF with data to track progress and impact at regular intervals.
- The campaign was designed to use **multiple media channels (media-touch points) to achieve maximum impact** with the target audience
- Even though the planning process was comprehensive, **sufficient lead time was not budgeted** to develop certain aspects of the campaign, such as media linkages and to test certain creatives.
- The campaign was able to effectively strike **partnerships with corporate houses and the media** in order to accelerate the campaign.

### Campaign management and delivery

- An external digital media consultant was recruited to manage the project. This external consultant was supported by the media agency and by the various sections. However, **the external consultant was not sufficiently empowered to make key programme decisions**.
- The **key messages developed for the campaign were poignant, memorable and action-oriented**. They **created awareness** and **enhanced the engagement with the target audience**.
- The campaign was able to **engage with several types of stakeholders** including students, home makers, professionals and retired persons from a number of small and large towns and cities across the country.
- The campaign was able to leverage media touch points such as **social media** and **celebrity** to increase the number of sign-ups/ Awaaz Do champions.

### Campaign conclusion and evaluation

- The campaign was concluded with a **high impact media event with the minister for Human Resource Development**.
- **A workshop with internal and external stakeholders was conducted to evaluate the campaign and highlight areas of improvement**.

## 1.3 Overall recommendations of the evaluation

Some of the overall recommendations are listed below. More detailed recommendations are documented in chapter 4.

### Conceptualisation and design

- A **dedicated team for the design, management and implementation** of a digital media campaign is crucial for the success of a digital media campaign.
- There is a need to **assess the level of risk for each key activity planned**. High risk interventions (where the outcomes are harder to achieve for the resources invested) should be supported by **contingency plans**.
- **Richer and more customised content** needs to be developed to cater to different target audience segments and also based on their appetite for engagement during the course of the campaign.
- **Allying with media partners and journalists** at the very start of the campaign is important for the acceleration of the campaign.
- **Pilots will enhance the quality of messaging and creatives** and thus ensure greater impact of media touch points. Each of the messages should go through a testing on a smaller -audience to refine the message or modify the creative
- In a country like India, **region specific content** (more than one regional language) will increase the impact of the campaign.

### Campaign management and delivery

- For a national campaign of this nature, **partnerships need to be localised** as well. **Involving UNICEF state offices** to provide knowledge and logistics support to sign-ups would have been helpful
- As part of the campaign, a support **mechanism to assist individuals to create their own local interventions** (example. assign a team member to respond to requests for additional information, pamphlets, banners etc). Define clearly to what extent UNICEF will support such endeavours and publish this information on the website.
- More should be invested in refining the website (or any other digital media launch pad) and periodically updating it with **richer content**.

### Campaign conclusion and evaluation

- Use a **concurrent feedback mechanism** in the campaign, to identify effective messages and highlight and reinforce them during the length of the campaign.

## 1.4 Structure of the report

**Chapter 1** of the report provides the reader an overview of the policy environment around education, the digital media space and the potential of digital media in advocacy.

**Chapter 2** describes UNICEF's campaign strategy and the implementation plan

**Chapter 3** details the approach and methodology adopted by KPMG to evaluate the campaign and describes the tools, techniques and indicators used.

**Chapter 4** highlights the key findings of the evaluation as reported by various stakeholders and as objective findings of the evaluators. It also contains key recommendations.

**Chapter 5** contains detailed evaluation analyses based on a review of primary and secondary data sources.

**Chapter 6** concludes the report with reflections from the Awaaz Do campaign

# 1 Introduction and background

## 1.1 Overview of Education in India

At the time of India's independence, only 14 percent of the population was literate and only one child out of three had been enrolled in primary school. The need for universal education for all children in the age group of 6-14 years - recognized as a crucial input for nation building - was given due consideration in successive Five Year Plans and has resulted in a manifold increase of spatial spread, infrastructure facilities and increased coverage of various social groups. But the goal of providing basic education to all continues to be a challenge.

Since independence, there has been a substantial increase in enrolment at all levels of education, from 19.2 million to 110.9 million in 1998-99 at the primary stage and 3.1 million to 40.4 million in the upper primary stage. The gross enrolment ratios of children in the age group 6-11 increased from 42.6 percent in 1950-51 to 92.14 percent in 1998-99.

Despite such significant achievements, serious problems of gender, regional, sectional and caste disparities in education remain in India. A significant proportion of children continue to drop out due to demand side issues, including socioeconomic and cultural factors and also due to supply side issues including lack of adequate infrastructure, shortage of teachers and unsatisfactory quality of education provided. The country had at least 8 million children in the age group 6-14 out of school in 2009<sup>2</sup>.

## 1.2 Right to Education Act

The Right to Free and Compulsory Education Act (2009) was notified by the Government of India on 1 April 2010. This ground-breaking act enshrines in law the right of every child in the country to free, compulsory education of quality. The Act makes it mandatory for every child between the ages of 6-14 to be provided education by the State and the child does not have to pay a single Rupee towards books and uniforms. Few developing countries in the world have such a national provision to ensure child-centred, child-friendly education to help all children develop to their fullest potential.

The introduction of the RTE Act presented an important opportunity for UNICEF India to contribute to the effort to ensure that every child in the country goes to school by supporting and creating demand for the Act's full implementation, and by raising awareness of its provisions and the rights it enshrines.

Support to the full implementation of the RTE Act became a key priority for the UNICEF India Country Office in 2010. An advocacy strategy was developed that included multiple partners and stakeholders.

## 1.3 Digital media space in India

Digital media allows for a large penetration of the target audience through emails, social media, blogs, mobile etc. This media space has given opportunities for organisations in India to engage with their target audience using the internet as one common platform to allow for proactive participation.

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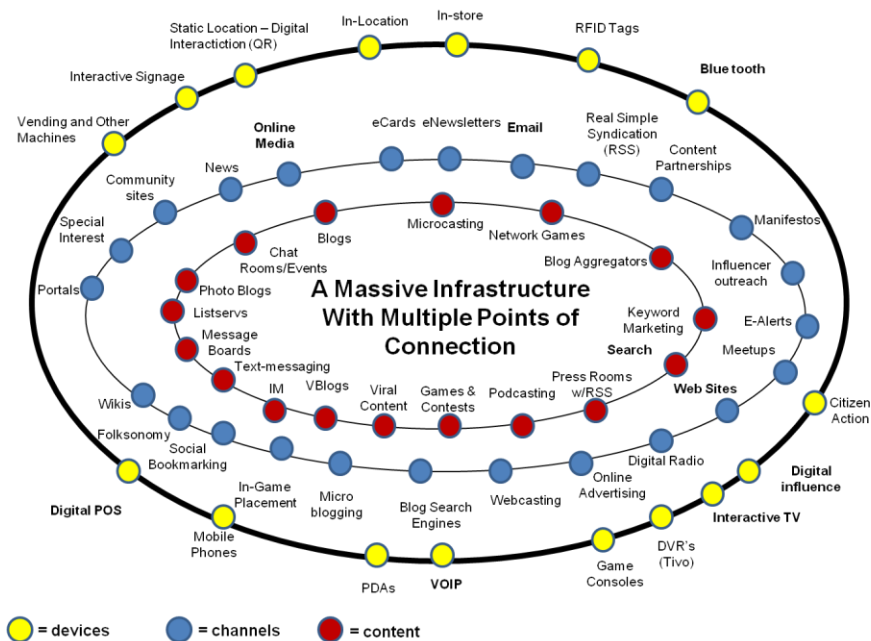
<sup>2</sup> "Education scenario and needs in India: Building a perspective for 2025" - Suman Sachdeva; Planning Commission Report

The urban Indian middle class increasingly has access to, and is using new communication technologies. The use of new technology and social networking allows citizens to get actively involved and for the Government and UNICEF to receive real time responses to campaigns targeting this population.

**The digital scale in India (from various sources)**

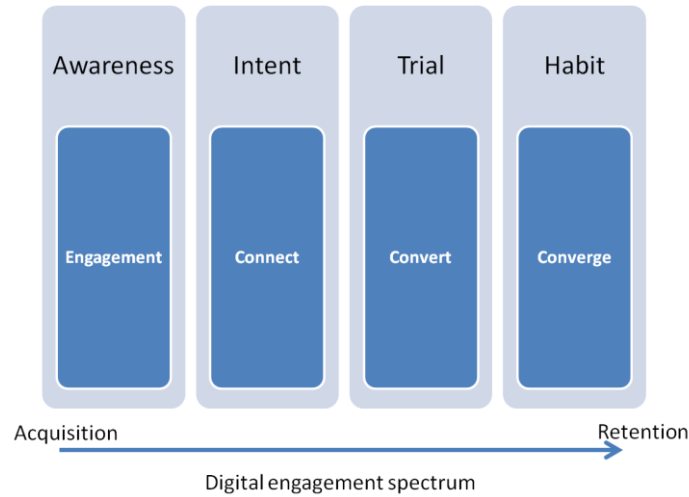
- 600 million mobile subscribers.
- 6 million smart phone users
- 112 million internet users (22 million from small towns and villages)
- 2 million mobile internet users
- 75% of internet users are school and college going children and young adults and adult men.
- 1.2 billion Google searches
- 22 million unique visitors on Yahoo.

Digital media is important because it allows an organisation like UNICEF new ways of understanding and influencing people and communities. As a broadcast medium, it can allow UNICEF to use **more channels** to reach out to **more people** and at **more frequent intervals**. It can also serve as a two way interaction channel to understand individual behaviour and influence change. Different types of digital channels provide a range of benefits – from creating awareness and influencing intent, to trying out something new and developing a habit. These channels include among others, online media, social media, news (print, television and e-news) email, online advertising, mobile phone text messages. The diagram below<sup>3</sup> indicates the different channels, the content and the corresponding devices related to the digital space.



For UNICEF to leverage digital media more effectively, it would need to harness the collective benefits of different channels and use them effectively and with a right mix of content and devices. The diagram below indicates that for a campaign such as Awaaz Do, UNICEF will have to move across four phases of digital media intervention in order to achieve a significant acquisition of stakeholders and retain them.

<sup>3</sup> Source: Ogilvy One



The perceived key benefits and challenges however for an organisation such as UNICEF in the use of the digital for are summarised in the table below:

Area	Benefits	Challenges
<b>For advocacy and partnerships</b>	<ul style="list-style-type: none"> <li>• Wider audience reach and penetration into both rural and urban regions</li> <li>• Single operational station and quick deployment of messages and contents across a wide geographic region.</li> <li>• Ability to link-up and connect a wide range of stakeholders virtually.</li> <li>• Ability to interact with a wide range of stakeholders across geographies</li> <li>• Bigger range of channels and devices available as compared to traditional media.</li> <li>• Ability to use earned media effectively to gather people around a cause.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying a suitable medium/ media for the cause/ activity that UNICEF is trying to promote</li> <li>• Developing, interactive and rich content to sustain the interest of the audience</li> <li>• The impact of digital is not limited to geography, therefore managing the effects of the campaign will require UNICEF to be able to support target audiences far away from its operating base. Therefore the need to involve regional offices.</li> </ul>
<b>For resource mobilisation</b>	<ul style="list-style-type: none"> <li>• Access to a large group of individuals with the potential of giving online.</li> <li>• Ability to create a wide donor base through signups.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping potential donors engaged and motivated.</li> <li>• Encouraging recurrent giving as opposed to one time donations.</li> </ul>

## 2 UNICEF's Strategy

### 2.1 Awaaz Do Campaign's Objectives, Vision and Mission

Support to the full implementation of the RTE Act became a key priority for the UNICEF India Country Office in 2010. An advocacy strategy was developed that included multiple partners and stakeholders.

The original goals of the campaign were to:

1. To raise public awareness of the right to education and the Right to Education Act, generating dialogue on the issue and building support for the RTE Act's full implementation. Stimulating and informing online and offline dialogue on the RTE Act, helping to keep the issue at the top of the national agenda.
2. To build a large database of opt-in supporters of child rights who are willing to engage with UNICEF on key advocacy issues and in the long-term, through email and online communication channels, becoming individual advocates and financial supporters who learn about and speak up for child rights. Contributing to the achievement of the long-term online engagement strategy for UNICEF India.
3. To build internal capacity in UNICEF India in using and managing engagement through digital communication technologies – particularly email and social media – and to kick-start the use of these tools in our communication, advocacy, fundraising and supporter engagement work.

### 2.2 Overview of the campaign's activities

The Awaaz Do digital communications campaign was conceived as an integral element of the wider UNICEF India advocacy strategy in support of the RTE Act, adding value and scope to an already existing advocacy strategy using traditional tools and channels. The campaign was designed to reach out to the urban Indian middle class - a growing, increasingly vocal and influential target group.

This target group also increasingly has access to, and is using new communication technologies and is willing to do their bit to build a better future for India. The campaign aimed to build engagement with this group by empowering them with the necessary information, motivation and opportunity to participate in spreading awareness of the right to education and to demand that the goals set forth in the RTE Act become a reality for every child in the country.

The development of the campaign began in earnest in February 2010, although it built on an existing social media and digital media strategy that was developed in 2009. Given the increasing importance of digital communications in fundraising, the growing need to integrate fundraising into wider engagement and to align external communication - advocacy and fundraising - through digital channels, the Advocacy and Partnerships section worked hand-in-hand with the Resource Mobilization section and the Education section to conceptualise, design and launch the Awaaz Do campaign.

In May 2010, a digital agency – Ogilvy One (the digital arm of Ogilvy & Mather) was engaged to design and produce the campaign creative, to design the campaign strategy and timeline and to manage the media buying for online paid media. The campaign was launched on 18 October 2010 and effectively concluded on 25 January 2011.

## 3 Methodology of the Assessment

### 3.1 Framework for methodology

#### 3.1.1 Overall Approach

Our initial understanding of this assignment was based a review of the *Awaaz Do* campaign slide deck, our interaction with UNICEF at the pre-bid meeting and the consultative workshop held with UNICEF on 9 September 2011. The evaluation of the campaign was conducted at many different levels.

From a theoretical perspective, the *Awaaz Do* campaign has the elements of an **attitudinal change and sensitization campaign** as well as a **public-will campaign**. The campaign also addressed a range of stakeholders / target audiences and therefore this warranted an **integrated stakeholder approach**. We therefore consulted all relevant stakeholders to evaluate the campaign in its entirety. The stakeholders consulted included the following:

Table 1:

Type of Stakeholder	Organization / Name
Implementation	<ul style="list-style-type: none"> <li>- UNICEF India Office personnel- Education, Advocacy and Partnerships and Communications Teams</li> <li>- Management teams of corporate partners</li> <li>- Media agency</li> <li>- PR agency</li> </ul>
Support	<ul style="list-style-type: none"> <li>- UNICEF external consultants</li> <li>- Ministry of Human Resource Development</li> </ul>

This evaluation was **retrospective** (in the absence of a baseline) and a formative evaluation was ruled out. However, because of the nature of insight required by UNICEF about the campaign, we proposed to use a **mixed evaluation** approach – which combines elements of a **process** evaluation, **outcome** evaluation and **impact** evaluation. These constitute a **back-end** evaluation. Also the evaluation criteria were applied against two broad goals: **awareness building and engagement** with UNICEF. The components of a mixed evaluation approach are detailed below:

Table 2:

Evaluation type	Definition/ purpose
<b>Process</b>	<b>Measured effort</b> and direct outputs of the campaign – what and how much was accomplished. We examined the campaign’s implementation and how the activities worked.
<b>Outcome</b>	<b>Measured effects</b> resulting from the campaign. We assessed some of the outcomes in the target audience that came about as a result of the campaign.
<b>Impact</b>	<b>Measured community-level change</b> or longer term result of the campaign’s aggregate effects on individual’s attitude and the attitude’s sustainability. We attempted to establish whether the campaign caused long term effects in attitude and behaviour

We understand that the *Awaaz Do* campaign was a short, learn-as-you go endeavour that evolved along the way. Therefore, we hoped to capture both **intended** and **unintended**

outcomes and impacts through the evaluation. We also used a mixture of both **qualitative** and **quantitative** research methods to effectively capture this information. This information was collected using consultative workshops, focused interviews, online surveys and telephonic interviews. An overview of the key questions is given in the table below. Specific stakeholder questions are attached in the annexures.

Table 3:

Evaluation Type	Quantitative Key Questions	Qualitative Key Questions
<b>Process</b>	<ul style="list-style-type: none"> <li>• How many materials were put out?</li> <li>• What were the resources involved? What was the spend allocation? How many people have been reached? What was the number of back-links to the <i>Awaaz Do</i> campaign in partner websites?</li> </ul>	<ul style="list-style-type: none"> <li>• What has been the campaign's reach?</li> <li>• How effective were the implementers' (UNICEF and O&amp;M) campaign activities?</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• What was the number of sign-ups on the website?</li> <li>• How many Facebook comments and likes were received?</li> <li>• What was the number of mentions of <i>Awaaz Do</i> in blogs?</li> <li>• What was the number of tweets received?</li> </ul>	<ul style="list-style-type: none"> <li>• Has there been any change in beliefs, attitudes, and awareness levels?</li> <li>• Has there been mobilization around the RTE?</li> </ul>
<b>Impact</b>	<ul style="list-style-type: none"> <li>• How many emails have been received by individuals who wanted materials to support the campaign?</li> <li>• How many newspaper articles and other types of media coverage related to the campaign have there been?</li> </ul>	<ul style="list-style-type: none"> <li>• Has the campaign resulted in the desired outcomes?</li> <li>• What were the specific stories and comments left by people engaging in the campaign?</li> <li>• Were there any specific case studies of individuals taking up the <i>Awaaz Do</i> cause?</li> <li>• What was the impact created by corporate partners and government departments?</li> </ul>

### 3.1.2 Overview of tools, techniques and methods

#### 1 Qualitative and quantitative tools

This evaluation made use of both qualitative and quantitative tools. The team engaged with a range of stakeholders both face to face and indirectly. The different evaluation tools were developed accordingly. For a more direct collection of data, meetings and workshops were conducted. Where face to face communication was not possible, information was collected through telephonic interviews and online questionnaires. All the tools were developed in close consultation with UNICEF.

**Data collection:** Both primary and secondary data collection was undertaken. For the online survey, **Survey Monkey** was used. In terms of secondary information, campaign related information including Google analytics were collected and analysed. The team developed a detailed telephonic interview protocol for the collection of data.

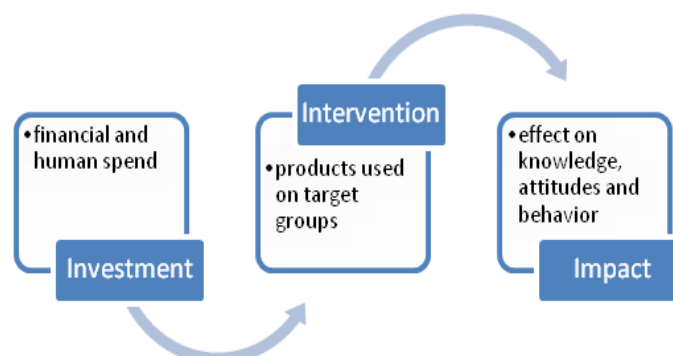
**Analysis of data:** An analysis framework and report chapter plan was developed in consultation with UNICEF. The sampling also took into account a disaggregated analysis of different stakeholders.

We undertook the following analyses:

- **Chronological analysis** – understanding interventions across the campaign timeline and analysing external and internal factors leading to desired outcomes.



- **Stakeholder Analysis** - understanding the involvement of the stakeholders during the process of rolling out the campaign, specific activities performed during the course of the campaign and the impact on the stakeholders in terms of carrying on the *Awaaz Do* message.
- **Content Analysis** - good practice, learning models, unintended outcomes etc are highlighted through content analysis. **3i's (investment, intervention, impact)** - analysing the investments for a particular intervention and its impact/s



## 2 Evaluation methodology:

Our evaluation methodology was as follows:

- i. **Process evaluation:** It measured effort – what and how much of the campaign accomplished in terms of distribution and reach. While it did not inform us about the campaign effects, it gave us a very good indication of what worked and what did not.

Table 4

Indicators	Sample key questions
<b>Distribution</b>	<ul style="list-style-type: none"> <li>• What were the main products (media touch points) delivered by the campaign and were they relevant to the target groups?</li> <li>• How were the target groups segmented to facilitate distribution of the different products?</li> <li>• How were resources distributed over the main products of the campaign?</li> </ul>
<b>Placement</b>	<ul style="list-style-type: none"> <li>• Where were these products placed?</li> <li>• Who contributed to this space?</li> <li>• What was the level of engagement in these spaces?</li> </ul>
<b>Exposure</b>	<ul style="list-style-type: none"> <li>• How many times were the target groups exposed to the products?</li> <li>• What is the recall (unaided) and recognition (aided) response of the target group?</li> </ul>

- ii. **Outcome evaluation:** measured the effect achieved in the target group/community as a result of the campaign. The table below highlights the indicators and an indicative list of key questions related to them.

Table 5

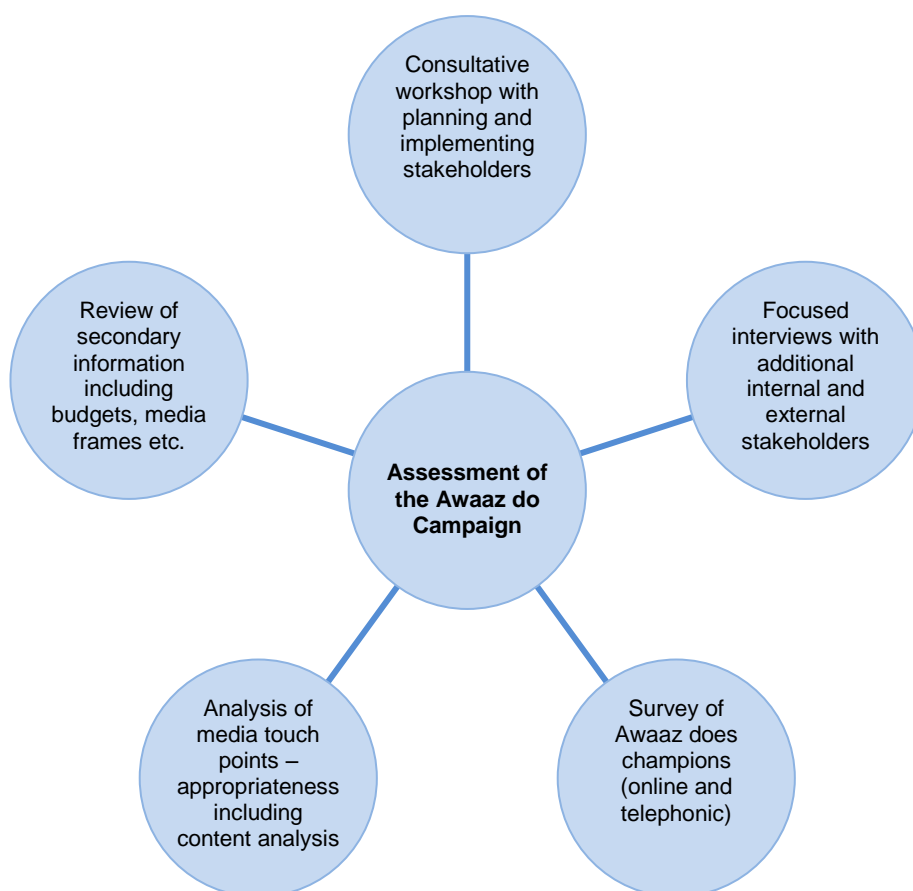
Indicators	Sample key questions
<b>Knowledge/awareness</b>	<ul style="list-style-type: none"> <li>• In summative evaluations of this kind, key questions would relate to exposure, recall, complexity (actions, implications, consequences) and understanding (interconnections between elements of the issue)</li> </ul>
<b>Saliency</b>	<ul style="list-style-type: none"> <li>• How many within the target group think the RTE is a relevant and important issue?</li> <li>• What are the different perceived levels of saliency in different groups? (disaggregated to regions, gender etc)</li> </ul>
<b>Attitudes</b>	<ul style="list-style-type: none"> <li>• What are the attitudes of the target groups towards different aspects of the RTE?</li> <li>• How have their attitudes been impacted by the campaign?</li> <li>• Which products were able to impact attitudes more effectively?</li> </ul>
<b>Norms</b>	<ul style="list-style-type: none"> <li>• What are the perceived changes in social norms achieved by the campaign locally and regionally?</li> </ul>
<b>Self efficacy</b>	<ul style="list-style-type: none"> <li>• How many within the target group perceive an ability to act on what the campaign suggests?</li> </ul>
<b>Behavioural intentions</b>	<ul style="list-style-type: none"> <li>• What is the likelihood that different segments of the target group will change their response to RTE as a result of the campaign?</li> </ul> <p>Here the team attempted to capture intent to contribute in some ways, intent to recommend the idea of RTE to someone, etc.</p>

<b>Skills</b>	<ul style="list-style-type: none"> <li>Was the campaign effective in empowering people with a set of skills to create actionable impact?</li> </ul>
<b>Media frames</b>	<ul style="list-style-type: none"> <li>How did the media frame the RTE in light of the UNICEF campaign?</li> </ul>

- iii. **Impact evaluation:** the ultimate aggregate results of the campaign’s outcomes- the target group’s progress towards the campaigns goals or desired results for them.
- *Long term outcomes:* the team studied if the campaign has been successful in mobilising concern, influencing attitude and exerting pressure on the system/s. While it was not able to access this in full measure, we have commented on its potential and its ability to scale.

### 3.1.3 Detailed evaluation methodology used

The KPMG –MICA – ULT team developed a multipronged assessment strategy that informed our analysis. We maintained the essence of the methodology proposed in the section above, however we worked with both primary and secondary data that was available during the course of this exercise. We also used a judicious mix of both qualitative and quantitative data to develop the analysis and recommendations.



The data sources included:

- *Project material provided by the UNICEF Team*

A considerable amount of project material was reviewed. This included pre-project, project and post-project documentation. This material gave us a significant amount of insight about the life cycle of the campaign. It helped the assessment team understand the different processes and activities around the campaign, and it corroborated information gathered from primary sources. A detailed list of documentation reviewed is attached as annexures.

- *Consultative workshop and focused interviews with planning and implementation stakeholders*

The consultative workshop and focused interviews with key stakeholders in planning and implementation of the campaign were critical for us to understand how the campaign developed over time. Because three UNICEF sections and other external partners were involved, the consultations helped us understand in full the expectations of different stakeholders involved in the campaign. It also gave us a critical understanding of the techno-managerial capacities of the stakeholders involved vis-a-vis the campaign and what the key challenges of planning and implementation were. Detailed interview and process notes were taken during these exercises and these are available at the end as annexures.

- *Analysis of media touch points used in the campaign (both directly through an analysis of their content and development; and indirectly through feedback from implementers and the audience)*

The media touch points were analysed for their appropriateness, content and impact. They were understood in their entirety – the concept behind their development, related creative output, implementation / roll out and intended and unintended impact on the target audience. We also analysed feedback from both implementers as well as the target audience. Detailed analysis on media touch points and feedback from stakeholders is attached as annexures.

- *Online survey of the Awaaz Do champions*

The online survey was developed to understand what the intended audience made of the campaign. It was used to understand engagement, relevance, effectiveness, efficiency; impact and sustainability of the Awaaz Do campaign from the view point of the champions. The detailed tool is attached to this document as an annexure. The online survey was deployed to all sign-ups of the campaign and about 7,170 responded. Of these 3,777 were fully completed responses which were considered for analysis. The survey allowed respondents to self identify into types – students, working professionals, home makers and retired professionals. Thus it was interesting to understand what each respondent type experienced and did as a consequence of the campaign.

- *Telephonic interviews with Awaaz Do champions*

Based on the qualitative responses of the 3,777 completed online surveys, we proportionately sampled 77 students, 162 working professionals, 4 home makers and 7 retired professionals bringing it to a total of 250. However we accounted for wrong numbers and unwilling respondents and called 323 champions of whom 180 responded

to telephonic interview. The sampling plan, the telephonic interview tool and the data obtained are attached as an annexure.

For the purpose of this report, we have used the following definitions:

- *Implementing stakeholders* include UNICEF, the media agency, the PR agency and external consultant/s responsible for executing various campaign components. Where specifically mentioned, they also include corporate partners.
- *Internal stakeholders* refer to the different sections within UNICEF responsible for the execution of this campaign. They include advocacy and partnerships, education and resource mobilisation.
- The *sign-ups*, also called *Awaaz Do champions* include all persons who signed up on the Awaaz Do website and participated in the digital media campaign at some point in the intervention.
- *Survey* refers to the online survey conducted as part of this study and includes *respondents* who are essentially sign-ups who volunteered to answer the online questionnaire.
- All sign-ups on the Awaaz Do website are also referred to as Awaaz Do champions

## 3.2 Study limitations

Some of the main limitations of this study were:

- **Study design and implementation:** the evaluation exercise was conducted nine months after the conclusion of the campaign. Thus, the evaluation has possibly been affected by poor recall of the stakeholders involved. From a study design perspective, the online survey tool was administered to all 230,000 signups – of these, only about 7,400 responded and from among these, 3,700 respondents fully completed the survey (Therefore the online survey analysis takes into consideration only the completed responses. Also, the sample for the telephonic interviews was selected from the completed responses – the study wanted to include qualitative findings for a better understanding of the scope and range of the champions' activities as a result of the campaign.)
- **Horizontal and vertical complexity:** the study was unable to fully capture social, physical, economic and political outcomes (horizontal complexity) as well as outcomes at a cognitive, community or systems level (vertical complexity). Furthermore, where this was possible, it was hard to make clear correlations. The study however was able to document cases where individuals have made contributions to the RTE space as a direct consequence of the campaign (by using knowledge and by creating awareness).
- **Unpredictable interventions:** although a significant amount of planning went into the design and implementation of the campaign, many intervention components were unscripted and the intended outcomes of the campaign were left undefined. However, the study does ask individuals in the online survey and in the telephonic interviews about components of the campaign that impacted them. These can only be used as a reference and cannot be classified as an intended impact of the campaign. For example, as a result of the campaign, a few Awaaz Do champions started their own Awaaz Do Facebook pages to spread awareness. This was not an expected outcome of the campaign.
- **Context and confounding outcomes:** while the study has attempted to understand any competing influences of the campaign, it was not possible to study all of them given the duration of the assignment. For specific audience groups, we did ask them if they had existing knowledge or experiences that influenced their levels of engagement with the campaign. This allowed us to understand any contextual information related to their responses.
- **Controls and comparisons:** because the Awaaz Do campaign was unique in terms of scope, media touch points and partnerships; it is hard to make a direct comparison. What

the study has attempted to do instead, is to study components of other awareness and engagement campaigns (digital and non digital) to compare processes, outcomes and impacts.

## 4 Key findings and recommendations

### 4.1 Key findings

The evaluation was conducted across a broad set of thematic areas and indicators as detailed in chapter 3. Under each indicator, we have elaborated the findings from both primary and secondary data sources and identified key takeaways for digital campaigns in general. We have also prepared a set of detailed recommendations based on the Awaaz Do campaign itself. They suggest in retrospect, how the campaign could have been improved.

#### 4.1.1 Process

##### *Indicator 1- Distribution*

##### **Key findings**

- The main media touch points of the campaign were by and large adequate for the audience it was intended for. However, some of the touch points such as the ‘celebrity’ interventions were not fully executed even though a plan was fully developed<sup>4</sup>. Another intervention that was not executed was the grand finale for the campaign. Also, high risk interventions were not identified and contingency plans were not developed for these interventions.
- The intended targeted audience was segmented based on a reasonable assumption of their level of access to digital media. They were also targeted based on the different media touch points. The distribution of the campaign products was also suitably facilitated by forging important partnerships with the media and corporate houses.
- The corporate partnership helped rope in a significant number of employees (>11,000) as Awaaz Do champions. However in retrospect, other possible partnerships - for example academic institutions and not for profits - were neither conceived nor developed.
- The intervention with corporate partners was well received. It was however reported by the company’s management team that **follow up by the implementing stakeholders was insufficient**. The implementing stakeholders have indicated that clear roles and responsibilities between parties were not outlined in order to interface with and respond to questions by the corporate partners.
- Approximately 230,000 sign-ups were generated from the campaign. The approximate cost per sign-up was about Rs 58 (total investment/ number of sign-ups).
- The campaign not only reached its intended audience (middle class, urban, English speaking) but also managed to **reach rural and peri-urban, non- English speaking students, home makers, working professionals and retired persons**.
- A significant amount of resources was committed to the overall campaign. A top line analysis of outlay and spend indicates that some interventions over ran their budgets (for example. PR, additional media and site management). However, it seems significant savings were made on the social media intervention, asset creation and events. It must be noted here that savings could also mean that proposed activities were not executed.
- An external PR intervention was initiated towards the end of the campaign. While it increased awareness and engagement, many of the internal and external stakeholders reported that this support should have been provided earlier on.
- The implementing stakeholders also reported that the distribution of media touch points would have been more effective if there was more lead time.

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<sup>4</sup> This refers to the incomplete activities in the campaign with Priyanka Chopra, the Bollywood actress, that were not executed because tax raid incident in the press

### Key takeaways for digital campaigns<sup>5</sup>

- Assess level of risk for each key activity. High risk interventions (where the outcomes are harder to achieve for the resources invested) should be supported by contingency plans.
- Create a detailed and prioritised partnership map and detail plans for their acquisition and retention. Rationalise and align the activities related to acquisition and retention to the campaign work plan.
- During the life cycle of the campaign, periodically re-evaluate the effort to retain different stakeholders and re-distribute responsibilities to follow up and sustain the relationships.
- As in this campaign, multiple media touch points, both paid and earned can possibly bring down the cost per sign-up.
- Besides budgeting for overall lead time, lead time estimates should be developed for each key activity.

### Indicator 2- Placement

#### Key findings

- The primary location from where other media touch points originated or terminated was the Awaaz Do website. It was central to the entire campaign and was found to be very effective according to responses from the online survey respondents. The website itself had many features (some interactive) and these were responsible for informing and engaging the respondents. The other media touch points were all digital.
- The website reported 1.7 million page views over the campaign period. Page viewers spent an average of a minute and a half on the site. The online survey however indicated that champions spent more time interacting with the website. 13% of the website users were returning visitors. A significant amount of traffic was directed from paid media sites (~ 180,000 signups).
- 95% of the online survey respondents said that the website was easily understood and attractive.
- Emails to champions have had a good response. Of the 13 mailers sent throughout the campaign, the average 'open' percentage was about 13%.  
A good response to social media was also indicated. Facebook reported an end-of-campaign fan count of around 27,000 and Twitter followers were about 2,300.

### Key takeaways for digital campaigns

Invest more effort in refining the website (or any other digital media launch pad) and periodically updating it with richer content.

### Indicator 3- Exposure

#### Key findings

- The target group was exposed to the media touch points differently at different times during the campaign. For example, the celebrity intervention began in the middle of the campaign. Since the campaign evolved along the way, the way that media touch points were developed and deployed was not necessarily part of an initial strategic plan.
- The study employed an online survey deployed to the entire universe of signups. The number who accessed the survey was in the region of 7,000 – a very small fraction. This is

<sup>5</sup> The sections on key takeaways are not only recommendations, they are also lessons learned along the way, and acted upon by the Awaaz Do team.

possibly an indirect indicator of recall and willingness to engage with the campaign long after it was concluded.

**Key takeaways for digital campaigns**

- Ensure that all media touch points are coordinated and rolled out in line with the overall work plan.
- After the conclusion of the digital media campaign, any follow up activity should be done soon after (not later than 2 months after the end of the campaign).

## 4.1.2 Outcomes

### *Indicator 1 – Knowledge and Awareness*

**Key findings**

- The online survey indicated that the campaign generated a significant amount of awareness in the respondents.
- The campaign went a step further - it activated different individuals and groups to disseminate information on the RTE Act in their circle of influence. This is indicated in the testimonies of the respondents.
- The study also demonstrated that the campaign – although in English - was able to generate awareness and knowledge even among those who do not use English as a preferred language of communication
- The champions from the corporate route and the corporate partners reported that the campaign for them stopped only at awareness generation and that there was little or no follow up on engagement.

**Key takeaways for digital campaigns**

- Use the information from the findings of the online survey to segment the target audience and deliver specific products relevant to their demographic.
- For champions from the corporate route, use media touch points to allow them to provide inputs back into their respective organisations. For example, proactively creating an Awaaz Do Facebook page for XYZ company employees, then using e-mailers to request champions to join their respective company Facebook group and finally linking this group back to the organisation.

### *Indicator 2 – Saliency*

**Key findings**

- A large number of online respondents across target segments and locations found the Awaaz do campaign relevant and important.
- Among the respondents a large number of college and working professionals thought that the digital medium was the most appropriate media to engage and spread awareness about RTE.
- The results of the online survey also demonstrate that the messages of the campaign were well developed, well received and struck a chord in the audience. For example: 8 million children out of school was a message that the target audience took very seriously.

**Key takeaways for digital campaigns**

Use a concurrent feedback mechanism in the campaign, to identify effective messages and highlight and reinforce them during the campaign. (For example. number of “like” button clicks for key messages on Facebook)

### **Indicator 3 – Attitudes**

#### **Key findings**

- From the online survey, it seems that the respondents had some pre-existing knowledge and sensitisation of the RTE Act. A significant number of the respondents were already involved in the issue in some way.
- A large number of them have indicated that the campaign activated them to do something for RTE locally. Thus the campaign reinforced their knowledge and demonstrated to them ways in which they could contribute to RTE.
- The website was the most important media touch point that affected attitudes. Respondents indicated that the FAQs provided them with information to “inform” their attitudes and to help influence others.

#### **Key takeaways for digital campaigns**

Based on the different segments of audiences, develop customised action points for sign-ups. (For example. for college going students, suggest activities they can do in their institutions)

### **Indicator 4 – Norms**

#### **Key findings**

- The study did not test external changes in social norms achieved by the campaign locally and regionally. Apocryphal information gathered from stakeholders and comments on Facebook from non-champions seems to suggest that the campaign induced a sensitisation to the issue and a call to action. This trickled down to persons in the circle of influence of the Awaaz Do champions

#### **Key takeaways for digital campaigns**

As part of the continuous evaluation process, document degrees and depth of influence (were individuals able to influence family, peers and others to sign up)

### **Indicator 5 – Self efficacy**

#### **Key findings**

- A significant number of the online survey respondents indicated that they could make a difference in the RTE. This was especially true for the college going audience. However, they also indicated in their feedback that they needed much more support than what was offered in the campaign.

#### **Key takeaways for digital campaigns**

For a national campaign of this nature, partnerships need to be localised as well. Involving UNICEF state offices to provide knowledge and logistics support to sign-ups would have been helpful

### **Indicator 6 – Behavioural intentions**

#### **Key findings**

- The study was able to document not only intent but also localised interventions as a result of the Awaaz Do campaign.
- The findings from the telephonic interviews and a review of various emails have demonstrated that many individuals have used information from the campaign to reach out

to underprivileged children to help put them back in school. Many individuals have also contributed time and financial resources to support the RTE.

**Key takeaways for digital campaigns**

As part of the campaign, design a support mechanism to assist individuals to create their own local interventions (example. assign a team member to respond to requests for additional information, pamphlets, banners etc). Define clearly to what extent UNICEF will support such endeavours and publish on the website

**Indicator 7 – Skills**

**Key findings**

- The respondents and other stakeholders have indicated that the campaign did not offer any follow up in terms of helping individuals and groups build their skills with respect to RTE.
- With corporate partners, the campaign was unable to link with existing CSR activities related to education and thus did not use existing skill sets to enhance the effectiveness of the campaign.

**Key takeaways for digital campaigns**

See self efficacy section

**Indicator 8 – Media Frames**

**Key findings**

- The study documents that the media intervention also activated journalists from across the country to write about RTE and link it to other social issues such as girl child education, street children etc.

**Key takeaways for digital campaigns**

Ally with media partners and journalists at the very start of the campaign while defining the context of the campaign.

### 4.1.3 Impact

The overall aggregate results of this study seem to demonstrate that:

- The campaign was able to create a **wide support base** of 230,000 individuals from across the country. More than 50% of them came from metropolitan cities while the rest came from **small towns and even rural areas**.

*Takeaway:* do not underestimate the reach of digital media and plan accordingly. Develop region specific content for a pan-India campaign (more than one regional language)

- These individuals came from a demographic and cross section of society that was **willing and reasonably able to contribute to the campaign** in terms of time, effort and resources.

*Takeaway:* list down, the tangible and intangible support that UNICEF (ICO and state offices) will provide sign-ups so that individuals can contribute locally to the campaign. These can include posters, banners, creating local Facebook pages, linkages with local NGOs etc.)

- During the course of the campaign, the champions and people in their circle of influence used digital media to call others to action, comment on issues affecting RTE and provide encouragement to UNICEF to champion the rights of children.

*Takeaway:* Constantly encourage champions who generate awareness or who make valuable comments. Feature selected/ star champions on the website every month (picture and quote)

- The champions were **willing to support UNICEF** in its future endeavours with disadvantaged children. Corporate partners especially have indicated that UNICEF remains their most important partner.

*Takeaway:* Appoint a point person in the campaign team to implement and follow-up with the sign-ups from each corporate partner/ group of corporate partners. Schedule periodic activities with corporate partners and the champions to keep the organisation involved. Leverage their PR endeavours to highlight the campaign.

- The campaign was able to harness social media like Facebook and twitter effectively to generate awareness – especially through the introduction of a celebrity intervention.

*Takeaway:* Focus on celebrity interventions through Facebook. Link the Awaaz Do website to Facebook more effectively (website links on Facebook). Make the media touch point more impactful by posting videos, pictures of media events on Facebook.

- The campaign **was unable to effectively provide follow up** with champions and campaign partners thus restricting their ability to contribute to the RTE. The frequently asked question was, “What next?”

*Takeaway:* Periodically evaluate the response generated by the campaign and in case you are not able to provide them support at that stage, let them know. During the campaign, dedicate a team member who will respond to all queries from champions and other partners.

- The **investment on paid media was reasonable** (by self reported standards). There was a considerable amount of earned media that was generated as a result of using the digital space.

*Takeaway:* Focus on earned media as opposed to paid media.

- The campaign **created a significant set of learnings within UNICEF**. This helped **build its capacity/ make plan to enhance its capacity** to use the digital medium. The learnings generated from this campaign cover **planning, execution and evaluation of digital campaigns**.

*Takeaway:* Ensure that there is a concurrent monitoring of a campaign of this scope. The monitoring framework should cover all three aspects of process, outcomes and impacts. The campaign can be tweaked along the way and resources can be redistributed effectively based on the need.

#### 4.1.4 Other analyses

From a media touch point perspective, our top-line findings are summarised in the table below. The findings analyse two aspects which are acquisition and **retention**, and compare them to the distribution channels and the adequacy of tools used for each touch point. The table below indicates that there was sufficient effort spent on the acquisition but follow up and retention were more challenging. Social media was the most effective in acquisition of sign-ups (52% of about 14,000 visits). However, paid media generated far more number of visits (> 1 million) but with a lower conversion (17% or 182,000 conversions). Therefore, there was an opportunity to better use paid media over a sustained period of time.

Table 6

Media touch point	Findings based on...	
	Acquisition	Follow-up/ Retention
<b>Corporate</b>	<ul style="list-style-type: none"> <li>• The campaign demonstrated a good use of an organisation's employee mailing list to reach out to a wide target audience. 7% of the total employees targeted visited the website and 23% of those signed up.</li> <li>• The primary distribution channel for this acquisition was through emails deployed through the organisation's HR or through a nodal person.</li> <li>• A partnership tool-kit was developed for the corporates but was reportedly not frequently used.</li> <li>• The distribution channel had the potential to be effective, because it was an official channel of communication. Follow up activities may have increased the number of visits and consequently increased the number of signups.</li> </ul>	<ul style="list-style-type: none"> <li>• The primary objective of the email was to direct the audience to the Awaaz Do website. The sign-ups from this route were pooled with sign-ups from other media touch points.</li> <li>• There was no further linkage of corporate sign-ups back into their organisation.</li> </ul>
<b>Other partnerships</b>	<ul style="list-style-type: none"> <li>• Partner websites such as Disney contributed a conversion of 45% of visits to the campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• Considering the high conversion rate of partner websites, it was possible to explore this kind of partnership more to increase the number of champions</li> </ul>

<p><b>Social media</b></p>	<ul style="list-style-type: none"> <li>• The main channels used were Facebook and twitter. Others included Orkut, flickr.com, BlogSpot.</li> <li>• Traffic from Facebook generated 13,000 visits and led to approximately 4,000 registrations. However twitter generated 767 visits and 486 registrations (63% of all social media). This indicates that Twitter was more effective as a social medium.</li> <li>• Though Facebook and Twitter generated a lower number of visits as compared to the paid media, they generated a comparatively higher percentage of registrations. This indicates that the tools used were highly effective.</li> </ul>	<ul style="list-style-type: none"> <li>• An overall qualitative analysis of the content of Facebook indicates that there was an opportunity to follow up, track and engage the target audience from social media. However, because of the lack of resources, this was not done fully.</li> </ul>
<p><b>Media partnerships</b></p>	<ul style="list-style-type: none"> <li>• News sites led readers to make about 5,000 visits to the Awaaz Do website with a conversion rate (to signups) of about 25%.</li> <li>• News websites usually do not lead readers to other websites. Print media on the other hand created a better context for the campaign and inform the reader and thus are more effective.</li> <li>• A significant number of sign-ups (~6,000) accessed the website directly. Some of this traffic can be attributed to media.</li> </ul>	<ul style="list-style-type: none"> <li>• Building media partnerships were not undertaken sufficiently in advance which is an opportunity lost considering the potential to convert readers/ viewers into signups.</li> <li>• Media reports however seem well researched, highlight key events of the campaign and have probably contributed to recall of the signups</li> </ul>
<p><b>Search engine marketing</b></p>	<ul style="list-style-type: none"> <li>• The main search engines used to market the campaign were Google, Bing, Yahoo and AOL.</li> <li>• Search engines were able to generate 25% of signups from about 5,000 visits.</li> </ul>	<ul style="list-style-type: none"> <li>• The signups generated from this media touch point were pooled together with the rest of the signups.</li> </ul>
<p><b>Banners and email marketing</b></p>	<ul style="list-style-type: none"> <li>• Paid media generated about 182,000 signups. It helped the campaign bring the number of signups significantly compared to the other digital media used.</li> <li>• The cost per link model (CPL) worked well for the campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• The intervention was used thrice with a break of a month in a middle which led to a slump in signups and momentum. If sustained, it could have possibly led to more signups.</li> <li>• The signups generated from this media touch point were pooled together with the rest of the signups.</li> </ul>
<p><b>Mobile</b></p>	<ul style="list-style-type: none"> <li>• This intervention generated about 1,000 signups.</li> <li>• The channel used for reaching out to target audience through SMS had a success rate of 50%.</li> </ul>	<ul style="list-style-type: none"> <li>• This intervention was brought in later in the campaign and there was insufficient time to follow through on improvements such as using emails together with SMS. This would have helped optimise the number of calls and resulting signups.</li> </ul>
<p><b>Celebrities/ Influential advocates</b></p>	<ul style="list-style-type: none"> <li>• Priyanka Chopra, Kapil Sibal and Ankit Fadia were the influential advocates used for the campaign.</li> <li>• The most effective celebrity was Priyanka Chopra who was used over a wide range of digital media including YouTube. Her comments on Awaaz Do received a significant amount of interest</li> </ul>	<ul style="list-style-type: none"> <li>• While celebrities have been able to demonstrate media reach, attribution conversion to signups was difficult.</li> <li>• Celebrities such as Priyanka Chopra on social media were very effective in generating a “buzz” around the issue.</li> </ul>

	(likes and comments)	
	<ul style="list-style-type: none"> <li>The celebrities used were also referred to in media reports which also contributed to the PR efforts of the campaign.</li> </ul>	
<b>Awaaz do Website</b>	<ul style="list-style-type: none"> <li>The website was the landing place for all traffic and the origin for all signups.</li> <li>72% of all traffic came from referring sites. More significantly, 25% of traffic or 300,000 visits were direct. This indicates the huge interested generated by the website.</li> <li>The website itself was comprehensible, interactive and on the whole effective.</li> </ul>	<ul style="list-style-type: none"> <li>The interactive content helped inform, educate and motivate the Awaaz Do champions.</li> <li>A richer more dynamic content would have enhanced their awareness and improved their recall of key messages.</li> <li>Content like games and celebrity messages were more appealing to the champions.</li> <li>Each signup also received outreach messages (14) which on an average they opened 13% of the time. Over time, there was a gradual decrease of 'opens' (from 24% with the first email to 5% for the last email)</li> </ul>

## 4.2 Key recommendations

The key recommendations can be organised based on the stages of the campaign and the key findings that emerged during those stages.

Stage of the campaign	Programme recommendations
<b>Planning</b>	<p><b>a) Team</b></p> <p>It is imperative that a campaign of this scale needs to have a full time dedicated team consisting of the following specialists/experts:</p> <ul style="list-style-type: none"> <li>Campaign manager (ICO) – project management, coordination, quality control and partner management (internal and external)</li> <li>Programme officer – corporate, media and champions liaison</li> <li>Programme officer – content and creative expert, website maintenance, social media</li> <li>M&amp;E officer – project documentation, reporting progress of key milestones and evaluating impact of the campaign.</li> </ul> <p><b>Specialised agencies</b> such as a media agency, PR agencies and community mobilisation partners should be brought on.</p> <p><b>Specialists in an advisory role</b> should be drawn from the different sections – advocacy and partnerships, education and resource mobilisation. They will sign off on key deliverables.</p> <p>Ideally, different <b>state offices</b> should be drawn in to contribute to this campaign. A nodal officer from each of the state officers should contribute some time to assist ICO in logistical support and documentation of innovations.</p> <p><b>b) Lead time</b></p> <ul style="list-style-type: none"> <li>The campaign demonstrated that sufficient lead/ preparatory time needs to be incorporated into the intervention plan. This can be between 1-3 months ahead of launching the campaign.</li> <li>As in this campaign, lead time also allows for different UNICEF sections to</li> </ul>

	<p>align their goals for the campaign and thus set clear programme outcomes.</p> <ul style="list-style-type: none"> <li>• This time is necessary to identify and recruit appropriate vendors and partners, to develop and fine tune key messages and to develop relevant and tested creatives.</li> <li>• To fully understand impact, it is necessary to develop a baseline for programmes such as this.</li> </ul> <p><b>c) Pre-project assessment</b></p> <ul style="list-style-type: none"> <li>• The planning stage should also include an assessment of internal capacity to execute large programmes of this nature. Gaps in capacity should be identified to develop a plan to seek external assistance and expertise (and to develop comprehensive ToRs).</li> <li>• Work plans of different sections need to be assessed and aligned to budget for time and human resources for a campaign of this nature.</li> <li>• This stage should also include a testing of all customised media touch points for the selected target audience.</li> <li>• It is also important to assess if the campaign needs to be in more than one language.</li> </ul> <p><b>d) Partnerships</b></p> <ul style="list-style-type: none"> <li>• The campaign will need partnerships to be chosen carefully based on their quality, visibility, reach, ability and commitment. These partners include government, corporates, media and external consultants. During the planning phase, a detailed stakeholder map should be prepared along with an acquisition and retention plan for each of them. Furthermore, a liaison officer from the team should be appointed to service the different institutional and government partners.</li> <li>• Kits need to be prepared for each partner to set expectations, provide operational information, timelines and a liaison and feedback mechanism.</li> </ul> <p><b>e) Contingency</b></p> <ul style="list-style-type: none"> <li>• In a mixed media campaign of this nature, a contingency plan should be made for course corrections, redistribution of financial and human resources and early termination/ prolonging of the campaign (depending on the intended outcomes and impacts).</li> <li>• There should be a reasonable budget for the concurrent monitoring and evaluation of the campaign.</li> <li>• Changes in outcome and impact indicators that are attributed to specific media touch points should be monitored so that those interventions can be refined along the way.</li> </ul>
<b>Execution</b>	<p><b>a) Programme roll out</b></p> <ul style="list-style-type: none"> <li>• It is important to strategically and systematically roll out all media interventions based on what outcomes and impacts are desired at different points during the campaign.</li> <li>• The campaign should ensure that maximum coverage is obtained by considering any extrinsic factors that could affect impact of the campaign. For example, examinations, holiday seasons, festivals that encourage giving/ sharing, existing external activities related to the campaign issues (government initiatives, other players).</li> </ul> <p><b>b) Partnerships</b></p> <ul style="list-style-type: none"> <li>• It is important to keep all partners informed about the progress of the</li> </ul>

	<p>campaign and allow for feedback and follow up. It should be ensured that all partners feel equally involved in the campaign to ensure their participation and commitment. Monthly communication on campaign progress can enhance the involvement of partners. This communication can be in the form of emails, video conference or telephonic updates.</p> <p><b>c) Content</b></p> <ul style="list-style-type: none"> <li>• Richer and more customised content needs to be developed to cater to different target audience segments and also based on their appetite for engagement during the course of the campaign.</li> <li>• Pilots will enhance the quality of messaging and creatives and thus ensure greater impact of media touch points. Each of the messages should go through a testing on a smaller -audience to refine the message or modify the creative.</li> <li>• As part of the documentation process, any content generated should also include an explanation on the use of that content. This will enable the team to deal with queries from the target audience and other stakeholders.</li> </ul>
<b>Monitoring</b>	<p><b>a) Follow up and feedback</b></p> <ul style="list-style-type: none"> <li>• As suggested above, ideally the campaign needs to be concurrently monitored. Since a baseline is hard to establish in campaigns such as these, indicators for process and outcomes should be monitored. These indicators can be established for the different media touch points.</li> <li>• It is recommended that because this is a multi-stakeholder campaign, a review committee representing all partners should be set up to review the progress of the campaign every quarter. Poorly performing media touch points can be discontinued/ phased out and more emphasis can be laid on effective media channels. Also, the roles of different stakeholders can be re-evaluated and reassigned based on the needs of the campaign.</li> </ul>

## 5 Evaluation analyses

### 5.1 Awareness

One of the key objectives of the campaign was to create awareness and ‘call to action’ a very specific demographic. The intended demographic was the urban middle class, who accessed digital media like the internet. Moreover it was assumed that the spoken language of this demographic was English. Hence the development of media touch- points was in English. However, one of the key findings from the telephonic interviews of the Awaaz Do champions has been that a majority of respondents came from **rural or peri-urban areas** and **preferred Hindi over English** to communicate in. It is also worthwhile to mention here that many of the free responses sought out in the online questionnaire were not written in “good” English, indicating that the respondents had perhaps moderate or poor command of the language primarily used in the campaign. Thus, though they have access to the vehicle of communication (i.e. the internet); the audience of this campaign have indicated that that English alone was not necessarily the best medium to communicate the key messages in. The online survey respondents on a whole however have indicated that the website was easily understood. This has been analysed in detail in the effectiveness section.

This is significant in our understanding of the awareness generated by the campaign on the intended audience. Data from the online survey indicates that an average of 76% of the online respondents claimed to have had pre-existing knowledge about the RTE Act prior to the campaign. The survey also tested the respondents on key aspects of the campaign. Across respondent categories, they had a good understanding of the facts of the RTE, the important messages of the campaign and the actions suggested.

The key findings from the online survey related to awareness and knowledge are as follows (please find graphs and tables at the end of this report):

- A large percentage of respondents reported knowledge of the RTE before the campaign
- Across the different categories of respondents, they were aware of the age of children impacted by implementation of RTE
- Almost all respondents were aware of the magnitude of children who are out of school
- The respondents demonstrated good awareness of the year of RTE Act notification.

The detailed telephonic interviews also brought to light the fact that many of the respondents have been involved in the development sector or have participated in social sector related activities – either voluntarily as in case of students or full time as in the case of working or retired professionals. It seems that this **prior engagement and exposure to issues** related to out of school children, their education, health and empowerment have influenced their knowledge and actions – especially those actions related to the Awaaz Do campaign. These actions include their willingness to support the campaign, to spread awareness in their circles of influence, to create new interventions/ innovate in existing ones and to contribute resources. This is elaborated in the section on engagement.

From an implementation perspective, we reviewed the Awaaz Do website – the primary source of information for the target audience. The website itself had several windows of information for the online visitor. It seems that the card game and the FAQs were especially designed to increase awareness about the RTE. The card game was analysed for message appropriateness and saliency. The 8 cards of the card game were a well thought out learning tool which focused on pertinent aspects of the RTE. The other window of information was the FAQs. The FAQs covered key facts in a crisp manner and all aspects of RTE in a comprehensive and holistic manner. Links were also provided to reach other relevant

documents easily. The FAQs covered the meaning of RTE, the implementing body, the role of the parents and community, role of schools, role of teachers, role of state and central government, basic infrastructure to be supported by government and information on National Commission for the Protection of Child Rights, key challenges in implementation, the role of UNICEF in implementation of RTE and additional links for reference.

Besides these, UNICEF also provided an informative factsheet which explained the current scenario of education in the country and also detailed the challenges faced. It seemingly made a good awareness raising note.

Using the responses from the online survey, we attempted to understand in a limited way the correlation between the time spent by the respondent on the Awaaz Do website (in the past) and the knowledge of two key aspects of the RTE (measured at the time of survey). The data indicates and confirms that respondents who spent more time on the website were more likely to get the answers correct than those who did not spend as much time (see tables at end of the report).

The campaign itself was kicked off by a media event. It was hoped that this and subsequent media events would activate awareness and disseminate information among viewers/ readers. This intervention is documented in the form of press clippings that were analysed for content and relevance. These media pieces are an outcome of three main media events:

- 18<sup>th</sup> October 2010 – Campaign launch
- 13<sup>th</sup> January 2011 – Video conference with media in key cities
- 25<sup>th</sup> January 2011 – Handing over of Awaaz Do champions list to Minister, Kapil Sibal

A total of 16 print publications were studied, 5 of which were published in regional languages. This intervention was also manifested in online publications – 28 in all. The various themes under which these media pieces were categorised and the reflections on each are detailed in Annexure 11. The table below lists the themes and highlights of that analysis: what we have attempted to do in this analysis is thematically categorise the different media pieces based on their content and analyse them for what possible reader insight was obtained. This will help us understand the potential impact of the media piece on the target audience.

*Table 7 Analysis highlights on publications related to the Awaaz Do campaign*

<b>Thematic content of the media piece</b>	<b>Analysis highlights</b>	<b>Possible reader insight</b>
<b>Independent/ supporting background information</b>	Use of independent research, case studies and stories created an interesting backdrop to the Awaaz Do campaign.	Readers would be able to easily relate to the story of the street children and the benefit of RTE to them.
<b>Information on the RTE Act</b>	There was limited information on the RTE Act in media pieces. there was inadequate information on how the Act would introduce change	Readers would not be able to understand how the RTE Act would tangibly impact out of school children or how the Act would become “actionable”.
<b>RTE implementation challenges</b>	The clippings highlighted challenges of infrastructure, capacity of teachers, unfilled vacancies, social vulnerability and difficult terrain.	Readers would have become familiar with cross cutting issues that made RTE implementation challenging

<b>Statistical information</b>	Facts substantiated with figures from reports and surveys in the media pieces.	Readers would appreciate the magnitude of the challenges and the potential impact of the RTE
<b>Information on engagement</b>	Information was provided on the number of champions, corporate linkages, celebrity participation, involvement of government (Ministry of HRD)	Readers were kept informed on the progress of the campaign, linkages and participation.
<b>Awaaz Do as a digital/ new media campaign</b>	There was coverage on the digital nature of the Awaaz Do campaign	Readers would be sensitised to digital campaigning and appreciate its impact
<b>Expert opinion/ voices from UNICEF</b>	The media pieces used expert opinion represented in UNICEF voices. Mention of the individuals in the team.	Readers would have had an opportunity to be introduced to the people behind the campaign and their opinion.

In the light of the Awaaz Do campaign, the media was able to frame the RTE adequately using a varying set of messages that ranged from creating a backdrop around the need for education for out of school children; to using voices of experts in UNICEF as seen in the analysis highlights above.

It is also important to mention at this point that a PR agency was brought in later during the campaign. This intervention was critical in stimulating the media to cover the Awaaz Do campaign and RTE.

UNICEF also sent all Awaaz Do champions 12 emails in the time period between December 2010 and March 2011 (see analysis details in Annexure 4). These emails provided the Awaaz Do champions with additional information on RTE, invitations to competitions and challenges. Thus these mailers helped in awareness generation as well as in engagement. These were thematically analysed within the following categories:

- Role of champions and appeals to sign-ups
- Campaign features – about the brand ambassador, contests, events etc.
- UNICEF’s role – what UNICEF is doing in the space
- RTE components – breaking down RTE for the audience.

Overall, the email messages seem well crafted and are attractive and informative. However, the evaluation team was not able to understand the logic behind the timing of email deployment. Besides the obvious ‘event information’ emails, the significance of other kinds of emails in the overall campaign timeline is hard to ascertain. A detailed analysis report of email messages is available in Annexure 4.

UNICEF also provided its corporate partners with collateral to send all their employees. The companies that were studied included:

- Infosys
- Tata Consulting Services (TCS)
- Tata Tele-Services
- Disney
- Canon
- Genpact
- Apeejay Group.

The overall response in terms of sign-ups was impressive with 23% of the mails deployed converting into Awaaz Do champions. The four largest contributors to sign-ups were TCS,

Infosys, Apeejay and Tata Tele-Services. All the companies studied said that the mailer they sent out helped spread awareness about the campaign amongst their employees, but that the company's intervention was limited to that single email.

The key findings from the in-depth interviews we conducted with the corporate partners are as follows:

- The companies perceive UNICEF as a valuable partner to engage with their employees and demonstrate their commitment to UNICEF-related causes.
- The companies perceived the campaign to be "incomplete". Employees would approach the representatives with questions like "what next?", "what can I/we do?" The companies did not feel supported in that sense by UNICEF.
- They also made a point that corporate relationships need to be sustained. Constant follow up and handholding is essential
- Corporates like to see the bigger picture. They would have liked to know how they were contributing to the campaign.
- The partners also would have liked to link the campaign to their existing CSR work in education as in the case of TCS.

Detailed interview notes on the corporate partners can be found in Annexure 2.

## **5.2 Engagement**

From an implementation perspective UNICEF engaged with the target audience in two broad ways:

- By developing an engagement vision, strategy and plan for the Awaaz Do campaign

The consultations with UNICEF and its supporters led the team to conclude that there was an overall engagement vision for the campaign. The planners and implementers had a very clear concept on the kinds of media that they wanted to use and for whom. However, an understanding of the outcomes of the actual engagement with the audience were not fully anticipated or known. Developing an engagement plan almost always needs a more developed understanding of the target audience and their expectations from a campaign of this nature. This in turn requires a significant amount of lead time in order to plan and develop sharper interventions.

It is also important to note at this point that the campaign itself is unique. It used a mix of different media, distribution channels and follow up mechanisms. The team reviewed campaigns with similar engagement interventions (see Annexure 19 for a detailed analysis) to try and compare outcomes. In comparison to more developed advocacy campaigns, the Awaaz Do campaign was able to rally champions from a number of media touch points – mostly through paid media but also using social media. Besides the awareness and interest that the campaign created, the value of the engagement is also evidenced by the total number of supporters who signed up on the website.

- Through the media touch points

The Awaaz Do campaign used a number of media touch points including social networking sites, blogs, a campaign website, emails, celebrity, press releases, SMS etc. The engagement of the audience with these touch points was largely affected by their perception of the medium's relevant and effectiveness. Students reported a much higher engagement with social networking sites as compared to working professionals who in turn engaged with

the campaign through emails. Some of the key findings related to the media touch points are highlighted below:

- Corporate engagement: Besides deploying the initial email to their employees, a significant number of organisations did not feel sufficiently engaged in the campaign. This was compounded by the fact organisations did not know how to develop and sustain an ongoing engagement with their employees with reference to this campaign
- Celebrity engagement: it was reported by the implementing stakeholders that the celebrity was brought on too late in the campaign. As a result, many planned interventions could not be rolled out in time. However, the introduction of celebrity into the campaign did enhance the audience engagement with touch points such as Facebook.
- Social media: the campaign achieved a great deal of engagement on Facebook and twitter. By the end of the campaign, there were 27,000 fans and 2,400 twitter followers. The engagement on Facebook can be categorised as pledging support, problems and recommendations, positive appeals, highlighting importance of the RTE and appreciation. A detailed analysis of this is found in the annexure 10.
- Media and press engagement: the scale of the campaign merited a prioritised engagement with the media from the very onset of the programme. It was reported that in-house capacity was insufficient to fully manage a PR intervention. Thus UNICEF recruited a PR firm a little later in the campaign to engage with the media and press. The effects of this intervention are discussed in the awareness section.
- Activation of individuals: A number of individuals claimed to have been activated by the campaign. They were either already engaged in similar work or found new ways of working in the RTE space. These cases have been documented in detail in the annexures.

Through its media touch points, the campaign reached a wide demographic. The Awaaz Do website was built as the primary platform through which champions could engage with the campaign. From there, it was anticipated that they would be influenced and influence others to take action on RTE.

The online survey respondents were in a way engaging with the campaign, long after the campaign officially ended. The profile of these survey respondents give us a flavour of the kind of people who possibly participated in the campaign. The breakup of completed surveys based on respondent types is as follows:

Respondent type	Total number of completed responses
Students	1,170
Working professionals	2,441
Home makers	59
Retired professionals	105

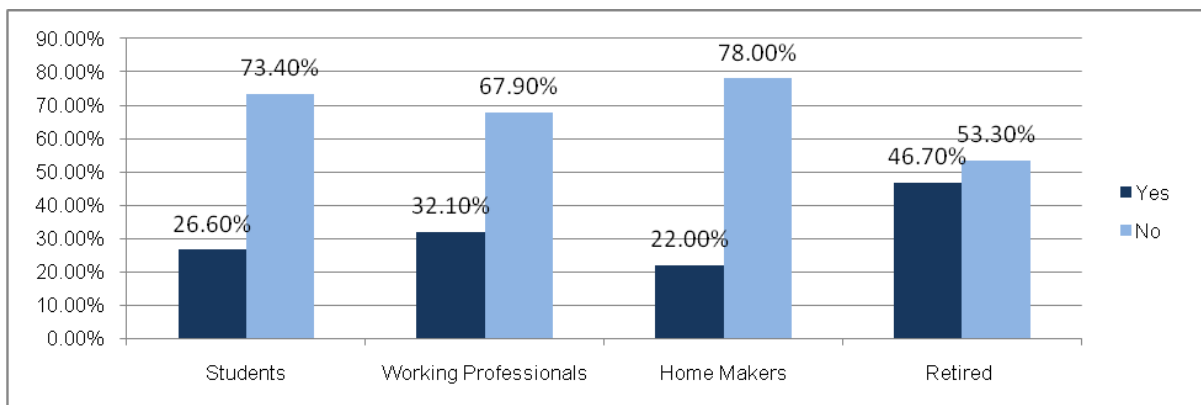
Across respondent types, the majority were male. Interestingly, 22% of the respondents in the home maker category identified themselves as male.

Finding: Based on the regions from where these responses came from and as discussed in the Awareness section; a significant number of respondents across types (>50%) came from non- metros. These locations include smaller towns and cities. This demonstrates the reach of the digital campaign beyond the metros. The figure below illustrates this:

The online survey also solicited information on the respondents' willingness to participate in future UNICEF campaigns. 96% of them said yes. From the telephonic interviews as well, it became apparent that UNICEF enjoys a fairly good reputation among the champions. They have expressed an interest to associate with UNICEF because of the brand as well because the causes it champions.

The graph below studies how different types of respondents are engaged in other advocacy programmes and campaigns as well. The data indicates that a larger number working professionals and the retired are involved in non UNICEF causes and campaigns.

Figure 1: Participation in other campaigns and related programmes



The online respondents were asked to select from among a number of options, the trigger points that led them to support Awaaz Do. They were allowed to choose more than one option. **Emails** by far topped the chart, especially among the working (52%) and retired professionals (60%). **Social networking sites** were the next most popular trigger point especially among students and working professionals. This was followed closely by newspapers and magazines accessed by a large number of homemakers (37%).

What is also interesting to note is that a large number of online survey respondents who became Awaaz Do champions were motivated by their interest in the education space (an average of 71%) as opposed to the brand name of UNICEF or recommendations by others.

Most of the respondents (an average of 95%) across types signed up personally on the site while the rest either signed up on behalf of someone else or asked someone to sign up for them.

Across the respondent spectrum the campaign engaged the champions enough to believe that they could make a change in the RTE space. This enthusiasm is specially shared by students and working professionals. Home makers and retired professionals believed that they could make a limited contribution.

In terms of outreach, respondents of the online survey were asked who they spoke to about the Awaaz Do campaign. In order of percentage ranking:

- Students reached out more to their **friends**, peers and online communities,
- Working professionals reached out to their **peers**, family and online communities
- Home makers focused on reaching out to their **friends**, family and online communities
- Retired professionals reached out to **their friends**, family and the underprivileged in their circle of influence.

What is also noteworthy is that colleagues were mostly reached out to by working professionals, friends by students and family members and online communities by home makers.

It is also interesting to note that engagement with the campaign and the media touch points enhanced the awareness of the respondents of the online survey. The table below for instance demonstrates **that people who spent more time on the website became more engaged in the campaign – seeking out more information on statistics, FAQs etc.**

The campaign has demonstrated therefore that the campaign champions were able to use the media touch points to effectively reach out to their immediate circle of influence. This indicates that digital media is able to create a second and even third degree of influence depending on the content.

Table 7

		How much time did you spend when you first visited the 'Awaaz Do' website?		Total
		About 2 minutes	More than two minutes	
Which aspect of the Right to Education did you find most relevant?	Statistics...	267	1044	
	Basic law for the "RTE..."	298	1223	
	Role envisaged...	59	225	
	A complaint mechanism...	41	172	
	FAQs	34	111	
<b>Total</b>				<b>3474</b>

The table below demonstrates how prior exposure to voluntary activities or similar campaigns increased the potential of engaging the champion in future UNICEF activities.

Table 8

		Will you be interested in engaging with other UNICEF campaigns in the future?		Total
		Yes	No	
Have you ever participated in any voluntary activity or campaign before the launch of 'Awaaz Do' campaign?	Yes	308	3	
	No	836	23	
<b>Total</b>				<b>1170</b>

The data in the table below indicates the respondents who found the website attractive were more likely to have come back to visit it again.

Table 9

		Did you find the 'Awaaz Do' website attractive?		Total
		Yes	No	
Did you visit the website again?	Yes	2796	135	
	No	750	96	

<b>Total</b>			<b>3777</b>
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Data from the online survey indicates that on an average, 79% of the respondents reportedly spent more than 2 minutes on the Awaaz Do website. Across the respondent types, an average of 77% reported that they visited the website again. Home makers were on top of the list of respondent types who visited the website again.

For those who visited the website again, a significant number of them (41%) used search engines to find the site and 40% of them directly used the website address. Only a small number of them were led to the website through other external links (14%). It is also interesting to understand why the respondents revisited the website. About 80% of them came back for more information on the RTE and 25% of them came back to see if they could get additional materials that they could use. The rest of the respondents indicated that they revisited the site to post their stories, videos, make donations and to take part in the contests.

### 5.3 Relevance

While evaluating a digital programme of this scale, it is also important to understand what relevance was attributed by the audience to the campaign and its messages. An indicative understanding of the overall campaign is gained from the responses of the online survey questionnaire.

When respondents across types were given three issues: RTE, malnutrition and corruption, to rate in order of urgency, a significantly large percentage (>70%) rated RTE in either the 'urgent issue' or "very urgent issue" category.

Based on the Awaaz Do website, we also asked respondents to rate which aspect of the website had most relevance to them. Across the types of respondents, an average of 46% of them said that the basic law for the right to education for children in India was very relevant to them. They also felt (34%) that it was relevant to them that 8 million children were out of school.

The cross tabulations below helps us understand the correlation between those who were aware of the RTE and those who found the FAQs on the website to be useful.

Table 9

		The Right to Education (RTE) act is aimed at the children of _____ age group			<b>Total</b>
		<b>0-2</b>	<b>6 to 14</b>	<b>25-30</b>	
How useful did you find the 'Frequently Asked Questions' (FAQs) on Right to Education Act displayed on the website?	<b>Useful</b>	79	<b>2255</b>	16	
	<b>Very Useful</b>	42	<b>1297</b>	21	
	<b>Not useful</b>	1	64	4	
<b>Total</b>					<b>3779</b>

Table 10

	The 'Awaaz Do' website said that "today _____ children are not in school"	<b>Total</b>

		80, 000	8 million	
How useful did you find the 'Frequently Asked Questions' (FAQs) on Right to Education Act displayed on the website?	<b>Useful</b>	71	<b>2279</b>	
	<b>Very Useful</b>	55	<b>1301</b>	
	<b>Not useful</b>	6	63	
<b>Total</b>				<b>3775</b>

Table 11

		The Right to Education (RTE) act is aimed at the children of _____ age group			<b>Total</b>
		0-2	6 to 14	25-30	
Which aspect of the Right to Education did you find most relevant?	<b>Statistics...</b>	54	<b>1332</b>	17	
	<b>Basic law for the "RTE..."</b>	49	<b>1604</b>	10	
	<b>Role envisaged for community</b>	4	<b>303</b>	3	
	<b>A complaint mechanism...</b>	8	<b>217</b>	10	
	<b>FAQs</b>	6	<b>167</b>	1	
<b>Total</b>					<b>3785</b>

Table 12

		The 'Awaaz Do' website said that "today _____ children are not in school"		<b>Total</b>
		80,000	8 million	
Which aspect of the Right to Education did you find most relevant?	<b>Statistics...</b>	38	<b>1365</b>	
	<b>Basic law for the "RTE..."</b>	59	<b>685</b>	
	<b>Role envisaged for community</b>	9	<b>301</b>	
	<b>A complaint mechanism...</b>	14	<b>221</b>	
	<b>FAQs</b>	12	<b>152</b>	
<b>Total</b>				<b>2856</b>

From a UNICEF implementation perspective it seems that messages of the campaign were crafted in such that they were very significant to respondents.

The cross tabulations above, point out that, where respondents have attributed high relevance to an aspect of the RTE or the campaign, a significant number of them also have knowledge of that aspect. This knowledge could have been pre-existing or developed during the course of the campaign, or even after the campaign concluded.

From our interviews with the education section, it became clear that different messages were crafted to reach and influence different types of people who would visit the website. There was something for everyone on the Awaaz Do website – something that would be poignant and relevant to their context. The messaging was also crafted in a way so as to be readily absorbed by those hungry for knowledge.

Corporate partners indicated in the in-depth interviews that the campaign itself was relevant to them and their employees. They felt they needed to support the campaign because it

highlighted a very urgent national need and because they felt that their employee would easily relate to the cause.

As already discussed, the Awaaz Do campaign was only one of the ways that UNICEF has been advocating for the RTE. It was discussed that the digital campaign mode was initially relevant for UNICEF because it is the future of campaigns and because it is an effective way to build concern and raise resources from among a certain demographic. Globally as well, UNICEF has been moving in this direction.

Stakeholders across the board however agreed that there is a need to understand the clear outcomes of digital campaigns for organisations such as UNICEF. Awaaz Do champions and partners clearly wanted to do much more than what the campaign set out to do in the beginning.

## 5.4 Effectiveness

Based on the media touch points, we used the online survey to help gauge the effectiveness of the campaign.

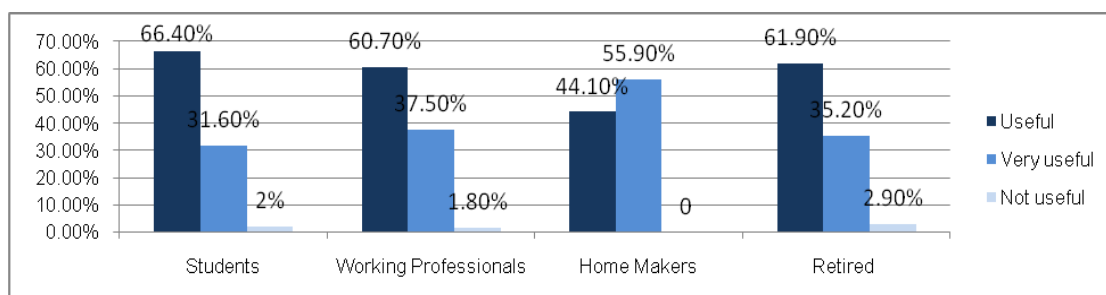
Online respondents were asked if the website was attractive. Across respondent types, approximately 95% said that the website was attractive and 93% said that it was user friendly. The section that most respondents across the board (63%) found appealing was the message that 8 million children were out of schools. Many respondents in their free responses and in the telephonic interview indicated that that is the single most poignant message in the campaign. Also many respondents found the stories shared on the website and the photographs on the website to be appealing (33% and 30% respectively).

When asked to choose from among a celebrity, sportsperson or a politician, a significant percentage of respondents across the different types (62%) indicated that a sportsperson would have been a better ambassador of the campaign.

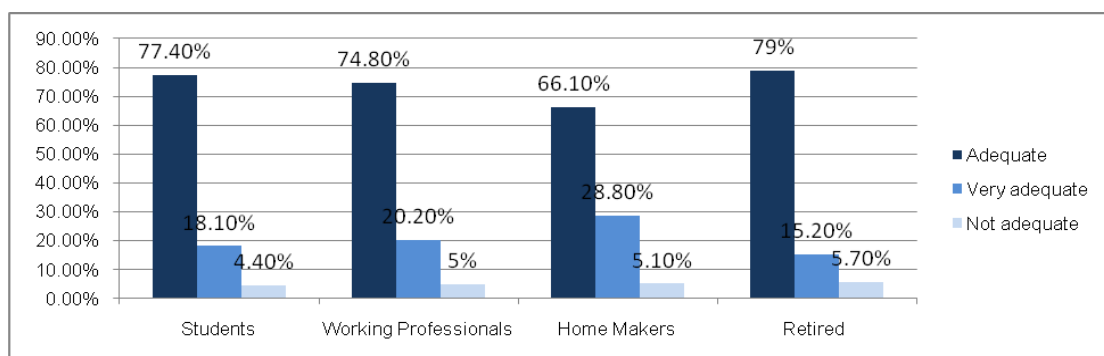
Among respondent types, students seem to have thought that the digital media campaign was a more effective way of reaching out to them. Overall, 65% of the respondents thought that the digital media campaign was more effective than traditional media.

Even though many respondents indicated in the telephonic interviews that they were more comfortable speaking in Hindi than in English, the online survey indicated that more than 90% of the respondents found the website to be easily comprehensible.

The graph below indicates how different respondents found the FAQs useful.



The graph below also indicates respondents' perceptions of the adequacy of information on the website. 74% of all respondents thought that the information was adequate.



## 5.5 Impact

The impact of the campaign was assessed from the responses gathered from the online survey. Across the respondent types, 64% of them reported signing up on the website, 18% responded that they shared comments and updates on Facebook, 27% reported that they sent email invites and 25% indicated that they shared more about the campaign through word of mouth. What is also interesting is that a small number of these online respondents also reported that they organised local events (3%), helped enrol a child in school (8%) and 3% of them made a donation towards causes related to RTE.

Impact in terms of overall campaign objectives are also demonstrated in awareness and engagement of the target audience as discussed in the previous sections.

The overall aggregate results of this study seem to demonstrate that:

- The campaign was able to create a **wide support base** of 230,000 individuals from across the country. More than 50% of them came from metros while the rest came from **small towns and even rural areas**.
- These individuals came from a demographic cross section of society that was **willing and reasonably able to contribute to the campaign** in terms of time, effort and resources.
- The campaign was able to harness social media like Facebook and twitter effectively to generate awareness – especially through the introduction of a celebrity intervention.
- During the course of the campaign, the champions and people in their circle of influence used digital media to call others to action, comment on issues affecting RTE and provide encouragement to UNICEF to champion the rights of children.
- The campaign **was unable to effectively provide follow up** with champions and campaign partners thus restricting their ability to contribute to the RTE. The frequently asked question was, “what’s next?”
- The champions were **willing to support UNICEF** in its future endeavours with disadvantaged children. Corporate partners especially have indicated that UNICEF remains their most important partner.
- The **investment on paid media was reasonable** (by self reported standards) considering the amount of earned media that was generated as a result of using the digital space.

## 6 Conclusion and reflections

Specific recommendations based on the key findings are documented in chapter 4 of this report. The following section documents lessons learnt by the executing team and noted as important to the campaign under evaluation. We have linked these lessons learnt to key findings and recommendations of the evaluation.

### Partnerships:

- It is important to gather sufficient preliminary information on prospective partners to help them remained engaged during the campaign. This applies to corporates, government, media partners etc.
- An information kit should be developed on the campaign and can be used for demonstration, for inviting partnership. Also, these interventions must be followed up to ensure full participation and involvement of the partners.
- It is crucial to identify, prioritize and engage the partner right from the beginning of the campaign, preferably having the partner own some stakes.
- For corporate partners, their capacity of partners to engage with champions within their organizations and leverage the awareness and skill sets developed for their own CSR work, should be built up and supported by the campaign promoter.
- The partners should be chosen based on:
  - ✓ The quality of their brand and the visibility that the organization/.brand carries.
  - ✓ Their ability to sustain a long relationship with UNICEF or at least during the course of the campaign. A nodal / point person dedicated for communication would help in this direction.
  - ✓ Reach/ circulation/ encompassed audience they already cater to
  - ✓ Their relevance with respect t to the issue being highlighted
  - ✓ Prior association/ relationship with UNICEF
- Media partners in particular, should be approached through editorial route and not marketing route. This will avoid the risk of being perceived as a competing interest and help the campaign to be framed in a larger media context (a process not an event).
- The celebrities invited to join must be asked to reach out to a wider audience through social media and they must engaged continuously throughout the campaign. Where more intensive preparation is required, sufficient lead time should be built into the campaign (for film shootings etc).
- With respect to the PR agency, in order to achieve the desired outcome:
  - ✓ They need to be involved in the design and implementation of the campaign.
  - ✓ A dedicated team member needs to be nominated to interact with them.
  - ✓ The agency needs to have a good regional reach so that a wider audience can be reached.

### Technology and tools:

- There is a need to use a good mix of digital channels and content, based on the segments of audience being targeted. For example, Facebook and twitter for younger audiences, corporate emails for adult audiences etc.
- Video conferencing across cities is a good way of getting a healthy coverage with media partners.
- Outreach media should follow the same principles as the main digital media like the website. These principles include:
  - ✓ Be content rich and varied
  - ✓ Responses on e-mailers should be tested.
  - ✓ Content must not only be informative, it should also be supportive and offer options for action and inform the champion of the potential outcome.

- ✓ UNICEF should also be ready to respond to any additional information that champions may need as an outcome of that outreach e-mailer.

**Paid media:**

While using paid media, it is important to spend a bulk of initial investment to bring visibility. In the case of social media such as Facebook, one can get ample attention; make available interactive integrated components to audiences both online and offline; encourage people to share stories; and allow participants to carry discussions. However it needs to be updated and monitored regularly. The feedback should be acknowledged and integrated back into the media. Customization for each channel and different audiences is also to be encouraged.

**Other media touch points:**

Contests, mobile messaging and sharing of stories are other viable tools that have not been fully exploited for this campaign. Having said that, these should be planned and executed in tandem with other media touch points. They should be easy to join/ use by audience, and routed through organizations (especially video competitions). In the case of this campaign, the association with MGM (mobile phone messaging company) was expensive but a good way of mobilizing sign-ups based on celebrity's reach. It was suggested that the same should be coupled with e-mailers for further effectiveness. In the case of shared stories, there should be a dedicated team or person to handle the administration panel where stories are submitted and approved.

## **Annexures**

Annexure 1	UNICEF-KPMG Consultative Workshop- Key Points of Discussion
Annexure 2	Compilation of stakeholder interviews
Annexure 3	Analysis report on stories published on the UNICEF website
Annexure 4	Report on email content dispatched by UNICEF
Annexure 5	Report on the FAQs on website and otherwise
Annexure 6	Analysis reports of news clippings on video conference held by UNICEF
Annexure 7	Analysis report on the news clippings
Annexure 8	Card game content analysis
Annexure 9	Report on UNICEF's learning from campaign
Annexure 10	Data collected- Comments on Facebook
Annexure 11	Framework of sets- Newspaper clippings
Annexure 12	Master sheet analysis of stories gathered by UNICEF
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Annexure 18	List of stakeholders interviewed
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Annexure 20	List of documents reviewed
Annexure 21	Additional interviews – Sonia S and Gitanjali (UNICEF)
Annexure 22	List of tabulations

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- This report sets forth our views based on the completeness and accuracy of the facts stated to KPMG and any assumptions that were included. If any of the facts and assumptions is not complete or accurate, it is imperative that we be informed accordingly, as the inaccuracy or incompleteness thereof could have a material effect on our conclusions.
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