

KALEIDOS  
RESEARCH

# END EVALUATION 'REFRAMING THE MESSAGE'

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# CONTENTS

<b>MANAGEMENT SUMMARY</b>	<b>5</b>
<b>1. INTRODUCTION</b>	<b>7</b>
1.1. Introduction	7
1.2. Reframing the Message	7
1.3. Research questions	9
1.4. Research methods	9
1.5. The report	10
<b>2. CONTEXT IN THREE COUNTRIES</b>	<b>11</b>
2.1. Netherlands	11
2.2. Denmark	12
2.3. Czech Republic	13
<b>3. OUTPUT</b>	<b>14</b>
3.1. Output targets	14
3.2. Output on training activities	14
3.2.1. <i>Differences between countries</i>	15
3.2.2. <i>Satisfaction rates</i>	15
3.3. Outputs of other activities	15
3.4. Unexpected output	16
<b>4. EXPECTED AND UNEXPECTED OUTCOMES</b>	<b>17</b>
4.1. Intended outcomes	17
4.1.1. <i>Framing</i>	17
4.1.2. <i>MDGs</i>	20
4.1.3. <i>Structural Change</i>	22
4.1.4. <i>Voices of the South</i>	23
4.1.5. <i>Results communication</i>	25
4.2. Personal versus organisational changes	27
4.3. Sustainability	28
4.4. Overall conclusions on intended outcomes	28
4.5. Unexpected outcomes	29
4.5.1. <i>Partners</i>	29
4.5.2. <i>Beneficiaries</i>	30
4.5.3. <i>Sector</i>	31
<b>5. FACTORS AND BARRIERS FOR SUCCESS</b>	<b>32</b>
5.1. Partners	32
5.1.1. <i>Factors for success</i>	32
5.1.2. <i>Barriers for success</i>	34
5.2. Beneficiaries	35
5.2.1. <i>Factors for success</i>	35
5.2.1 <i>Barriers for success</i>	36
5.3. Sector	37
5.3.1. <i>Factors for success</i>	37
5.3.2. <i>Barriers for success</i>	37
<b>6. PARTNERSHIP</b>	<b>39</b>
6.1. Roles of each partner	39

6.2. Synergy	39
6.3. Cooperation	40
7. LESSONS LEARNED	42
7.1. Program	42
7.2. Partnership	42
8. LEGACY OF THE PROGRAM	44
8.1. Need of the target group	44
8.2. Legacy possibilities	44
8.2.1. <i>Tools for sustainability</i>	44
8.2.2. <i>Other possibilities</i>	45
9. CONCLUSIONS	46
9.1. Strengthening development organisations	46
9.2. Creating synergy in partnership	47
10. REFERENCES	48
APPENDIX 1: LIST OF RESPONDENTS	49
APPENDIX 2: OUTPUTS TRAINING ACTIVITIES	50
APPENDIX 3: LIMITATIONS OF RESEARCH METHODS	51
APPENDIX 4: CASE STUDIES	54

# MANAGEMENT SUMMARY

Wilde Ganzen (the Netherlands), CISU (Denmark) and Nadace Divoké husy (Czech Republic) have been carrying out the EC funded program Reframing the Message (RtM) for the last 28 months. The main goal of the program is to strengthen the awareness as well as the development education capacity of 400 small and medium sized development organisations in the three above mentioned countries through training courses and other activities. The program also aimed to create synergy between the three partners. In this end evaluation conclusions are drawn on the extent to which the program has been successful in the three countries.

## Output

The program delivered most of the outputs that it aimed for. In total 2,442 participants joined the training activities, exceeding the planned output for participants by far (1,455 were planned). When looking at the amount of organisations that were reached, also more organisations, 1,200, were reached than intended, 981. The training activities did not succeed to attract the 400 unique organisations that were targeted; 325 unique organisations participated in RtM trainings and seminars. There were however other activities, like the stakeholder meetings that attracted 431 additional participants, and certainly represented a number of organisations that did not participate in other trainings.

## Strong points of the program

One of the strong points of the program was the smart pedagogy. The courses offered tool oriented communication skills. This hook about communication skills, for example the use of social media, storytelling etc. was a very effective way of enticing people to participate. The concept of reframing was made very applicable on the practical level: what photos to use, how to give partners in the global south a voice etc. This helped in getting the message of RtM across without wagging a finger. Also, a lot of different activities were offered. Not only trainings but also seminars or workshop/presentations at larger conferences were held. Participants would come across RtM in different ways and at different moments, creating a buzz in the field.

A second strong point was the intensive cooperation with local stakeholders. The connections with stakeholders helped making the impact of the program bigger, and also led to unexpected outputs and outcomes.

## Results of the program

Based on the findings in this evaluation the goal of awareness raising for development education seems to have been met. Five themes were addressed in the program RtM, namely 'framing', the 'need for structural change', 'results communication', 'the voice of the southern partner' and 'the MDGs'. It is likely that at least part of the participants have changed their mind-set on three themes. On two other themes the evidence is not convincing. The effect was probably strongest for the topics of framing and the voice of the southern partner. Some awareness seems to be created about the value of mentioning structural change, but to put this into practice appeared to be difficult for some organisations. Participants acknowledge the importance of results communication, but it is not clear if this is directly due to the program. Some participants feel this was already part of the parcel in their organisation. And lastly, it seems quite unlikely that RtM enhanced either the awareness or the use of MDGs in communication outings.

The changes we found however seem to appear more easily on a personal level (more awareness, attitudinal changes) than on the level of organisations. Only a relatively small part of represented organisations was able to show improved outings or adapted their communication strategy. If the

program indeed enhanced the capacity of the target group in the area of development education is therefore less clear given the short time span between program and evaluation.

Apart from the changes within the participants, we can also conclude that development education has been set more prominent on the agenda in all three countries. Due to RtM activities there was a much broader debate outside the specific target group about communication on development cooperation. Also, the program had some political influence in Denmark and the Netherlands, indicating that the program had a broader effect on its surroundings than just the direct target group.

### **Partnership**

In general the partnership between Wilde Ganzen (the Netherlands), CISU (Denmark) and Nadace Divoké husy (Czech Republic) created the synergy that was aimed for. The partnership and the collaboration between partners was positively assessed by the three partners. The partners in the Netherlands and Denmark were the pillars in this partnership, where the ratio of giving input and receiving benefits was evenly balanced. The partner in Czech Republic benefitted from the good ideas and practices from the other two countries but was less positioned to give input to the others.

### **Legacy**

In all countries the general consensus of almost all respondents is that the target group will keep a need to stay engaged on this theme. Although this need is acknowledged, the partner organisations do not have additional funds to offer these trainings in the future. There are however other ways of transferring the created knowledge from RtM, some already in place.

- An important step is the availability of materials that are created during the program. The very practical knowledge that is created during the program is summarised and bundled in websites, toolkits, guidelines, a book etc. This material is easily accessible for anyone interested.
- Wilde Ganzen and CISU still have a task to develop capacities of organisations in the target group. They both already integrated elements of RtM within their organisation, and will use the knowledge of RtM in the future.
- The program RtM is highlighted as best practice on the website of DEEEP, a European project and platform on development education. This enables further dissemination towards interested parties within Europe.

# 1. INTRODUCTION

## 1.1. Introduction

Wilde Ganzen (the Netherlands), CISU (Denmark) and Nadace Divoké husy (Czech Republic) have been carrying out the EC funded program Reframing the Message (RtM) for the last 28 months. The main goal of the program is to strengthen the awareness as well as the development education capacity of 400 small and medium sized development organisations in the three above mentioned countries. Many of the activities that are part of this program are concluded at the end of 2014. This final evaluation is part of the closure of this program. The evaluation has two purposes. First of all, it aims to enable accountability of the program to all involved, including the donor, the European Commission. Have the awareness and the development education capacity of small and medium sized development organisations in these countries been enhanced? Secondly, the collaborate partners are strongly interested in the legacy of the program. They want to collect lessons learned from this program in order to strengthen the capacity of all three partners to continue with the theme of communication about development. This evaluation therefore also addresses the possibilities for applying created tools and gained knowledge after the program has finished.

Wilde Ganzen has commissioned Kaleidos Research to execute this end evaluation. Kaleidos Research is a research agency in the field of global issues. Kaleidos Research is part of the NCDO foundation (National Committee for Sustainable Development and International Collaboration) and based in Amsterdam, the Netherlands.

## 1.2. Reframing the Message

### Background

Public opinion about development aid has been called a mile wide, an inch deep (Smillie & Helmich, 1998), which relates to the fact that the awareness of the general public about aid is very shallow. The public as a whole remain uninterested and ill-informed (Darnton & Kirk, 2011). This knowledge gap is being sustained by the tendency of NGOs to focus their communication on simple messages to engage new supporters and more donations, rather than on informing the public about the complexity of the problems they are trying to solve. The risk here is that the general public becomes tired of the unceasing appeals of the last fifty years to help 'the poor' and thus detaches itself from global development. There seems to be no progress, since the image of the poor is still depicted after all these years. In the last decade an international debate was raised within the professional development sector about the framing of aid messages for the general public, precisely to tackle this problem.

For this reason, Wilde Ganzen, CISU and Nadace Divoké husy felt it important to help small and medium sized organisations tap into this international debate about framing messages to the public. Small and medium sized organisations are just as important in how they communicate to the general public as the larger NGOs, but might be less aware about their role or have less communication capacities in house. The three partners saw the need to make the target group more aware of the messages they send out and of the effects these messages have on their public. Considered equally important was to raise awareness of the possibilities for framing their messages in such a way that they will connect with the broader (international) communication on development aid and in particular the Millennium Development Goals (MDGs). Messages should show the strength of local partners and local people and stress the progress made, rather than showing images of suffering and victims in order to receive more donations.

## The program

With funding from the European Commission, the program Reframing the Message started in January 2013. The program offered small to medium sized organisations trainings and seminars on framing, communications strategies, the use of social media etc. Also, a competition was launched (the challenge in each country differed) a website<sup>1</sup> and a communication toolkit were developed. The specific activities have been adapted to match the needs of the different target groups and contexts in the three different countries. The aim was to reach 1,500 people within approximately 400 small and medium sized development organisations (plus 30 volunteers in the Czech Republic). The ultimate goal was to strengthen the awareness as well as the development education capacity of all organisations that are influenced by this program. Apart from the goal of capacity building, the program also aimed to achieve synergy between the three partners through exchanges of ideas, best practices and through joint methodologies.

## Themes within RtM

Five themes are addressed in the program, namely 'framing', the 'need for structural change', 'results communication', 'the voice of the southern partner' and 'the MDGs' (see figure 1.1). These different topics have some overlap. The linkage between framing and the need for structural change lies in the fact that in some frames the broader picture of a problem is not showed. For example in the charity-frame "if you give money, you can save a poor's life" hardly any information is given why persons are poor and what structural causes of poverty present. MDGs, that show progress on worldwide accepted indicators, can be a means to relate stories to a grander narrative of solidarity and structural change. MDGs and results can be linked to each other in the sense positive organisational results can be described within the framework of MDGs.

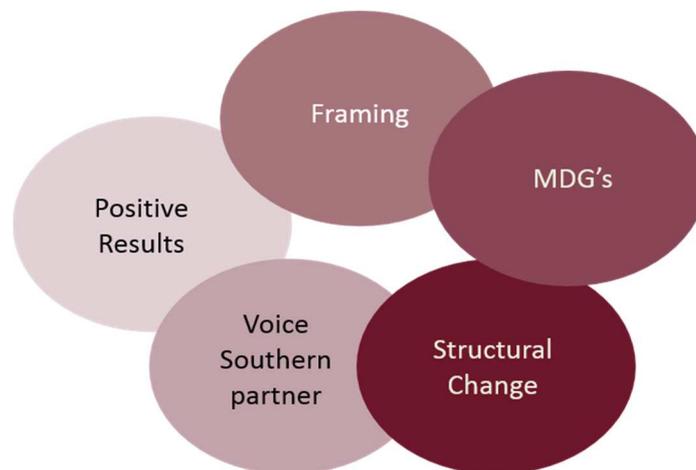


Figure 1.1 Themes of RtM

## Intervention logic

The intervention logic was partly described in the proposal. Based on all the information available we can however describe the intervention logic as follows (see table 1.1). Individuals engage in an RtM activity (output) and change their mind-set about communication in their organisation. These persons will then try to align people in their organisation to adopt the Reframing values, in order to have the organisations change their communication. When the public receives communication messages from these organisations that are different from the past, they will start thinking differently about development cooperation.

<sup>1</sup> In the Netherlands and Czech Republic a separate RtM website was developed, in Denmark the RtM webpages were integrated in the CISU website.

**Table 1.1** Schematic overview intervention logic

Intervention logic	
Output	RtM activities ▼
Outcome	Personal level: changing of mind set ▼ Aligning people within own organization ▼ Using it in the organisation: changed communication outings ▼ General public receives different communication messages ▼
Impact	Public starts to think differently about development cooperation and gets a more realistic image

In this evaluation we will look at the level of output and outcome, but not at the level of impact of the program, which aims to change the attitude towards development cooperation among the general public in the Netherlands, Denmark and the Czech Republic.

### 1.3. Research questions

In this evaluation study the following research questions will be answered:

1. Has the program delivered what it aimed for in terms of outcomes (and outputs)?
2. What are the factors explaining why outcomes are being achieved or not, mapping both success factors and barriers for success?
3. What are the unexpected outcomes from the perspective of partners, stakeholders and beneficiaries?
4. Has the program created the synergy between partners that was aimed for? How is the partnership viewed by the three partners?
5. What are the lessons learned from this program, both in terms of effects of the program and partnership?
6. What possibilities can be identified to sustain the lessons learned and the shared knowledge that has been created in this program?

### 1.4. Research methods

This evaluation was executed using a mixed method approach. By means of data triangulation, information from different sources was collected, analysed and assessed<sup>2</sup>. During a desk study phase available program material has been studied (concept note, proposal, reports to the EU, three country report of baseline study and end survey, three country reports of communication outings in all three countries, analysis of the training workshop etc.). Additional data has also been collected for this end evaluation. Interviews were held with program staff and stakeholder(s) in each country<sup>3</sup>. The beneficiaries were interviewed during a focus group in each country and in each country three case studies were worked out. For an extensive list of all interviewees see appendix 1 and for an overview of all the case studies see appendix 4. Last but not least, a short online questionnaire about the partnership was filled in by the director and program manager of each country all three partners of the program.

To assess if the outcomes on the level of the target groups are achieved, in particular the following three research methods have been used. Firstly, the program staff conducted an analysis of the websites of 30 organisations in the Netherlands, 30 organisations in Denmark and 19 organisations in

<sup>2</sup> In the EU proposal a PME cycle was planned, including analyses of websites and a baseline and end survey. With these methods different data was collected that was supported this evaluation.

<sup>3</sup> In Denmark and Czech Republic the focus groups and case studies were conducted by two local assistant evaluators: Inka Pibilova (Czech Republic) and Dorthe Skovgaard Mortensen (Denmark) to allow the respondents to share their story in their native language.

Czech Republic before the program started (May 2013) and after the activities were closed (January 2015). Secondly, a baseline (2013) and end survey (end 2014) was held under the target group in all three countries<sup>4</sup>. The additional qualitative data that was collected for this end evaluation by the independent evaluator, was the third resource methods. All these methods have limitations, making it difficult to draw firm conclusions on the question if outcomes of this program were reached. In appendix 3 the limitations of these methods are summarized.

### **1.5. The report**

The context in which the program was implemented in the three countries differed from each other. In order to interpret the findings in the next chapters, firstly the context of the program in each country is described in Chapter 2. Chapter 3 briefly described the achieved output of the program. In Chapter 4 research question 1 and 3 are addressed. What are the outcomes of the program and are there any unexpected outcomes? In Chapter 5 the factors for success and barriers for success are mapped (research question 2). Chapter 6 focuses on the partnership (research question 4), Chapter 7 lists the lessons learned (research question 5) and Chapter 8 discusses the legacy of the program (research question 6). In the last chapter, Chapter 9, conclusions will be drawn on the extent to which the program managed to achieve its two main goals.

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<sup>4</sup> In the Netherlands this was done by an independent evaluator, Context. In Denmark the questionnaire for baseline and end survey was translated in the local language and the analyses and reporting was done the local program staff.

## 2. CONTEXT IN THREE COUNTRIES

The program Reframing the Message was implemented in three countries. The context of those three countries with regard to this program are quite different from each other. Some understanding of those different contexts may help to interpret the findings in this report. We will describe the context of the program in each country, reflecting on the target group, the position of development education and awareness raising (DEAR) in each country and other events that could influence the working of the RtM program.

### 2.1. Netherlands

#### Target group

In the Netherlands, RtM is specifically targeting Private Development Initiatives (PDI's). These are small development organizations that are established by citizens themselves and run on a voluntarily basis, providing assistance in a direct way to people and organisations in one or more developing countries. Although the exact number of PDI's in the Netherlands is unknown, estimates range from 6,400 (Bouzoubaa & Blok, 2005) to 15,000 (Van Voorst, 2005). These estimations are quite outdated and the spacious margins already indicate that there is no clear idea of their number. Apart from Wilde Ganzen, there are two others offering finance and capacity building: Impulsis and Cordaid. There is also an online platform MyWorld present in the Netherlands, that support the Dutch PDI's in their work with local organizations in developing countries. This platform is a joint initiative from Wilde Ganzen, Cordaid, Impulsis and NCDO.

#### DEAR from the perspective of the target group

PDI's are sometimes called grass root initiatives, because they are set up by citizens and are very much in touch with the general public through the personal networks of these citizens. They have therefore been regarded as an important means to enhance public support for development cooperation. Ninety percent of de PDI's defines itself primarily as a development cooperation organisation and not as an organization working on development education and/or awareness raising (DEAR). Still almost 90 percent thinks it is important to invest in public support. Reasons for this attitude are partly altruism, but for another part PDI's have a self-interest. DEAR activities are necessary because they form the base for donations (Kinsbergen & Schulpen, 2010).

In 2010 the Dutch government set up a grant facility for Citizenship and Development aimed at increasing global citizenship and supporting DEAR-projects in Dutch society. There were hardly any applications from PDI's. This could indicate that interest from PDI's in topics around DEAR was not really present. It is however also possible that stringent criteria on evaluation and behavioural change discouraged PDI's to apply for a grant. At the end of 2014 this grant facility was closed because of policy changes at the Ministry of Foreign Affairs.

When looking at the role DEAR has within the larger development NGOs, the attention for DEAR diminished since 2011 due to political decisions. In the current Dutch governmental grant system MSF2<sup>5</sup> (2011 – 2015) it was not possible anymore to receive funds for activities aimed at promoting support for development cooperation, as was in the former grant system, MFS1 (2007 – 2011). With some exceptions, communication from the bigger development NGOs is since then merely limited to corporate communication/PR and fundraising.

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<sup>5</sup> MFS is the Co-funding Program in Development Cooperation for development NGOs in the Netherlands.

## **Other influences**

Partos is the Dutch association for NGOs working in International Development. The association represents 120 Dutch development organisations. In 2011 Partos started a repositioning process with their members trying to redefine the reasons for working on development cooperation and the underlying values. An important part of this process dealt with the core message to the general public about this 'why' and the values.

In 2011 the platform 'ID-leaks' was set up, committed to better communication about developing countries. They developed a Communications Guide for NGO's to assist NGO's in communicating in a nuanced manner about their work. In 2013 this platform wrote an open letter to the development aid organization Save the children about a campaign video where, according to IDleaks, Save the Children exploited the suffering of a poor hungry African child. In the end this led to an official complaint by a Dutch publicist (Frank van der Linden) on his own behalf at Partos, the association for development organisations. The issue raised a lot of commotion in the sector on fundraising and communication but was also picked up in the national newspapers.

## **2.2. Denmark**

### **Target group**

In Denmark the program RtM particularly focused on members of CISU - Civil Society in Development. CISU is an independent association of 270+ small and medium sized Danish Civil Society Organisations, CSO's. All members are involved or interested in developing countries - either as their main focus or beside other activities.

### **DEAR from the perspective of the target group**

Danish development education used to be mainly driven by larger NGOs who received core funding from the Ministry of Foreign Affairs. In the 80'ties and 90'ties of the past century, the NGOs generally had a broad and constructive approach to development communication. The funding mechanism changed in early 2000, which led to a fund-raising approach to communication by the larger NGOs. These fundraising campaigns influenced for a large part what information on development cooperation the average Danish person would encounter. Fundraising in the streets, adverts on billboards and in the media was very much based on the old narrative of development cooperation: If you give money, you can save a poor's life.

Development education did not have an important place within CISU, although when applying for a project in the Civil Society Fund, two and since 2015 three percent of the total budget could be used for development education. Since a lot of organisations did not use this three percent, CISU allocated the money to a specific Information Grant, where organizations could apply for specific development education projects.

### **Other influences**

The Danish World's Best News campaign (WBN) started in 2010 and aims to raise awareness about the great progress taking place in the developing countries, especially focusing on tracking and reporting the outcome of the MDGs. World's Best News is based on a cooperation between the UN, the Danish Ministry of Foreign Affairs' development agency (Danida), over 100 Danish development organisations and 100 corporate partners. A lot of CISU members are also members of WBN campaign. WBN, amongst others, inspired RtM. Both initiatives are based on values like showing the progress of development cooperation and linking this progress to the MDGs. For example, the tone of voice in the WBN campaign is perceived very important, the charity frame is avoided etc.

## **2.3. Czech Republic**

### **Target group**

The target group for RtM in Czech Republic were NGO's and volunteers of Czech NGOs on development cooperation. There are around 100 Czech NGOs active in development cooperation.

### **DEAR from the perspective of the target group**

The Czech Forum for Development Cooperation (FoRS) represents more than 60 NGOs, foundations, international organisations, universities and civil society organisations working in development cooperation, humanitarian assistance and development education. This platform has been steering activities in Global Development Education since 2004 via its working group on DEAR. It has, amongst others, organized a number of capacity building events for organisations working both in formal and non-formal education. In June 2011, the FoRS Code on Effectiveness was approved, highlighting among others key principles for external communication of its members and observers. One of the indicators states that "FoRS Members and Observers refuse displaying and describing extreme suffering for the purpose of obtaining financial resources for their activities." A serious infringement of this key indicator can lead to the exclusion of the organization concerned from the FoRS platform.

### **Other influences**

In the Czech Republic, another program on communication and DE was implemented by FoRS during the RtM program (May 2013 - October 2014) and influenced the context in which RtM was implemented. The program "Sharing experience in the communication field in development cooperation between Switzerland and the Czech Republic" was co-funded by the programme Swiss Contribution to the enlarged European Union<sup>6</sup>. One of the aims was "to foster a consistent approach from Czech NGOs in communicating and reaching out to the general public, the media, politicians and other target groups with topics relating to the Czech ODA and strengthen the capacity of NGOs to promote themselves in media and in public debate". Key outputs from this program were among others the establishment of a new working group in FoRS on Communication and PR and a manual for NGOs – "Communication Compass for development NGOs: Practical tips and advice for quality and effective PR". Additionally, two workshops for NGO representatives on communication strategy were held.

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<sup>6</sup> <http://www.fors.cz/sdruzeni-fors/projekty-fors/projekty-2014-2/#.VIBUxDGG-0c>

## 3. OUTPUT

### 3.1. Output targets

In the EU-proposal this program promised to strengthen the ‘awareness as well as the development education capacity of 1,500 people (and indirectly, through them, 2,500 of their colleagues), representing approximately 400 small and medium sized development organisations in the Czech Republic, Denmark and the Netherlands’. The output the program aimed for, was therefore to reach 1500 participants representing 400 unique organisations<sup>7</sup>.

### 3.2. Output on training activities

All activities organised under the Reframing the Message program and described in the program proposal are considered *outputs*. The bulk part of RtM exists of training activities, like thematic training courses, seminars and workshops. The intensity of these activities could differ, sometimes this was done in a full day, sometimes in half a day or less. In table 3.1 the output numbers are presented for these activities. For four of the training courses (activities 5.2, 5.3, 5.6 and 5.7) the realised output did not reach the targets. For the other four activities, the targets were achieved and sometimes even tripled. For example, for the seminars 706 participants were reached were only 255 were planned. In total the program exceeded the planned output for participants by far: 1,455 were planned and 2,442 participants joined the program. When looking at the amount of organisations that were reached also more organisations, 1,200, were reached than intended, 981.

**Table 3.1** Outputs for training activities in the program Reframing the Message

Training activities		Planned		Realised	
		No. particip.	No. organ.	No. particip.	No. organ.
5.1	Seminars	255	170	706	473
5.2	Training: ComStrategy	204	136	108	82
5.3	Training: StoryFraming	224	150	201	160
5.4	Training: ComStrategy	140	93	158	88
5.5	Training: Socialmedia1	196	131	105	77
5.6	Training: Socialmedia2	196	131	150	107
5.7	Workshop meeting	240	160	939	181
5.8	Trainings CZ	50	10	75	32
	Total	1455	981	2442	1200
	Total unique numbers	Not specified	400	628	325

\* Numbers that did not reach the planned targets are in red. Numbers do not represent unique participants or organisations. If a participant joined four activities, this person is counted four times. If an organisation was represented during different activities, the organisation is also repeatedly counted.

Although the program exceeded beyond expectation in reaching 1500 (non unique) participants through trainings and seminars, it did not succeed in accomplishing the unique 400 organisations that were targeted; 325 unique organisations participated in RtM trainings and seminars. This is however the minimal amount of unique organisations that were reached through the entire program. Apart from the training and seminars, the stakeholders meeting in each country were extended towards meetings with a seminar like character where the target group was invited for. There is no information available on how many additional unique organisations were reached via these meetings. We do know however

<sup>7</sup> The number of 1500 participants should be explained as total amount of persons that are trained, so recurrent visitors are counted more than once. This target refers therefore not to unique individuals.

that those stakeholder meetings attracted 431 additional participants in the three countries, certainly representing a number of organisations that did not participate in other trainings.

### **3.2.1. Differences between countries**

When looking at differences between countries (see appendix 3 for numbers), the conclusions that are drawn for the total program are applicable for the Netherlands and to a lesser extent for Denmark. In the Netherlands all trainings did not reach the targets, but the other activities reached much more participants. In Denmark, for two trainings more participants and organisations that were planned joined, but for the other three trainings here also realised numbers were below targets. This was however based on a conscious decision, because the planned training turned out not to be as relevant as was thought.

In contrast, in Czech Republic the outputs were higher than expected both for the seminars and trainings that were held. On the other hand, some professionals and volunteers from the Czechs social sector participated. Those organisations do not focus on development cooperation or global issues. The participants of these organisations were not the primary target group of the project so their participation in the program is questionable.

### **3.2.2. Satisfaction rates**

Directly after each training participants were asked to score the activity. In general RtM activities received very high satisfaction scores from the participants. Mean scores for the trainings courses were 3,8 for the Netherlands, 4,3 for Denmark and 4,2 for Czech Republic on a scale from 1 to 5. In the survey a general question was asked what grade participants would give for all RtM activities they had joined. The mean score was a 7 for the Netherlands, an 8,3 for Denmark and an 8,6 for Czech Republic on a scale from 1 to 10.

### **3.3. Outputs of other activities**

Apart from these outputs on the level of training courses and seminars, the program has produced several tools to support the organisations that want to continue to apply the 'Best News' and 'structural change is needed' approach even after the program has come to an end. There are two national websites (in Denmark the information was shared via the corporate CISU website) plus an online communication tool kit (in Dutch and English) that provides all kinds of tips and practical tools like do's and don'ts in various communication outings, checklists, examples of photographs that could be used, etc. Also a training manual was produced in English and Danish. Instead of the planned European website, the program RtM is highlighted as best practice on the website of DEEEP, a European project and platform on development education.

In Denmark, rather than setting up the planned national Development Education Network, CISU invested a lot of time in establishing the network as a working group under the already existing platform Global Focus. Global Focus is a Danish membership body for 70 non-profit organizations (NGOs) working in international development. The process to set up this working group included four different activities in order to establish a common understanding in the environment for the need for a network. These activities included an online debate on [www.ulandsnyt.dk](http://www.ulandsnyt.dk), a live debate at the political Rally Bornholm reaching 30 persons, additional workshops and seminars (one seminar on creating a network on communication and campaigns reaching 60 persons, three seminars on communication in networks, reaching a total of 71 persons). Furthermore, a closing workshop of RtM reaching 22 persons and a stakeholders focus group was held.

The competition in the three countries proved particularly a success in the Netherlands, around 160 organisations joined for either the story or the photo contest. The competition created a lot of awareness of the program and the minister for Foreign Trade and Development Cooperation

presented the prizes to the winners on a national conference for Dutch PDI's. In Denmark and Czech Republic the competition drew respectively 13 and 16 submissions. In Denmark, in the second year the competition was replaced by a boot camp with 22 participants from 9 organisation. In Denmark also a sub-granting pool for capacity building in Denmark was executed with 24 approved applications. The exhibition in Czech Republic presented 18 different projects from 18 organisations in libraries in Prague, the estimated reach was 5.000 visitors. The program RtM was, amongst others, closed off with a European expert meeting that attracted forty participants from ten European countries.

#### **3.4. Unexpected output**

There was also unexpected output like a Dutch online debate (in 6 weeks 30 articles) on the online platform of Vice Versa, the sector magazine on development cooperation and also a life debate attracting more than 100 visitors. In Denmark a position paper on the role of CSOs and in the Netherlands a Dutch book on Reframing the Message reflecting the Dutch debate (1000 prints) was published.

## 4. EXPECTED AND UNEXPECTED OUTCOMES

### 4.1. Intended outcomes

The primary goal of the program is to strengthen the awareness as well as the development education capacity of 400 small and medium sized development organisations in the Netherlands, Denmark and Czech Republic. These 'outcome' goals remain considerably vague in the proposal, which complicates assessment of 'success' or 'failure' from an evaluation perspective. It is for example not clear in the proposal what exactly is meant by development education capacity. In the logical framework that accompanied the EU proposal, the goal was operationalised by two indicators, namely references to the MDGs and the need for structural change appear more frequently (80% versus 50%) in communication outings of organisations. These indicators refer to only two topics, whereas the evaluator could distinguish five topics that were addressed by RtM (see figure 1.1): framing, MDGs, structural change, voices of the South and results communication. The evaluator therefore operationalised this broad goal more specifically by using these topics as a framework to assess progress.

Several research methods are used to assess whether the target groups progressed on this five topics: 1) the website analyses that were done by the program staff, 2) the end and baseline survey under the target group and 3) the additional qualitative data that was selected as part of this end evaluation. The findings of these methods will be triangulated to answer the question if the program succeeded in achieving its goal. Due to the limited response on the baseline and end survey in Czech Republic (response of 10 organisations), we cannot draw any conclusions from this data. For that reason, the Czech data from the quantitative survey is not shared in this report. Apart from that, each of the used methods had certain limitations, making it difficult to draw firm conclusions. In appendix 3 the limitations of these methods are summarized to understand why it will be difficult to draw firm conclusions. In the following sub paragraphs for each topic, collected evidence of improvement will be shared, using data from the different research methods.

#### 4.1.1. Framing

Framing was not a separate topic in RtM, but an overall concept that was applicable on all aspects of communication and in a sense covered the other four topics. In RtM participants were shown that in each communication outing a perspective is used, and that these perspectives are always 'coloured'. Sometimes these are 'negative frames', frames that hold on to old and untrue images like 'your money can solve poverty'. Sometimes positive frames are used, for example an image of potential in the world. In every activity this aspect of framing linked to the core content of the activity (e.g. social media use), always using examples, not only in wording but also in the imaging, that could address these frames.

#### Website analyses

The website pages of the target group were assessed by program staff before and after the program. On the topic of framing, visual elements, wording and solution oriented versus problem oriented frames were assessed to see if they support a reframing discourse. For each of these elements scores between 0 – 6 were attached and an average score per organisation was given. This was repeated after the program finished. The scores were then compared between the baseline and end assessment.

Looking at the framing devices it is noticeable that organisations can score both on positive and negative framing devices at the same time. On average organisations score better on positive framing devices than on negative framing devices, meaning that in general they're already inclined to using positive frames more than negative frames (see table 4.1). In Denmark and Czech Republic the

positive frames improved slightly (Denmark from 41% to 46% and Czech Republic from 37 to 45%). In the Netherlands the scores on frames hardly altered, but the Dutch baseline measurement was highest compared to the other two countries, so this might be more difficult to improve. When looking at the negative frames there is a slight improvement in Czech Republic (from 13% of the highest possible score to a mere 8% of the most highest score).

**Table 4.1** Results from website analyses on the use of positive and negative frames

	Before RtM		After RtM	
<b>Positive frames</b>				
	Average score	% of highest possible score*	Average score	% of highest possible score
The Netherlands	2,6	45%	2,7	45%
Denmark	2,5	41%	2,8	46%
Czech Republic	2,2	37%	2,7	45%
<b>Negative frames</b>				
The Netherlands	0,5	8%	0,5	8%
Denmark	0,8	13%	0,7	12%
Czech Republic	0,8	13%	0,5	8%

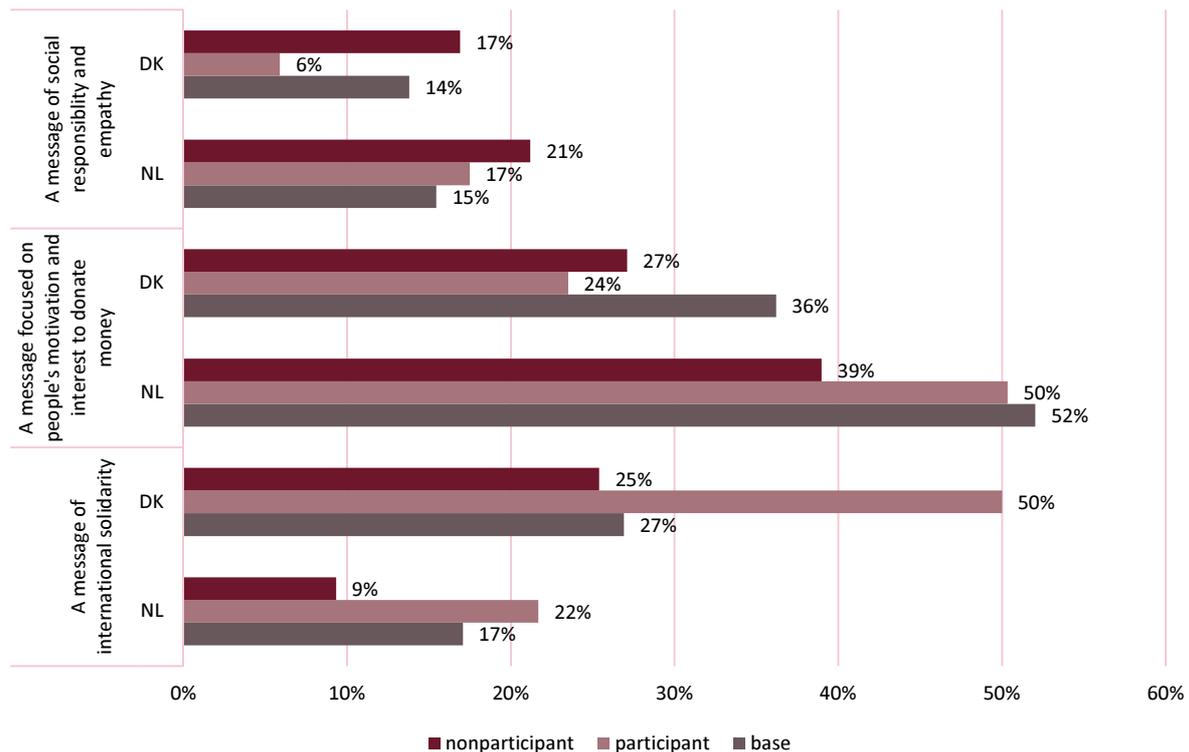
\* Percentages are calculated by dividing the found scores against the maximum score of 6

### Quantitative data

In the surveys attention was paid to frames in two questions. One question asked which message fitted best with the fundraising organization. If the program would be successful, the expectation would be that the message of international solidarity should resonate best with the participants and the message of interest/motivation in regards to donating would be agreed on more with non-participants and the baseline group.

For the message of international solidarity, the expectations are met in the Danish surveys (see figure 4.1). Here, the part of Danish participants that use a message of international solidarity in the end line is doubled compared to the baseline group and the non-participants (although according to the test, this difference is not significant). In the Netherlands this message is also used the most by participants compared to the other groups, but this difference is (also) not significant.

For the message of 'personal interest in donating', the expectations are also met when comparing Danish baseline organisations with Danish participants in the end survey. This frame is used less by participants, but also to a lesser extent by nonparticipants. So there is not a clear distinction. In the Netherlands this message is, contrary to the expectation, used more by participants than the nonparticipants, but again this difference is not significant.



**Figure 4.1** Percentage of respondents choosing the message that fits best with the fundraising message of the organization

A second question focused on communication to the general public about the content of the work, with eight different statements reflecting different frames (see the three country survey reports). The inconsistent formulation of the statements makes it difficult to interpret the findings. In the Danish results, we see for example that the participants choose more often the message *'Time to take action for a better world'* compared to the baseline, although non-participants also score a bit higher than the baseline, so it is not really clear if this difference can be attributed to RtM. And with some of the other frames, findings are opposite to the expectations.

In the Dutch survey participants score significantly higher on the statements *'There is a lot of potential in development countries'* than the baseline group. The non-participants score in between the baseline and the participants. It is therefore not clear if the change we see in participants can be attributed to RtM or to some external factor that is also influencing non participants.

### Qualitative data

One third of Danish participants in the end survey acknowledges aspects of 'framing' as an important learned lesson of RtM. They refer to things like awareness about the framing of a message, awareness about what the message is, nuanced communication or value based communication. Also, in the Netherlands, 14 percent of participants in the end survey mention the framing of development communication as a learned lesson.

In general, framing is acknowledged in almost every interview with the target group and is something that everyone can relate to. It seems easier for organisations to adopt this compared to something like structural change or the MDGs. There are enough examples in each country to show that through RtM people started thinking about the frames they used and were challenging themselves to change negative frames.

One of the Danish case studies have been inspired to rephrase some development interventions. *“For example, in our current education project we do not talk about “school-dropouts”, but “school-drop-ins”, focusing on the young people who find the opportunity to receive occasional education”.*

In the Czech focus group *“I appreciated the discussion with other NGOs, the confrontation with their faults, as I realized that we do the same. We also use heart breaking stories”.*

And in the Dutch focus group: *“There were so many eye-openers during the trainings. Somehow, before the trainings, you realize that images or wordings are wrong, but it was on a very unconscious level. The trainings gave tools to find out why things did not really feel right and how you could change it. It was really great. Another participant agrees and adds: But also, reframing is and will stay a process, there is not one answer and we always have to be careful.”*

When summarizing all this, there are some indications in the communication outings and the survey towards a change in framing. On the other hand some contradictory findings were presented. The qualitative data clearly show that every interviewee mentions framing spontaneously. We can conclude that it seems fairly likely that the awareness of participants of positive and negative frames was heightened due to the program and that it inspired a lot of participants to start working with this in day to day practice.

**4.1.2. MDGs**

Trainers mentioned in the interviews that they struggled the most to integrate the MDGs into the concept of RtM. MDGs were mainly mentioned as an example of how to relate the organisational results to a grander narrative of solidarity and structural change.

**Website analyses**

When looking at the website analyses, in all three countries, the scores on MDGs are very low and have been from the outset (a score between 4 and 7% of the highest possible score), meaning that most NGOs do not communicate about the MDGs<sup>8</sup>. In all three countries there are hardly any changes in the use of MDGs on websites before and after the program (see table 4.2). In Denmark and the Netherlands we see a very small decline and in Czech Republic a very minor improvement.

**Table 4.2** Results from website analyses on the use of MDGs

	Before RtM		After RtM	
	Average score	% of highest possible score*	Average score	% of highest possible score
The Netherlands	0,14	7	0,13	6
Denmark	0,16	8	0,12	6
Czech Republic	0,07	4	0,10	5

\* Percentages are calculated by dividing the found scores against the maximum score of 2

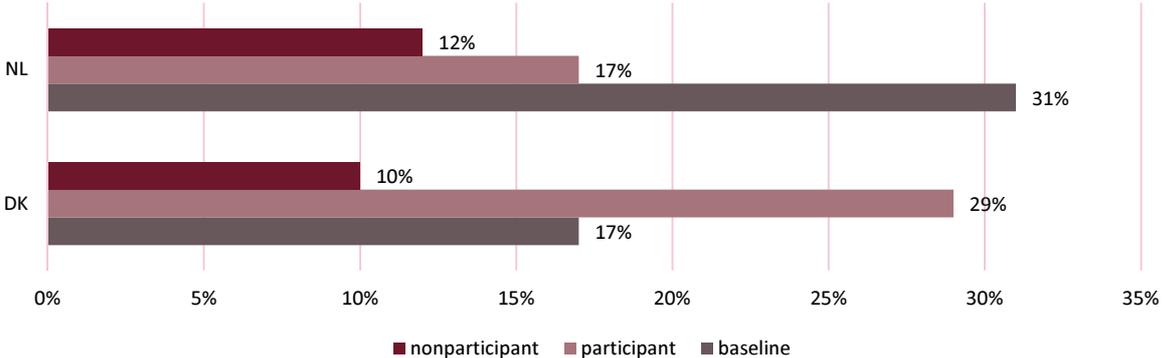
**Quantitative data**

In the quantitative survey attention has been paid to communication about the MDGs, asking what role the MDGs have in the communication. In figure 4.2 the results for the answer category *‘The MDGs serve as a framework in our organisation’* are shown for Denmark and the Netherlands. Although the differences are not significant, in Denmark we can see a positive trend towards using MDGs in the communication. It is possible however that this result is influenced by background characteristics. Participants represent, more than nonparticipants, development cooperation organisations, and these

<sup>8</sup> On the topic of MDGs organizational websites were assessed whether directly or in a more indirect manner the MDG or post-MDG agenda was mentioned.

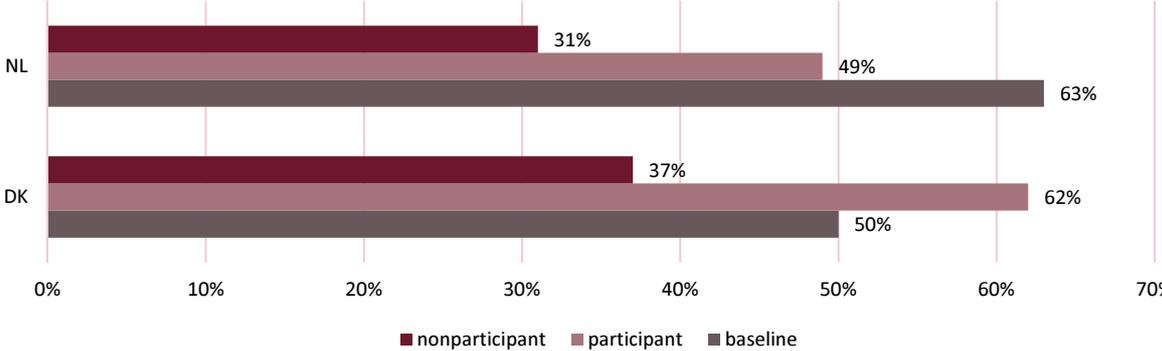
participants are likely to be member of WBN’s campaign. It is quite likely that the findings reflect the effects of the WBN campaign, and not specifically the RtM program.

In the Netherlands it is the other way around. In the baseline MDGs were more often used as a framework compared to both participants as non-participants, Non-participants also more often mention in the end survey that they don’t communicate about MDGs. By participants this decline is also present, although not big enough to be statistically significant. In the Netherlands the conclusion can be drawn that the MDGs became less important. This might be a reflection of declining societal interest in MDGs due to the upcoming Sustainable Development Goals (SDG’s).



**Figure 4.2** Percentage agreeing with the statement ‘The MDGs serve as a framework in our organisation’, the Netherlands and Denmark

The responses on the question about using SDG’s in the future are also analysed. The responses are shown in figure 4.3 and a similar trend is visible compared to the use of MDGs. Because the wording of the question has changed between baseline and end survey we cannot really judge this difference<sup>9</sup>. In the Netherlands, participants are however significantly more inclined than non-participants to use the SDGs, which might implicate that the participants still picked something up on this topic.



**Figure 4.3** Percentage agreeing it is probably likely that their organisation will use the Sustainable Development Goals in their communication, the Netherlands and Denmark

**Qualitative data**

When looking at the qualitative data hardly any respondent mentions MDGs spontaneously, indicating that this topic is not really of interest.

<sup>9</sup> In the base line survey the question was asked “If there are clear international agreements for a follow up on the MDGs, would your organisation use them as a new framework for its communication?”. In the end survey the question “Do you expect that your organisation will use the Sustainable development Goals in your communication?” was asked.

It seems that organizations simply don't prioritize MDGs as an important framework to tell to the 'smaller' stories from their everyday work. The overall conclusion is that it is likely that RtM did not enhance the use of MDGs in communication, as was intended.

**4.1.3. Structural Change**

The topic of structural change in RtM refers to a long-term shift in fundamental structures in the global North and South, in and between societies that is needed to solve complex problems. In Denmark the program staff worked hard to communicate the term structural change in an understandable manner. The major breakthrough came with the method of 'constructive communication' through which it was possible to link a specific communication tool with the meta narrative of 'structural change'. In the Netherlands and Czech Republic this method was not used, but the topic of structural change was addressed in all trainings.

**Website analyses**

With regards to this topic websites were assessed to the extent they show links to a wider agenda of structural change understood as the underlying problems and/or solutions in the north/south needed to reach long term change. As with the MDGs, the topic 'structural change' scores much lower than the next two topics 'voices of the South' and 'results communication'. Organisations paid less attention to this topic on their website. In the Netherlands and Czech Republic we see a minor improvement, but in Denmark, the scores for structural change has improved from 25 percent of the highest possible score to 41 percent of the highest possible score (see table 4.3).

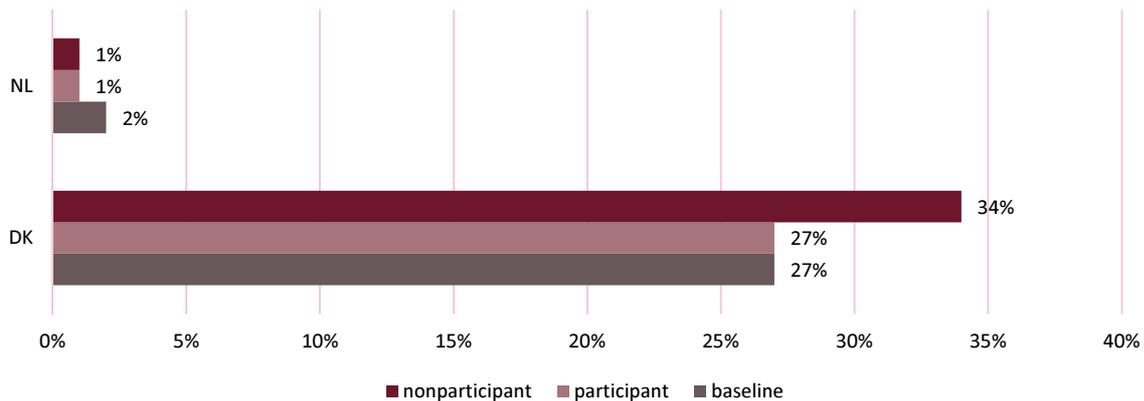
**Table 4.3** Results from website analyses on mentioning structural change

	Before RtM		After RtM	
	Average score	% of highest possible score*	Average score	% of highest possible score
The Netherlands	0,27	13%	0,30	15%
Denmark	0,50	25%	0,82	41%
Czech Republic	0,35	17%	0,40	20%

\* Percentages are calculated by dividing the found scores against the maximum score of 2

**Quantitative data**

In the survey attention has been paid to structural change in only one question. The question 'What sentence fits best with your communication to the general public about your work' had an answering category 'Political and institutional power structures need to be changed in order to alleviate poverty'. In figure 4.4 the results are shown for Denmark and the Netherlands. The differences in answers between the Netherlands and Denmark are remarkable, again showing the differences in target groups. In the Netherlands PDI's hardly use this frame towards the general public. In Denmark the focus on structural change in communication outings is much more present. In both countries however, the expectation that participants communicate more about structural changes has not been met.



**Figure 4.4** Percentage agreeing on communication message ‘Political and institutional power structures need to be changed in order to alleviate poverty’, the Netherlands and Denmark

### Qualitative data

In the interviews the beneficiaries relate more easily to the aspects of framing and the voices of the south than structural change; in six out of twelve interviews structural change was mentioned when asking about the core of RtM<sup>10</sup>. In daily communication practice it remains however a challenge to use structural change in communication outings. A Danish case study mentions *“The concept of reframing and constructive communication opened our eyes; we try to tell the little story in the larger context. We don’t just tell the simple story, making people believe that if they give us money we will solve the problem, but it is difficult to always frame the stories right, to tell the story of structural root causes of poverty when we tell about Petro, who is tough, but up against difficult things...”*

Especially in the Netherlands the target group of PDI’s are mostly very small service oriented ‘bricks and stones’ initiatives. To set that small initiative in the very broad framework of structural change, can be difficult, and even raise ambivalent thoughts regarding the goals of the organisation. A Dutch focus group participant reflected on this: *“When confronted with this bigger picture I have the feeling that my initiative disappears into nothing, like a drop in the ocean. It really feels demotivating”*. Although her feeling was not directly shared by others in the group, this reaction exemplifies that it can be difficult for small initiatives to embrace the structural change approach into the communication.

To conclude: in general the website analyses and the quantitative survey do not show any progress on the topic of structural change, although in the Danish website analyses a positive change seems to be made on this topic. In general more than half of the respondents mention structural change spontaneously, indicating that at least some awareness of the value of mentioning structural change has been created. It also becomes clear that using structural change in communication outings stays a challenge for some organisations.

#### 4.1.4. Voices of the South

Voices of the (global) South became quite an important element in RtM. Trainers felt that the notion that partner organizations in Global South should represent themselves in communication outings was something that made sense to most participants. The Danish trainer comments on this in the Danish website analysis report: *“Participants immediately got the point and saw it as rather self-explanatory and a clear mistake from their side that this had not been done before”*.

<sup>10</sup> Focus groups are counted as one interview in this respect.

## Website analyses

Websites were assessed to see whether contributions from the south are clear, partners/people speak for themselves or are present in the story. In Denmark on average more organizations communicate on voices from the south in the end measurement, the score went up from 0,41 to 0,59, an improvement of 9 percent. In the Netherlands and Czech Republic hardly any changes were found on the websites concerning the voice of the South (see table 4.4).

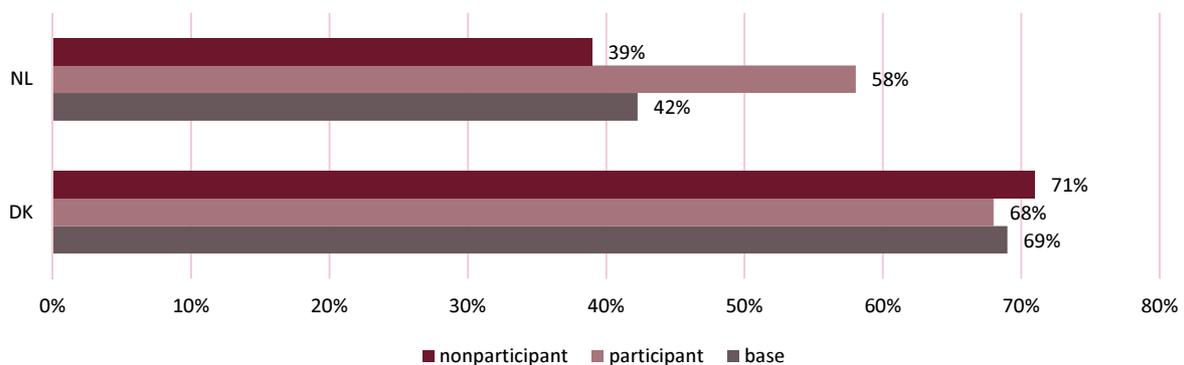
**Table 4.4** Results from website analyses on mentioning voices of the south

	Before RtM		After RtM	
	Average score	% of highest possible score*	Average score	% of highest possible score
The Netherlands	0,53	27%	0,53	27%
Denmark	0,41	20%	0,59	29%
Czech Republic	0,47	24%	0,50	25%

\* Percentages are calculated by dividing the found scores against the maximum score of 2

## Quantitative data

In the Netherlands, participants are more positive than either the baseline group or the non-participants about the statement *'We communicate about the results of the work as it has been experienced by people from the project country, by letting them tell the story'* (see figure 4.5). In Denmark the statement did not contain *'by letting them tell the story'*, so the emphasis on the southern voice is less explicit in the Danish statement. We see no differences between the groups on this shorter statement.



**Figure 4.5** Percentage agreeing on communication about results on the statement *"the results of the work as it has been experienced by people from the project country (by letting them tell the story NL)"*.

Dutch participants also give a larger role to the southern partner in communication than non-participants do (this question was only asked in the end survey). The significant difference only appears when talking about the ideal situation, in the current situation the difference is not significant between participants and nonparticipants. Possibly an attitudinal change has been made but the matched behavioural change has not appeared (yet). In Denmark a similar question was asked but in different wording, showing a similar trend (although not a significant difference): the role of partner organisations is larger in the communication of participants than of non-participants.

## Qualitative data

(Southern) partners' involvement in communication and fundraising was the most mentioned learned lesson of the program in the Netherlands (30 of 143 participants mentioned this). In Denmark four respondents out of the 33 participants mention awareness of their partners in communication as the most important learned lesson.

In all interviews in Denmark and the Netherlands the role of the southern partner was spontaneously mentioned. It is however remarkable that the voice of the southern partner is not at all mentioned by Czech beneficiaries in the focus group, nor in the case studies<sup>11</sup>. Possibly this element was less emphasized in the Czech activities.

A Danish case study on this topic: *Reframing has also provided a basis for discussing communication with our partners. We have shared our guidelines and explained which types of stories and pictures we like to receive from them. Previously they used to send us pictures and stories about poor and vulnerable children - expecting that is what we wanted. The partners have received this change very positively, they are happy for the guidelines*".

An example of how the southern voice is already put into practice is one of the Dutch case studies *"We sent out a general email to our partners to see if they wanted to participate in writing a story with a local hero. I added my own example of the story that I had made in the RtM training as an example. Not all were interested in participating but we did get some response. We of course had to edit a bit, but it was not really a problem for the partners to write those stories. They are professional organisations so this was not too difficult for them. The stories were then published on our website and downloaded I think around 2000 times since then"*.

Overall, there are several indications that awareness about the importance of adding the voice of the southern partner in the communication has been enhanced through RtM in at least Denmark and the Netherlands. There is a change in the website analyses in Denmark, in the Netherlands there are some significant changes in the surveys comparison with respect to the southern voice, with Denmark showing a similar trend. In the qualitative data the voice of the southern partners is mentioned in all interviews, apart from the Czech Republic, where no participant referred to the southern voices. As will be described in paragraph 5.2.2, organisations also experience some barriers when it comes to putting this into practice.

**4.1.5. Results communication**

Results communication was thought to be important to counteract the idea that nothing changes in poor countries, which is often how the general public perceives it. So rather than showing misery, communicating progress would help to change the public opinion on international cooperation. However, it is not only about positive results but also on the lessons learned in order to give the public a realistic image of the gains of development cooperation. This topic is very much interlinked with using positive frames.

**Website analyses**

On this topic, websites were assessed to the extent the progress and results (positive or negative) stemming from projects in the south were mentioned (see table 4.5). Both in Denmark and Czech Republic the score on communicating results improved with 8 percentage, giving an indication that some progress might have made. In the Netherlands a small negative change of -1% was noticed on this topic.

**Table 4.5** Results from website analyses on mentioning results communication

	Before RtM		After RtM	
	score	% of highest possible score*	score	% of highest possible score
The Netherlands	0,65	32%	0,62	31%
Denmark	0,68	34%	0,84	42%
Czech Republic	0,64	32%	0,80	40%

\* Percentages are calculated by dividing the found scores against the maximum score of 2

<sup>11</sup> Only in one Czech case study the topic of the southern partner was touched upon, but it was not mentioned spontaneously.

## Quantitative data

There are some significant, mainly positive, changes found when looking at the question of communication messages about achieved results for the data of the Netherlands (see figure 4.6). Participants agree more often to communicate about learned lessons than non-participants and the baseline group. Also, participants stay at the level of the baseline with regards to 'communication on the progress in the local area and what our contribution was towards that progress', whereas non-participants gave significantly less attention to this. This might imply that RtM supported the participants to maintain this level. Lastly, also a negative effect was found, showing significantly more attention in the baseline for communicating results than in the end survey for both participants and nonparticipants. In Denmark, there are no clear changes between the three groups.

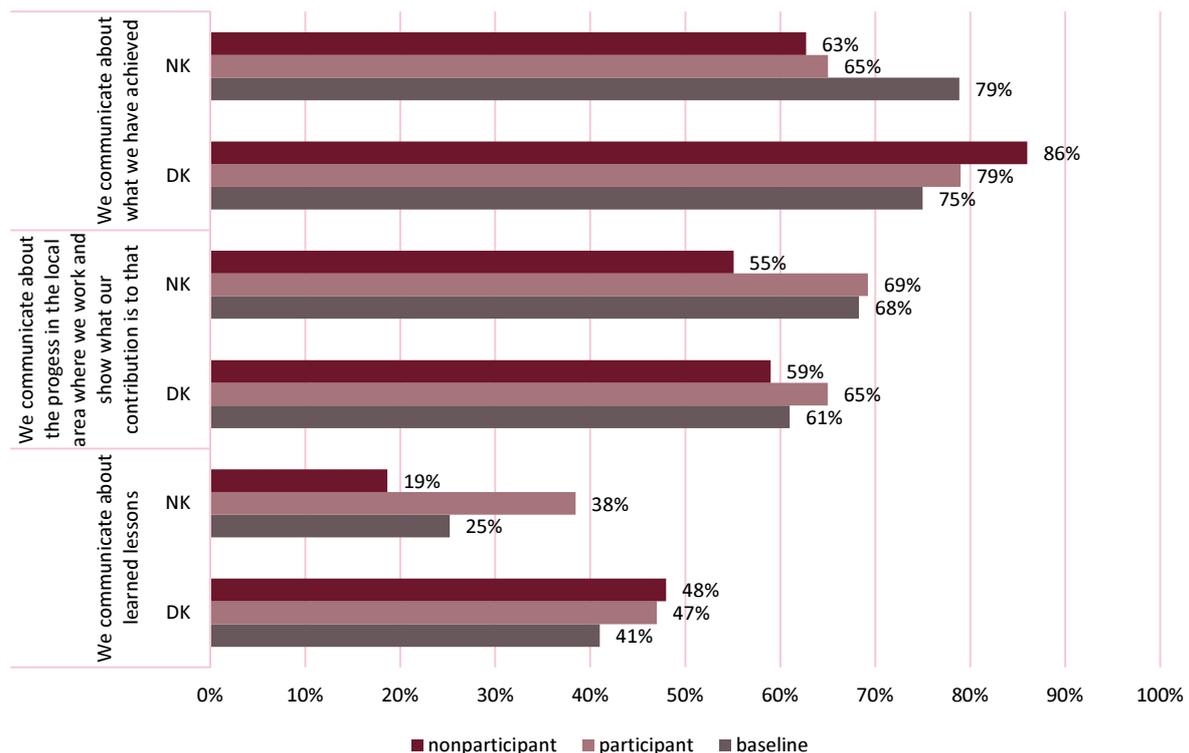


Figure 4.6 communication about results on different results statements (% 'yes'), the Netherlands and Denmark.

## Qualitative data

In the Netherlands one of the lessons learned that was mentioned by Dutch participants in the end survey was results communication. In Denmark this was not mentioned as a lessons learned. However, in ten out of twelve interviews referrals are made to the importance of results communication, so the majority of participants understood the relevance of showing positive results to the general public.

*A Czech respondent: For the first time, we have summarized what worked and what did not in the year 2014. This report was intended for our supporters to provide user-friendly information and increase transparency. It was named 'How we helped together'. I believe that our participation in the RtM project contributed to this. It highlights positive results of development cooperation.*

In general, the idea of showing what you achieve seems however less an eye opener than for example framing or the southern voice. A Czech case study states this is already done for many years in their organisation.

*“Our department does not fundraise, we build awareness among public. In fact we have been doing something what the RtM project does for the last 9 years. We do not call it RtM or the “World Best News” but we are eroding stereotypes”.*

Although the trainers tried to emphasize the balance between positive results and realistic nuanced communication, some of the participants perceived this topic as if it was only about ‘positive’ results. They question therefore if it is good to only share positive results. There should be a balance with the needs. A Dutch focus group participant: *“A good balanced approach that works for us, is that we show the misery, but also what we achieved, the positive results. You serve two audiences at the same time. The group of people that say: wow, great that you’re doing this and achieving this. But also the group that donates because of pity or guilt”.*

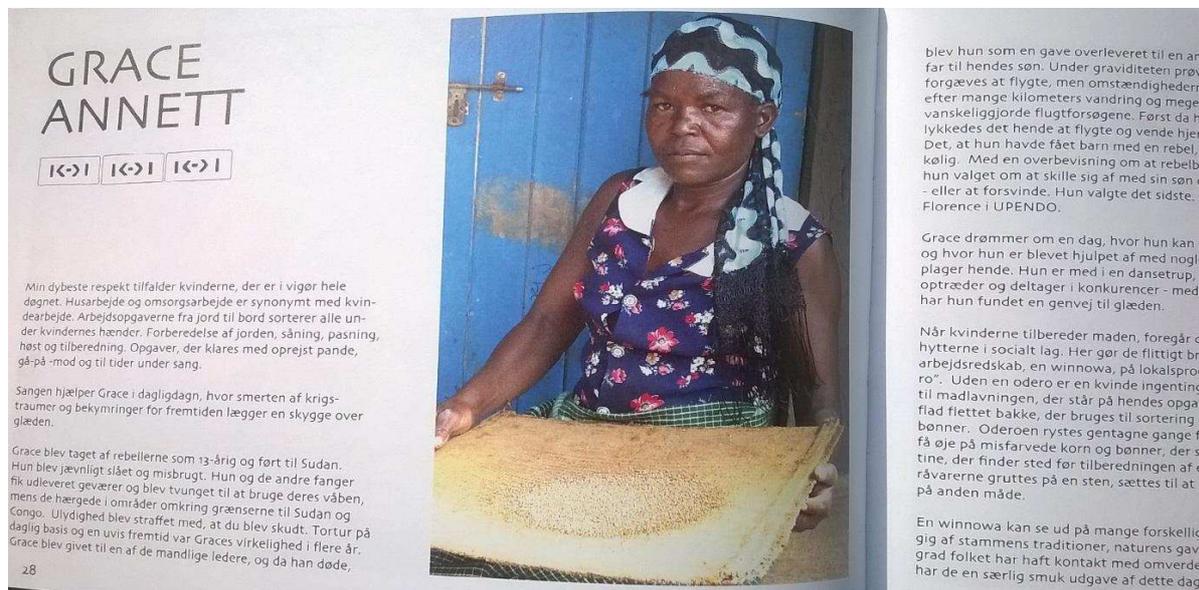
And a Danish case study on this topic: *“If we only show a picture of the solution: happy children in new families; children with access to schooling and health care, etc., people will not understand the reason why these children need support. Thus, we can reframe the story about the SOS children’s villages to sponsors emphasizing the life-changing effect of getting a new mother and siblings. But we can’t reframe the message to the general public that there are children out there suffering; because that is the actual situation for more than 24 million children world-wide!”*

Overall, there are some indications that awareness of voicing positive results has been enhanced through RtM. In Denmark and the Czech Republic, there is an improvement in mentioning positive results on the websites, in the Netherlands there are some small but significant changes in the surveys about results communications. From the qualitative data we gather that participants were aware that this was an RtM topic, but it receives less enthusiasm than topics like framing or the voice of the south.

#### **4.2. Personal versus organisational changes**

Although quite a few participants acknowledge that they were inspired by the RtM activities, not all of them could use skills or knowledge within the organisation. Organisational changes are therefore less frequently mentioned than personal changes, due to barriers to use skills or knowledge (e.g. lack of time, difficulties to get it across to other persons that were not involved in the trainings, colleagues that had a different opinion on the topic etc.). Some agree that organisational change will be realised in future.

Participants that do mention an organisational switch mainly give examples of practical changes in communication (a different website, a different approach to writing a newsletter, the use of social media, the use local heroes in stories, choosing different images) although changes on a more abstract level also have been mentioned (handbook on communication, communication strategy, instructing volunteers about how they communicate etc.). In figure 3.7 a Danish example of a communication outing in the new style is shown.



**Figure 3.7** A Danish example on a 'reframed' communication outing: a book on weaving and plaiting in Uganda with local 'hero' stories.

There are also some participants that have the opinion that they themselves and the organisation are not changed by the program. This was however part of the criteria why they were selected in the first place, the evaluators wanted a variety of experiences with RtM. The main reason why the program did not affect them, is because they themselves or the organisation they're active already integrated the RtM values integrated in their communication, so for them it's not a novelty. An example is a Dutch case study: *"So in our communication, for example in our newsletter, we show the results of what we have achieved with the donated money. We also give voice to our southern partner by interviewing a staff member or writing down the stories of the patients in the hospital. So RtM was not really an eye opener for us, unconsciously we were already doing this"*. And a similar view from a Czech participant in the focus group: *"The project did not really affect us with its way of thinking"*.

### 4.3. Sustainability

Are these outcomes long term changes? In the end line survey participants were asked if they are convinced that they will do things differently in the long run. In Denmark 77 percent, in the Netherlands 62 percent and in Czech Republic 100 percent of the participants thinks it is (completely or to a large extent) likely that they will do so. So in all the countries a substantial part of the participants say they have changed for the long run. Although we cannot be sure if people will actually do what they say, it does give an indication that changes are sustainable.

### 4.4. Overall conclusions on intended outcomes

The information in the previous paragraphs show a mixed picture whether outcomes are achieved. There are however enough stories in the fieldwork that make clear that at least part of the participants have changed in mind-set. The changes we found appear mainly on a personal level (more awareness, attitudinal changes) than on the level of organisations. A smaller part of represented organisations improved outings or adapted the communication strategy. As mentioned earlier our data has limitations, making it difficult to draw firm conclusions. On the level of outcomes, we can say with some pre-caution:

- It seems fairly likely that the awareness of participants about framing and frames was heightened due to the program and that it inspired participants to start working with this.
- It seems quite unlikely that RtM enhanced the use of MDGs in communication outings.
- Some awareness seems to be created about the value of mentioning structural change, but to put this into practice can be difficult for organisations.
- Apart from Czech Republic, it seems likely that the importance of adding the voice of the southern partner in the communication is enhanced through the RtM. Some organisations do experience some barriers while trying to put this into practice.
- Participants acknowledge the importance of results communication, but it is not clear if this is directly due to the program. Some participants feel this was already part of the parcel in their organisation. The program might have enhanced the awareness about this topic, but the effect is probably smaller compared to the other topics like framing or the southern voice.
- Personal and attitudinal changes are more likely to be achieved than organisational transformations.
- The target group themselves is convinced that changes will be for the long run.

#### **4.5. Unexpected outcomes**

In the interviews with all involved, program staff, stakeholders and beneficiaries, there are outcomes mentioned, that were not part of the intended outcomes as defined in the proposal. These outcomes are unexpected and were therefore not part of the PME cycle that was set up to monitor the program. For that reason, there is no hard proof that these outcomes are really achieved. The changes that are listed in this paragraph are however mentioned by more than one person, indicating that these positive changes indeed might have been realised, and thus making them relevant for this evaluation.

##### **4.5.1. Partners**

###### **Capacity development within each partner organisation**

All partners mentioned that they acquired substantial knowledge on framing and communication. In the case of Nadace Divoké husy (CZ), this knowledge and expertise will be lost since the country coordinator will leave the organisation after the closure of the program. Currently, Nadace Divoké husy has no intentions to continue working on this topic any further. The stakeholder FoRS however will continue working on this topic and take the created knowledge of RtM on board. For Wilde Ganzen and CISU the acquired expertise is anchored in the organisation after the closure.

###### **Mainstreaming RtM in partner organisation (DK and NL)**

The program was not executed in isolation of the rest of the organisation. In Denmark and the Netherlands the program staff tried to connect as much as possible with other departments in the organisation. 'Practice what you preach' became leading: it is not possible to deliver trainings to others on better communication but not doing that yourself. In the Netherlands this led to guidelines within Wilde Ganzen on how corporate communication and fundraising should be in line with the values of RtM. In Denmark, CISU staff became more aware of the importance of development education in their work. For instance, CISU advisors that were not part of the program staff were also trained on the core aspect of RtM and CISU integrated values of RtM in their new strategy. Because the program RtM is mainstreamed in other parts of the organisation it enhances the chances of sustainability in the long run.

###### **Stronger positioning of partners in the field (DK and NL)**

The fact that partners gained a lot of expertise on this theme is also recognised by outsiders, according to program staff and (some) stakeholders. The positioning of Wilde Ganzen and CISU improved, gaining respect from outsiders for what they have to say on this topic.

###### **Attention for a new topic (DK)**

CISU realised through feedback of participants that there is another topic that deserves attention to help improve communication, which is the communication in the collaboration with the southern

partner. Some of the participants mentioned that it was not always easy to give southern partners a voice. CISU now wants to explore that topic in the near future further to give their members more support on this topic.

#### **4.5.2. Beneficiaries**

##### **Communication skills by participants**

Trainings were an important part of RtM. These trainings were very much focused on practical communication skills and tools, for example using smartphone and social media in communication, using storytelling etc. Even though this was not an intended outcome, a lot of participants benefited from these practical trainings and acquired new communication skills. When participants were asked what the most important lessons were that they learned in the RtM activity(s) that they participated in, in Denmark one third and in the Netherlands 17 percent mentions general or specific communication skills.

##### **Active partner involvement in the organisation**

In the Netherlands 10 and in Denmark 4 participants indicate in the end line survey that, apart from having partners increasingly involved in communication and fundraising, southern partners have become more involved in the organisation itself as well, for example through engaging partners in strategy development.

##### **Networking and knowledge brokerage (NL)**

From the survey it becomes clear that some participants appreciated the acknowledged importance of networking and knowledge brokerage: PDI's indicate that they have become more aware of the potential of learning from other organisations – not the least from Wilde Ganzen. In the Netherlands a small peer review network was set up as a result of the RtM activities with 6 PDI's that give each other feedback on topics of interest, with a special focus on communication.

##### **Professionalization and content improvements (NL)**

In the Netherlands, approximately ten participants in the end survey indicate that the programme has helped them to further professionalise the organisation or strengthen the organisation, e.g. in terms of strategy development, adopting a results-oriented approach; revisiting the organisational policy; and enhancing ownership of the programme. Content wise, two PIs showed their changed interest for strategies aimed at structural change and/or sustainability, namely through a focus on social entrepreneurship and strengthening resilience through microcredit. One of the case studies in the Netherlands gives an example of such a change: *"[Through RtM] I learned to describe "the why" of my organization in one sentence... I learned what the core is of my organization and to organize ourselves from that perspective".... The learning process therefore also changed the structure of the organization as well (although there were also some other influences outside RtM).... When I had a clear idea of the focus of our organization, it became easier to ask the right people for each task".*

##### **A new language on communication (DK)**

In Denmark the program led to discussions between NGOs about communication. The stakeholder has the impression that these discussions and the concepts of RtM helped to develop a new language to discuss communication outings. Beforehand people had a gut-feeling if a certain image was not correct but could not really place the finger on it why. Because RtM had quite an extensive reach (a lot of CISU-members participated in RtM one way or another) CISU-members now share a similar view on communication, making it easier to discuss communication outings. Although acknowledging that there are also other influences that supported this change, RtM contributed towards working to a new narrative, where the old frame of us rich countries helping the poor in the south is replaced by a frame of equal relationships and global development issues. This new language seems to be reflected by one of the Danish focus group participants, when she mentions: *"Personally, I have gotten a more theoretical approach to communications and the organization has acquired a common language; we ask if the story is "reframed" and have thus been able to use the concept actively in the office and among our volunteers."*

#### **4.5.3. Sector**

Sector wide there were also some unexpected outcomes mentioned in the interviews.

##### **DE more prominent on the agenda**

Due to RtM activities there was a much broader debate outside the specific target group about communication over development cooperation. This was also due to additional activities/outputs within RtM. For example, in the Netherlands the online and live debate organised by Wilde Ganzen with the sector magazine 'ViceVersa' generated a lot of discussion on this topic.

In Denmark a development education working group was set up in the Global Focus platform. And in Czech Republic FoRS developed in 2014 a Communication Compass for development organizations with shared values on respectful communication. FoRS acknowledged that RtM was partly influential in developing this communication compass. In general, in all three countries a lot of interviewees are convinced that the program helped to get development education much more prominent on the agenda.

##### **Political influence (DK and NL)**

In Denmark CISU attempted to influence a collective NGO campaign against a reduction in Danish development aid. They were partially successful to change the character of the campaign, referring to the values of RtM. CISU was offered the possibility to talk with the Minister of Development Aid about development education. In autumn 2014, CISU was also asked to look at the guidelines for the Danida Information Grant, taking the aspect of RtM alongside. These guidelines are recently revised and the input of CISU was taken into account on quite a few aspects.

The Dutch minister for Foreign Trade and Development Cooperation said at the yearly ambassadors' conference, early 2013 in the Hague, that the debate on Reframing was exactly what the sector needed at that particular time. And she wrote in a column that it changed her own communication with African leaders.

## 5. FACTORS AND BARRIERS FOR SUCCESS

To assess the effectiveness of a program, it is important to look at the program in its totality. Are there specific factors that supported or hindered the program being successful? In this chapter research question 2 will be answered, so identifying factors leading to success and barriers preventing success. To answer this question we rely on qualitative data from interviews with program staff, stakeholders and beneficiaries in all three countries. The factors are structured at three levels 1) factors that are applicable for the partners, 2) factors that play a role for the beneficiaries of the program and 3) factors that are related to the sector.

### 5.1. Partners

Several factors can be identified at the level of the partner organisation that supported the effectiveness (5.1.1) of the program or hindered its success (5.1.2).

#### 5.1.1. Factors for success

##### **Dedicated, committed staff in all countries**

The staff in all three countries were very dedicated and committed to make the program successful. They went the extra mile in order to ensure that activities were executed in the best possible way. The (deputy) directors of the partners in the three countries explicitly mention that they're convinced that the teamwork and strong efforts of their employees contributed to the success.

##### **Smart pedagogy**

- **Tool oriented skills building**  
From the very early start, the program managers in all three countries realized that it would be difficult to ask people to participate in trainings that would only focus on (the relatively complex concept of) reframing of communication. Instead they focused on capacity development on tool oriented communication skills. This hook about communication skills, for example the use of social media, storytelling etc. was a very effective way of enticing people to participate. Although the trainings were very practical, all examples in the training were oriented around reframing, making it therefore possible to discuss the Reframing concept with participants. When asking participants what they had understood as the core of the Reframing the Message, almost all interviewed participants could mention (part of) the message of the RtM. This means that the trainers were successful in getting the message of RtM across, even though the training focused on very specific skills development.
- **Making it practical**  
RtM is grounded in more theoretical publications like Finding Frames (Darnton & Kirk, 2011) and the Commons Cause Handbook (Holmes, Blackmore, Hawkins, & Wakeford, 2011). These publications do not address however how these ideas can be applied on a very practical level within an NGO. The RtM trainers sought ways to make the concept of reframing very applicable on the practical level: what photos to use, how to give partners in the global south a voice etc. This helped in getting the message of RtM across without wagging a finger. One of the Danish trainers: *"In our first year we received the results of the evaluation of one of our first trainings. All participants felt very inspired but a lot of participants could not really answer the question what they could do with it in the next 6 months. We then knew we needed to make it even more practical. That is what we tried to achieve: to give people something they could really use in their own work life"*.
- **Offering different kind of activities**  
Not only trainings were offered but also seminars or workshop/presentations at larger conferences, organized for example by stakeholders. Participants would come across RtM in different ways and at different moments, creating a buzz in the field. A Dutch stakeholder: *"Only if you lived under a stone as PDI, sheltered away, it would have been possible to have missed*

*RtM. I really think that almost all PDI's that are a bit active were aware that this program RtM was up and running".*

- Hiring expertise  
Rather than doing all the trainings themselves, in all countries communication experts were involved with expertise on the skill that was topic of that training. This was very much appreciated by participants.
- Focus on improving  
When the program started, there was not a training concept available that could be used. Instead, in each country the training was developed on the way. This was a case of trial and error, finding out what worked and what suited the beneficiaries. One colleague described when she reflected on the work of her colleague and trainer: *" I think another factor that really helped to make it successful was the attitude of the trainers' team, a fearlessness to keep doing new things to improve the training. I think in each training they tried something new, something was added to see if that would improve it, trying to make it more practical".*
- Quality and continuation of trainers  
Although communication experts were hired, the RtM trainers were always training alongside the experts. Through that continuation it was much easier to integrate the concept and values of reframing everywhere. Some participants explicitly mentioned that they appreciated the quality of the RtM trainers.

#### **At the end: focusing on organizations instead of individuals**

In paragraph 1.2 of this report, the intervention logic of this program is explained. Offering people training is not enough to transform organisations, a shift is needed from the personal to the organizational. Changing individuals is a means to transforming organisations, and therefore the step to focus on organisations was necessary. The trainers became aware of this on the go and adapted the activities in some ways. In Denmark they held for example RtM workshops within an organization with as many as employees and volunteers available. Also, in both Denmark and the Netherlands, a tailor made workshop was offered. Organisations that participated, received very focused and practical feedback on their communication outings.

#### **Seeking synergy with stakeholders**

Another element that made the program much stronger was networking and connecting with other parties and stakeholders. For example in the Netherlands, some workshops were integrated in conferences of stakeholders, increasing numbers of participants reached and possibly reaching different groups at lower costs. Also an online and live debate was organized through the connection with Partos, the Dutch sector organization for development cooperation and Vice Versa, the sector magazine on development cooperation. The competition that was organized for PDI's was very successful, partly due to a fruitful cooperation with Partin, the Dutch sector organisation for PDI's. These examples make clear that connections with stakeholders helped making the impact of the program bigger, and also lead to unexpected outputs and outcomes. In the case of CZ, cooperation with stakeholder FoRS was beneficial to the program. Nadace Divoké husy was not positioned very well to execute this program (see also paragraph 6.1) but succeeded in aligning FoRS to RtM. The support of ForS gave more credibility to the program, enabling Nadace Divoké husy to reach the planned output.

#### **Flexibility**

As with a lot of proposals, insights developed during the process, play an important role in the execution of the program. Because there was flexibility to adjust the program, also to the different contexts in each country, the planned activities could be changed in such a way to cater for the local needs of the target group. The flexibility in the financial structures supported this.

### **5.1.2. Barriers for success**

At the level of the partners, also some barriers for success can be noted.

#### **Time constraints**

The inception phase was too short. In the proposal, the activities were planned to start directly after a relatively short desk study of one month. The kick off meeting in Denmark in April 2013 was very fruitful, but also raised a lot of questions concerning the content of the program. The program would have benefitted from some extra time for program staff in all countries to work through these questions together. All countries felt the pressure of not realising planned activities. Overall, the entire scheduling of the program was very tight. A lot of activities were executed in more or less two years<sup>12</sup>. Changing organisations or trying to influence communication sector-wide are quite ambitious goals. More breathing time would have made it easier to accomplish the outputs but also the outcomes. Also, the evaluation has been executed before certain activities (for example stakeholders meetings, workshops and expert meetings) were closed. It is likely that some organisations are still processing the RtM input, so this evaluation might also be timed to soon.

#### **Definition lacked**

RtM was inspired on publications like Finding Frames (Darnton & Kirk, 2011) and the Common Cause Handbook (Holmes et al., 2011). But in the proposal a proper definition of the concepts that were used, like framing, structural change and using MDGs in communication, lacked. That meant that it took time and learning in progress, before all country teams had a similar idea of those concepts. For example, each country team struggled with making the MDGs relevant within the communication. They related MDGs to the notion of structural change, but it was hard to really make clear what organisations should do with these goals on a very practical level. Some staff expressed their doubts on whether it would have been possible to make those definitions and links in the proposal phase or in the desk study. By developing these concepts on the go, they were really grounded in practice and in the context of that country. But at least trying to come to a definition together in the early stages of the proposal phase or the program, would have helped to come to grips with what the actual change was that was desired and how the notions of framing, structural changes, voice of the south and MDGs interconnected with each other.

#### **Vague terms complicated PME**

Due to a lack of understanding what the core concepts in the program meant, it was more difficult to operationalize the desired change and to design proper outcome indicators. This negatively influenced the design of the baseline survey. For instance, giving partners a voice became a very prominent part of the values of RtM, but this was not measured in the baseline, since this survey was drafted at the early stages of the program.

#### **Not properly thought through intervention logic**

In the proposal and at the start of the program, not enough thought was put into the actual methodology of the program. It was assumed that if people (employees) followed trainings, organisations would automatically change due to that. Insufficient attention was paid that the shift that is required, is to move from personal change to organizational transformation. In the proposal the involvement-ratio between persons and organisations was 1,5 persons per 1 organisation<sup>13</sup>. Whereas one would reason that if this ratio would be higher (more people trained within 1 organisation) it would be easier to change that organisation. The trainers realised this half way through the program and changed part of the activities and/or focused less on outputs related to organisations. It could have improved the program, if in the early stages there was more thought put in the idea of how to change organisations rather than persons.

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<sup>12</sup> There were and are grounded logistic and financial arguments for the decision to execute this program within the allocated period of time, but looking at the perspective of effectiveness a longer time frame would be more favourable.

<sup>13</sup> This ratio with high output goals on the amount of organisations reached was also decided on to make a stronger appeal in order to get the proposal approved.

### **Staff issues**

There were some personnel issues that hindered the execution of the program. Some of the employees were newly hired. That meant that they had to learn to find their way in a new organization. Some of them were also new to the topic of communication or to the sector of development cooperation, making it even more difficult to be on speed directly. There was also some staff turnover.

### **Country differences**

The program was executed in Denmark, Czech Republic and the Netherlands. The target groups and context in these countries differed from each other (as has been described in Chapter 2). Additionally, the partners had different positions. CISU is a member organisation, so the target group was very well connected to the partner. In the Netherlands, this relationship with the target group is much looser, as not all PDI's have strong connections with Wilde Ganzen. And in Czech Republic, Nadace Divoké husy is a fellow NGO between all the other NGO's. All these differences together made it sometimes difficult to share good practices or lessons learned

### **'Out-of-sector' partner in CZ**

The partner in Czech Republic, Nadace Divoké husy, did not have a strong link with or knowledge about development cooperation. Also, it did not have a core task for capacity building like the partners in Denmark and the Netherlands. The choice of Nadace Divoké husy as the partner in Czech Republic was therefore not ideal and this has hindered the effectiveness of the program in Czech Republic as well as the synergy between the partners. As mentioned in the list of success factors, this barrier was partially tackled by the fact that Nadace Divoké husy was able to connect with FoRS.

### **Lack of practical examples**

A few participants mentioned that there were not a lot examples of good reframed stories that worked well on especially fundraising. This made them wonder if it was really possible to have a reframed fundraising campaign.

### **Positioning of RtM in relation to other activities (NL)**

In the Netherlands various other training courses, alongside to the RtM program, were offered to the target group by the platform MyWorld. It took a while before Wilde Ganzen could find an agreement with the involved stakeholders how to communicate about those different training offers. Due to that, participants were sometimes confused which training was part of RtM and which trainings fell under other programs.

## **5.2. Beneficiaries**

There are also some factors related to the target group that helped the program in certain ways (5.2.1) and that hindered the results (5.2.2).

### **5.2.1. Factors for success**

The following factors for success can be identified when looking at the target group.

#### **Interest from the target group**

There was a (latent) need and/or interest from the target group in each country. Apart from the Czech Republic, where FoRS was also engaged with this topic, communication was not addressed before in capacity development for these organisations. It was something new and the practical approach appealed to people. Sometimes they were really interested in the message of RtM, sometimes they wanted to know more about specific skills, for example social media and was the RtM part and parcel. One of the participants reflected on this unconscious interest: *"If it wasn't offered, I would not have felt the need for it"*.

#### **Identity of organization**

The identity of an organization influenced whether employees or volunteers from that organization could connect with RtM. The message of RtM was more easily embraced if an organization had a human rights approach or was active in capacity building. These organisations already focus on empowering their southern partner. To synchronize the communication in line with the core of their organisation is easier for them than for organisations with a service oriented approach. But we've also

seen some examples of such organisations that felt the trainings were not beneficial, because their communication was already in sync with the values of RtM.

### **Fundraising**

Organisations that do not raise funds among the general public found it easier to align with the values of RtM than for example organizations that get their funding via bigger donors. A participant in the Netherlands reflects on this: *“In our fundraising we focus on bigger donors that have a professional approach and who are not influenced by images or emotions that much. We never use very needy images in our communication. In that respect we do not encounter any tension between communicating in the line with RtM and fundraising.”*

#### **5.2.1 Barriers for success**

At the level of the target group, some factors can be identified that hindered the program to be successful.

##### **Barriers from personal to organisational level**

Some of the interviewed participants mentioned that they were really inspired by the RtM activities, but that they had difficulties in using the acquired skills or knowledge in their own organisation. Changes within persons do not necessarily lead to changes within organisations. Participants mentioned lack of time, difficulties to get the message across to colleagues that were not involved in the trainings, colleagues that had a different opinion on the topic etc.

##### **Barriers with southern partners**

Some of the participants were eager to start using elements of RtM, but encountered a barrier when they tried to get their southern partner on board. Those partners are of course not trained on RtM and participants mentioned they appeared to struggle with the ideas of storytelling or even voicing the needs of the target group or showing the results.

A Dutch participant: *“I was really inspired in trying to give our partner a voice in our communication. But I found it very difficult to make these communication outings with them. They just want to please us, they can't really tell in-depth stories, the photos are, what should I say, very 'smile cheese please' photos. They just keep telling us it is very important what we do, but they can't really shine light on why it is important to them”.*

A Danish participant: *“Our partner doesn't have communication staff. It is the same person who implements our project and provides us with stories for communication. It is not always successful. The pictures we receive have problems not only with light but also with the composition. For example we always get group pictures for individual case stories. They like to take group photos - but it doesn't explain the situation”.*

There are however also participants who do tell that they were able to change their communication outings. These partners say that the capacity of the partner was sufficiently professional.

##### **Tension with fundraising**

There are different opinions on the relation between reframing and fundraising. There are some organisations involved in fundraising, that feel they cannot apply RtM out of fear they would raise less money. They are hesitant to change the frames that they work with. Especially when they target (parts of) the general public, outings that raise a lot of emotions may have a stronger appeal to donate. They are convinced that in the end, when it comes to donations, the charity frame works best to receive donations.

There are however also examples of interviewed participants that refuse to let fundraising goals be decisive in the communication. They prefer to communicate in line with their own values, even though it means lesser incomes for the organisation. One participant even realized that her organization was not in line with RtM, and when the management refused to reflect on this, she decided to leave the organisation. Others say that there are no tensions and that it is still possible to do fundraising when using respectful messages.

In all three countries there are however participants who felt that their questions about fundraising in relation to framing were not really answered. A Dutch participant on this: *“What I missed where*

*examples of big fundraising campaigns that were 'reframed' but still successful? Is that really possible?"* and a Danish focus group participant: *"The concept of reframing exists in an ideal world with unlimited time and resources. I miss answers to how to raise money with Reframed stories"*. Also a Czech case study reflects on this: *"It is not the problem that NGOs do not know they need to reframe the message, but they do not have capacity for anything else but fundraising. It is difficult to apply what they learnt, when they have to earn money. In fundraising, emotions work, there is no space to explain the context"*.

In a Dutch focus group with stakeholders, the general consensus is that a very important question is not answered and that is what the effects are if organisations start with fundraising campaigns that are based on RtM. *"What fundraisers really want to know is what happens when you put this into practice. How much money would an NGO lose if they start fundraising according to the principles of RtM? Is that 20 percent, is that 50 percent or maybe even more? The answer on this question will define if NGOs really want to adopt this."*

### **Identity**

Organisations that mainly focus on delivering services or objects in developing countries seem to struggle more to embrace the values of RtM. Projects of little initiatives that bring 'bricks and stone', building schools or hospitals, are sometimes unaware of structural changes that are needed or are focused on what they can bring, rather than letting the local actors decide what is needed or looking from a perspective of structural causes for the problem. For them the values of RtM were a huge eye-opener and challenged them to get a larger understanding of development issues, in particular the need to understand the structural causes of poverty. In one of the case studies in the Netherlands (see appendix 4) participating in RtM even rattled the core-being of the organisation. Where they doing the right things? It did not only change their view on communication and their communication outings, but it also influenced the organisational structure of the organisation and choice of what kind of projects they wanted to support. If these service-oriented organisations really open to the message of RtM, they can change profoundly and to a deeper extent than organisations that already work along the lines of capacity development or that have a human rights based approach.

## **5.3. Sector**

Sector wide there were also some factors that influenced the execution of the program. We will first look at factors for success (5.3.1) followed by barriers for success (5.3.2).

### **5.3.1. Factors for success**

#### **Momentum**

External communications and ethics were already on the agenda for a lot of actors in the development cooperation sector since the publication of Finding Frames (Darnton & Kirk, 2011) and the Common Cause Handbook (Holmes et al., 2011). People were already interested in the topic and eager to engage with this on a very practical level. In Chapter 2 some other influences are described in each country that touched on similar values as RtM. This momentum in the sector (in all three countries) created a fruitful context for the program to be implemented in. A particular example of this was the presence of the World's Best News campaign in Denmark. The combination of such a national campaign and the RtM program worked really well. Most of the around 100 NGOs that are supporting WBN are also CISU member. WBN promotes the good results of and progress that has been made in development cooperation. This focus on positive and realistic communication about results resonates with the message of RtM. WBN was a good example of how to do this reframing, whereas RtM helped NGOs to change communication within the own organisation.

### **5.3.2. Barriers for success**

#### **Other training courses on offer (NL)**

In the Netherlands, there was a specific sector characteristic that hindered the execution of RtM. The platform MyWorld offered around 15 other training courses offered for the target group in the

Netherlands, the Private Development Initiatives. Due to this competition it was more difficult to get the RtM trainings filled. This was not foreseen during the proposal writing phase when these trainings were not in place yet. It should be noted, though, that as per 1<sup>st</sup> January 2015, all MyWorld trainings stopped. So this situation is not likely to reoccur in the near future.

## 6. PARTNERSHIP

The program aimed to achieve synergy between the three partners through exchanges of ideas, best practices and joint methodologies. In this chapter we will look at the partnership in itself. The data that is used for the assessment of the partnership, comes from the qualitative interviews with the program staff in all three countries. Additionally, the answers of a short questionnaire containing statements about the partnership, filled in by the program manager and director in each country, will be taken into account<sup>14</sup>.

### 6.1. Roles of each partner

The partnership was formed by three organisations, Wilde Ganzen (NL), CISU (DK) and Nadace Divoké husy (CZ).

1. Wilde Ganzen is based in the Netherlands and is the program's lead agency. The organisation supports tangible, small-scale projects in developing countries. These projects are initiated through Private Development Initiatives (PDI's). Wilde Ganzen co-finances these projects and at the same time provides training, coaching and advice to these PDI's. In addition, Wilde Ganzen has two programs for capacity building of local CSO's in the global South on organisational capacity, local fundraising and claim making (lobby & advocacy).
2. CISU executed the program in Denmark and is an independent association of 270+ small and medium sized Danish Civil Society Organisations, CSOs. All members are involved or interested in developing countries - either as their main focus or as part of their activities.
3. Nadace Divoké husy executed the program in Czech Republic. Currently, this foundation supports the activities of NGOs in the social and health sectors mainly in the Czech Republic. In the recent past they also supported some projects in the Global South.

The three partners agree that the roles and responsibilities of each partner were very clear. The statement '*In the partnership, every partner has clear roles and responsibilities*' was rewarded with a very high mean of 9,5. From the interviews it becomes clear that Wilde Ganzen is appreciated for the leadership and knowledge and experience of executing EU-funded programs. CISU, of all three partners, seems most focused on learning, within the own organisation as well as challenging RtM participants to learn. Not the output, but the outcome (changing organisations) was central in their approach. Also, they used their international networks (DEEEP and Concord) to get additional feedback and inspiration and to anchor the outputs of RtM into European networks. Nadace Divoké husy did not really fit the criteria to execute the program. The organisation was successful in achieving (more than the promised) outputs and there are indications that some of the intended outcomes were reached. The organisation hindered to be really effective outside those. When looking at the spinoff of the project and the sustainability, they achieved less compared to the partners in the Netherlands and Denmark.

This finding is reflected in the assessment of the statement in the *questionnaire* '*All partners add value and contribute to the partnership*'. This statement received the lowest mean of all statements, a 6,8. From all statements the three partners assess the *equality* of partners in the partnership as the lowest.

### 6.2. Synergy

In general we can say that the synergy of working with partners in other countries was mainly created between the Netherlands and Denmark. Both could give input and receive ideas and examples at the same time. The partner in Czech Republic could take over a lot of good ideas and practices from the

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<sup>14</sup> Respondents could assess the partnership on several themes, a 1 indicating that the partnership functioned poorly in that respect, a 10 if it functioned excellent

other two countries and really benefitted from the partnership. But Nadace Divoké husy did not really have the position to give valuable input to the other two.

Apart from the annual partner meetings the program managers of each country had very frequent contact. In these skype meetings consensus about program issues, like administration and PME activities was created but there was also room to share ideas. Between the program managers' good examples, best and worse practices were shared. The statement '*Resources, knowledge, know-how and ideas are shared within the partnership*' was quite positively judged by the partners (a mean score of 8.7).

An issue that was mentioned a lot, when talking about the synergy, was the differences in contexts and types of organisations in the three countries (this was also defined as a barrier for success). These differences made it more difficult to share on a very practical level. From the perspective of the evaluator it seems however that the partnerships also missed out on some chances for exchange. There was hardly any exchange during the program on the very practical level of trainers. That meant that sometimes valuable ideas or proven concepts in one situation were not shared with the trainers in other countries. For example, Denmark developed 9 different types of training, worked with peer review groups and was very influenced by the concept of constructive journalism. These topics were not touched upon by partner countries. One of the Czech trainers says: "*We did not have contacts with other trainers; we did not share what worked. We were in touch with the Czech country manager, through her we knew what was happening in other countries. It did not really influence the way we worked. The kick-off workshop however did influence us*".

This notion that there was not enough room in the partnership to create knowledge together seems to be confirmed when looking at one of the statements in the questionnaire. Partners are less positive about the learning culture in the partnership. The statement '*The partnership fosters a learning culture, e.g. one where all partners are able to learn from one another by allowing new ideas to come forward in an open exchange of experiences*' received a mean of 7,3. Compared to the fact that 11 out of 14 statements received a mean of 8 or higher, this statement scored relatively low.

There were two important milestones in the partnership. The first one was the partner meeting in May 2013 at Copenhagen, when the program staff of all three partners met for an exchange on methodology and framing. This gave a lot of inspiration but also raised a lot of questions about how to transfer quite theoretical concepts like framing, structural change etc. to very practical tools and training material. As part of these meeting a joint training of trainers was planned. Before the meeting there was not a ready-to-use trainings guide yet, so it was not really possible to conduct a training of trainers. Instead a lot of ideas were exchanged about what would or would not work and what would be a good training design. It inspired the present trainers, but it also became clear that a lot of work had to be done in each country to really work out a proper training format.

A second important milestone in the partnership was the partner meeting in Czech Republic in 2014, when the program was halfway. In this meeting CISU shared their thoughts and experiences on their idea that focusing on organisations rather than persons would be much more effective in trying to change organisations. This idea was picked up by WG, which then also changed some activities to start working with organisations rather than individuals.

### **6.3. Cooperation**

In the interviews with the program staff in each country, the assessment of the level of cooperation and atmosphere in the partnership was very positive. This is confirmed when looking at some statements that look at the cooperation. On a scale from 1 to 10, the collaboration of the partnership was rated as high as 8,7. The partners created together a very open atmosphere to work together.

The statements '*I feel recognized and heard by the other partners*' and '*We communicate in a transparent way*' both received a very high mean of 9.7. A program manager said reflecting on the cooperation: "*We could share not only the good things, but also the things we were afraid of*". Overall, the three partners agree that the collaboration was effective in itself in order to execute the program in the best possible way. When asked to rate the effectiveness of the partnership, this generated a mean of 8.7.

## 7. LESSONS LEARNED

When looking at findings from the earlier chapters, some lessons learned are deduced around the program itself and secondly around the partnership. To avoid repetition we specifically focus on the learned lessons; the good practices are already mentioned in chapter 5 under factors for success. The learned lessons can be seen as clues for recommendations in the future for any organisation that is interested in working on this topic.

### 7.1. Program

The following lessons learned can be identified on the level of the program:

#### **More time**

A more spacious time schedule would have benefitted the program. Communication is an expression of values and identities, so a change in communication is not easily obtained and takes time. The scheduling of the program seemed now too tight. This time frame however was decided upon logistic and financial arguments, so the EU financing for programs of multiannual programs seems rather tight to fulfil the high ambitions that were set.

#### **More attention for the intervention logic**

The program could have profited if there was more reflection on the intervention logic, the operationalization of the used concepts (like framing and structural change), the desired changes on a very practical level and the PME cycle.

#### **More attention for organisational transformation**

In the proposal the intervention logic was not completely thought through, assuming that if you change an individual active for or working in an organisation, this will lead automatically to changing an organisation. Organisational changes are much harder to achieve. In the case of RtM it could have been wise to target managers or fundraisers, people in the organisation that have a lot to say about communication outings. Also, in the proposal the aim was to reach many organisations (the ration individuals: organisations was 1,5:1). As was found out during the program, focusing more on organisations, for example training more individuals from one organisation, could be more effective in order to alter organisations<sup>15</sup>.

#### **Fundraising as a theme seems not enough tackled**

As been mentioned in paragraph 5.2.2 participants differ in opinion about the tension between fundraising and the values of RtM. For the ones that do experience a tension between fundraising and the values, this tension is however quite a barrier to really start communicating in a different way. Some participants felt that their questions on this topic were touched upon, but not really answered. This issue is of course also caused due to the fact that there are hardly any good practices on 'reframed' fundraising campaigns, so for the trainers it was difficult to provide the participants with good practices. More examples of these good practices are therefore needed. But so far not a lot of (fundraisers of) NGO's dare to take this risk.

#### **Differentiate in level of experience**

In each country a comment was made about the differences in levels between participants in trainings. Especially participants that thought they were more advanced in the field of communication or awareness raising, felt that they didn't get enough out of the training. Although this differentiation was planned in the proposal, it was not put into practice for several reasons. This should be reconsidered next time.

### 7.2. Partnership

Looking at the partnership, the two main lessons learned are:

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<sup>15</sup> This focus on quality instead of quantity should of course also be adopted by the EU during the decision making process of approving or rejecting proposals. Otherwise applicants will still feel the pressure to set high output targets and to focus on quantity instead of quality.

**Exchange on a more practical level**

There were frequent contacts between country managers, but the program might have profited if the exchange between trainers was facilitated more. Originally, a train the trainer's session was planned during the kick off meeting at the start of the program. Because there was not a training format worked out before this kick off, this session was used to brainstorm about the training format. It gave each trainer the flexibility to develop the format to the needs of the target group in that specific country. On the other hand, a lot of very practical learned lessons that were generated by trainers were not shared very intensively. Some additional skype meetings on the level of trainers, or even an additional face-to-face meeting might have helped the trainers to create knowledge together and learn much quicker what would work or not.

**Partner choice**

When choosing a partner it is important that the partner fits certain criteria to execute the program. In this respect it would have been wise to ensure that all partners were knowledgeable on development cooperation and also in the position of providing capacity development in their DE sectors. The partner in Czech Republic did not fit those criteria and struggled therefore to implement the program.

## 8. LEGACY OF THE PROGRAM

Most of the activities of the program Reframing the Message ended at the end of 2014. In this chapter the legacy of this program will be discussed. What are the possibilities for applying the created knowledge and tools after the program has finished?

### 8.1. Need of the target group

In all countries the general consensus of almost all respondents is that the target group will keep a need to stay engaged on this theme. There are always newcomers in the sector that could benefit from these kind of trainings. Also, respondents agree that although at least awareness is created the real challenge is that organisations will change also their communication outings. A lot of individuals are made aware, but there still work needs to be done of actually *doing* reframing. It would be therefore good if the target group is reminded to keep working on communication and development education. A Dutch stakeholder: *"We are not there yet. It would be good if this topic would stay on the agenda in the coming years"*.

### 8.2. Legacy possibilities

There is already a lot realised to ensure that knowledge or expertise will be used in the future. Making use of the legacy will however be more successful in Denmark and the Netherlands than in the Czech Republic. Wilde Ganzen and CISU still have a task to develop capacities of organisations in the target group and will use the knowledge of RtM, unlike Nadace Divoké husy in Czech Republic. Both Wilde Ganzen as CISU acknowledge the need of the target group to stay engaged on this topic but both organisations do not have additional funds to keep offering these trainings in the future. There are however other ways of transferring knowledge, some are already in place (paragraph 8.2.1) and other possibilities that need to be explored in the future (8.2.2).

#### 8.2.1. Tools for sustainability

There are already things in place to ensure knowledge transfer to interested individuals or organisations.

##### **Knowledge transfer via existing material**

An important step is the availability of materials that are created during the program. The very practical knowledge that is created during the program is summarised and bundled in websites, toolkits, guidelines, a book etc. This material is easily accessible for anyone interested. In Denmark for example a brochure was made with background information about the program but also provides practical guidelines on all topics of the trainings. This brochure is in the top 3 of the materials that CISU members have actually used during the last year, indicating that tools like these really find their way to an interested audience. And in the Netherlands, part of the materials found their way in the book that was published.

##### **RtM mainstreamed in organisation (NL and DK)**

As was mentioned in paragraph 3.3.1, the partner organisations Wilde Ganzen and CISU themselves changed due to the program RtM. They both already integrated elements of RtM within their organisation. In the Netherlands the program led to guidelines how corporate communication should be in line with the values of RtM. In Denmark, CISU staff became more aware of the importance of DE in their work. For instance, CISU advisors that were not part of the program staff were also trained on the core aspect of RtM and CISU integrated values of RtM in their new strategy.

##### **Best practice on DEEEP website**

The program RtM is highlighted as best practice on the website of DEEEP, a European project and platform on development education<sup>16</sup>. The project facilitates joint action and collaboration amongst

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<sup>16</sup> This replaced the European website that was formerly planned in the proposal.

multiple stakeholders including NGOs, educators, citizens, state and research institutes. By positioning RtM on this website other European actors on development education can learn from created knowledge and expertise of the program RtM.

#### **Collaboration on a Dutch WBN (NL)**

In the Netherlands a collaboration was set up in 2014 to explore the possibilities to organise a Dutch World's Best News campaign in the Netherlands. As has been mentioned before WBN shares similar values of the RtM program. Wilde Ganzen took the initiative to and is part of the core group of this collaboration in the Netherlands and could give valuable input and experience from the RtM program.

#### **Common Cause the Netherlands (NL)**

In the Netherlands a Dutch Common Cause network has been set up in 2013. Wilde Ganzen participated in this network and shared and will share experience and knowledge from the RtM program with the other participants in this network.

#### **Working group on Development Education (DK and CR)**

In Denmark a working group on Development Education was set up as part of the Global Focus platform, where knowledge and expertise from RtM can be shared with other NGOs. Global Focus is a Danish membership body for 70 non-profit organizations (NGOs) working in international development. Such an opportunity exists also in the Czech Republic. There is a DEAR working group and a special communication working group of FoRS. They also will take the knowledge of RtM on board with them.

#### **8.2.2. Other possibilities**

Wilde Ganzen and CISU mention other possibilities that still need to be explored in the near future.

#### **RtM values integrated in 'Changing the Game' online courses (NL)**

Wilde Ganzen offers free online courses for organisations worldwide that work on social development. Wilde Ganzen has started to integrate elements of RtM into these online courses. A meeting has planned with consultants who work with organisations of de-privileged groups in the Netherlands and asked whether it is possible to produce Netherlands specific courses as well. And Wilde Ganzen is discussing whether the Reframing principles should have consequences on their decision which PDIs to support and which not.

#### **Adapting guidelines for CSF (DK)**

CISU is exploring possibilities to have the element of communication mainstreamed in development work in the global South through adapting the guidelines for the Civil Society Funds. If these guidelines are adapted in such a way that the values of RtM are integrated, organisations that apply for a grant will be asked to reflect on the role of DEAR and assessed accordingly. This is of course quite a huge step. If these guidelines would be really adapted, organisations should also be supported on this topic. That would mean that CISU would have to train these organisations one way or another. Budgets for these trainings are not available. CISU is still in the process of considering how far these guidelines will go in balancing demands and reflection.

## 9. CONCLUSIONS

In this last chapter we will reflect on the question whether the program Reframing the Message was successful in achieving its two goals. Did RtM strengthen the awareness as well as the development education capacity of 400 small and medium sized development organisations in the Netherlands, Denmark and Czech Republic? And was synergy created between the three partners, as was aimed for in the second goal? These two questions are answered in this final chapter.

### 9.1. Strengthening development organisations

The primary goal of the program is to strengthen the awareness as well as the development education capacity of 400 small and medium sized development organisations in the Netherlands, Denmark and Czech Republic. This goal is quite broad and was not defined very clearly in the proposal. In practice RtM addressed five very specific topics. The evaluator therefore operationalised this broad goal more specifically by using these topics as a framework to assess progress. Did small and medium sized development organisations become more aware of 1) framing 2) MDGs 3) need for structural change 4) the voice of the southern partner and 5) results communication in their communication? Did they enhance their capacities on these topics through the RtM activities?

In this report a large amount of data has been shared. As mentioned earlier the data has limitations, making it difficult to draw firm conclusions. Therefore, the following conclusions are drawn with some pre-caution.

- It seems fairly likely that the awareness of participants about framing and frames was heightened due to the program and that it inspired participants to start working with this concept.
- It seems quite unlikely that RtM enhanced either the awareness or the use of MDGs in communication outings.
- Some awareness seems to be created about the value of mentioning structural change, but to put this into practice appeared to be difficult for some organisations.
- Apart from Czech Republic, it seems likely that the importance of adding the voice of the southern partner in the communication is enhanced through the RtM. Some organisations do experience some barriers while trying to put this into practice.
- Participants acknowledge the importance of results communication, but it is not clear if this is directly due to the program. Some participants feel this was already part of the parcel in their organisation. The program might have enhanced the awareness about this topic, but the effect is probably smaller compared to the other topics like framing or the southern voice.

The information shows a mixed picture of whether outcomes are achieved. There is however enough data available to demonstrate that it is likely that at least part of the participants have changed in mind-set. This effect was probably strongest for the topics of framing and the voice of the southern partner. We can conclude that the goal of awareness raising for development education seems to have been met.

The changes we found however seem to appear more easily on a personal level (more awareness, attitudinal changes) than on the level of organisations. The shift from personal awareness to organisational transformation is not realised in every organisation; only a smaller part of represented organisations can show improved outings or adapted the communication strategy. If the program indeed enhanced the capacity of the target group in the area of development education is therefore less clear. On the other hand, some organisations mention that they will use the skills in the future, so it might also take more time for organisations to integrate the learnings from RtM in the corporate communication.

In all the countries a substantial part of the participants say they have changed for the long run. Although we cannot be sure if people will actually do what they say, it does give an indication that changes are sustainable.

Apart from the changes within the participants and the involved organisation, we can also conclude that development education has been set more prominent on the agenda in all three countries. Due to RtM activities there was a much broader debate outside the specific target group about communication on development cooperation. Also, the program had some political influence in Denmark and the Netherlands, indicating that the program had a broader effect on its surroundings than just the direct target group.

## **9.2. Creating synergy in partnership**

In general we can conclude that the partnership created the synergy that was aimed for. The partnership and the collaboration between partners was positively assessed by the three partners. The partners in the Netherlands and Denmark were the pillars in this partnership, where the ratio of giving input and receiving benefits was evenly balanced. The partner in Czech Republic benefitted from the good ideas and practices from the other two countries but was less positioned to give input to the others.

An issue that was mentioned a lot, when talking about the synergy, was the difference in contexts and types of organisations in the three countries. These differences made it more difficult to share on a very practical level. From the perspective of the evaluator it seems however that the partnerships also missed out on some chances for exchange. There was hardly any exchange during the program on the very practical level of trainers. That meant that sometimes valuable ideas or proven concepts in one situation were not shared with the trainers in other countries. The synergy could have been optimized if more room for exchange was created for between trainers.

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# APPENDIX 1: LIST OF RESPONDENTS

Category	Name (function/organisation)
<b>The Netherlands</b>	
Program Staff Wilde Ganzen	Natasja Insing: country coordinator WG
	Esther Rozendal-Westra: PME coordinator WG
	Robert Wiggers: Deputy Director WG
	Eva van Amstel: trainer WG
	David Trap: Communications officer WG
	Vera Hendriks: communications officer assistant WG
Focus group	Annet Brouwer (Stichting Eyes on Ghana)
	Shirley Hutter (Stichting the Cornerstone Foundation)
	Nanda Poulisse (Stichting Maasdriel steunt haar missionarissen)
	Jo Koster (Child Surgery Vietnam)
	Yvonne van Driel (Stichting NME Mundial)
	Wilma van Beek (Stichting Mundico)
	Gerard Nass (Stichting Latitudes Media)
	Carla van Thiel (Stichting Mirembe)
Stakeholders	Aase Kretzschmar (Partos)
	Erik Boerrigter (Partin)
	Ernst Jan Stroes (MyWorld/NCDO)
<b>Denmark</b>	
Program staff CISU	Sofie Schousboe Laursen (country manager)
	Maiken Miltner (PME coordinator)
	Kim Jensen (communications officer)
	Jesper Pedersen (Financial officer)
	Erik Vithner (Director)
	Maria Molde (Advisor)
Focus group	Verner Berle (Kristen Børnefond)
	Maria Haahr (Mission Afrika)
	Nynne Nørup (UFF – Humana)
	Louise Munch Thomsen (Tandsundhed uden Grænser)
	Jette Mellgren (NETOP/FORA)
Stakeholder	Thomas Ravn-Pedersen (head of Worlds Best News)
<b>Czech Republic</b>	
Program Staff Divoke Husy	Jitka Brazdova (country manager)
	Ivona Remundova (external trainer)
Focus group	Pavla Jirošová (Light for the World)
	Jitka Kozubková (Caritas CR)
	Klára Vacková (Opravdový svět)
	Míla Janičová (MSF)
Stakeholder	Adéla Stiborová, Communication coordinator of FoRS

For anonymity's sake the details of the case studies in all three countries are not shared in this list. These can be obtained via Wilde Ganzen, the Netherlands.

## APPENDIX 2: OUTPUTS TRAINING ACTIVITIES

Table A2.1 Outputs training activities, the Netherlands

		Planned		Realised	
		No particip.	No organ.	No particip.	No organ.
5.1	Seminars	255	170	554	370
5.2	ComStrategy	204	136	53	42
5.3	StoryFraming	122	75	69	59
5.4	ComStrategy	84	56	56	16
5.5	Socialmedia1	84	56	38	35
5.6	Socialmedia2	84	56	86	64
5.7	Workshop meeting	240	160	683	171
11	Stakeholder meeting			235	90
	Total	808	483	1774	847
	Total unique numbers			235	157

Table A2.2 Outputs training activities, Denmark

		Planned		Realised	
		No particip.	No organ.	No particip.	No organ.
5.1	Seminars	120	80	131	86
5.2	ComStrategy	120	80	55	40
5.3	StoryFraming	112	75	132	101
5.4	ComStrategy	56	37	102	72
5.5	Socialmedia1	112	75	67	42
5.6	Socialmedia2	112	75	64	43
5.7	Workshop meeting	-	-	256	10
11	Stakeholder meeting			161	
	Total	632	422	968	394
	Total unique numbers			328	128

Table A2.3 Outputs training activities, Czech Republic

		Planned		Realised	
		No particip.	No organ.	No particip.	No organ.
5.1	Seminars	15	10	21	17
5.8	Workshop	50	10	75	32
5.11	Stakeholder meeting			33	30
	Total	65	20	131	49
	Total unique numbers			65	42

# APPENDIX 3: LIMITATIONS OF RESEARCH METHODS

## Website analyses

The program staff in each country assessed around 30 websites of organisations that joint an RtM activity in the early phase. After the closure of the RtM activities this assessment has been repeated, to find out if organisations had changed their website. A lot of effort has been put in the method and the analyses. There are however a few limitations to this method:

- The program staff learned a lot through the program. With the knowledge after the program was implemented, the staff tended to assess to website differently or wondered why they has assessed a website previously for example as good. The assessment is therefore not as objective as it tried to be. It might have been wiser to conduct these analyses by a third, more objective partner.
- Organisations tend to quicker adept new communication outings like a newsletter or a mail then changing an existing website. That costs a lot of time/work. Both in Denmark and the Netherlands around 1/3 of the homepages did not change in these 2 years. It seems that for this analyses, websites were not the best communication outing to assess. It was however the only outing that all organisations would have in common in all three countries.
- Especially in the Netherlands a large part of the organisations that was assessed did not participate any further then the first training. Of the 30 assessed organisations, 21 took only part in a first training, which had a provisional format since the training was still in development. So for almost 2/3 of the organisations a profound change in the website was not even expected. The choice for cases was therefore not optimal. In contrast in Denmark only 3 organisations did not participate in other activities than the first seminar
- The analyses was done in two different periods in the year (2013: Summer, 2015: Jan). It would have been better to compare the websites in the same period. In the Netherlands and Czech Republic some websites put attention to Christmas fundraising in which often there is less space for some topics and calls for action are different.
- There are no statistical analyses executed to define the significance of the changes, so it is hard to tell if the found differences are really profoundly present or caused by coincidental changes.

## Quantitative survey

A baseline and end survey was executed in all three countries. Here also a few limitations can be mentioned.

- The main limitation of the survey lies in the fact that de baseline was developed when the staff in the process to translate the theoretical concepts into practical knowledge. For that reasons the actual desired changes where not really thought through. For example, the voice of the Southern partner became quite prominent in the framing, but was not measured very well in the baseline. Some of the desired changes are therefore not measured.
- Also, the baseline was developed in the Netherlands without, according to program staff in Denmark and Czech Republic, taking into account the different contexts in those countries.
- Another important limitation is the data of the baseline could not be linked to the data of the end survey. It is therefore more difficult to attribute found changes to the program, because there is also a possibility that found changes are caused by changes in background characteristics.
- The analyses of the data are done in a different way and by different persons for each country, making it more difficult to compare the results. In Czech Republic there were no statistical test were performed (also due the low numbers).
- In the Czech Republic the amount of people that filled in the questionnaire was very low for both baseline as end survey, which makes it impossible to draw any conclusions for this country.

**Qualitative interviews**

It was quite difficult to find enough respondents for the focus groups. It is quite likely that a self-selection effect occurred in the sense that the enthusiastic participants wanted to join, whereas participants who felt that they did not really benefit did not want to spend an additional 2 hours talking about this. This might have created a bias with an emphasis towards positive experiences.

## APPENDIX 4: CASE STUDIES

Case study no 1	
<b>Background characteristics</b>	
Function respondent	Chairman, driving force of the organisation
Based in NL/DK/CR	The Netherlands
Number of paid employees	0
Number of unpaid employees	2 other board members
Focus of organization	Solar energy in Burkina
Active in country(ies)	Burkina Faso
<b>Situation before participation in RtM</b>	
<p><i>"Two years ago our private initiative was not very professional, we were just starting up. I had a personal motivation to set up this organization, I had created a website and FB, mainly for the sake of fundraising. Looking back on it, my website contained a lot of detailed descriptive information, which was maybe not very appealing".</i></p>	
<b>Involvement in RtM</b>	
<p><i>I participated in 4 communication trainings and also received the tailor made workshop focused on our own communication outings.</i></p>	
<b>Judgment of RtM</b>	
<p><i>"There were several moments in the trainings that made an impression on me. For example the use of a diminutive, describing objects smaller than they really are. And by using that, you give the impression that you are looking down on it. I can also remember that they showed a video, with poor African children with tragic music, an image that is not very respectful for that child. And if you would have asked a mother if she wanted her child to be depicted like that, no mother would agree. In the social media training they showed an opposite video with how you could change images with humour. The fly on the face that was killed, meaning we will stop using these diminishing images. I never realized that, those things really changed my thoughts. It inspired me to think about this framing".</i></p> <p>About the core of RtM</p> <p><i>That we, as private initiatives, are also responsible for keeping the old story alive of the poor people that we should help. And that if we continue using these words and pictures, that the general public thinks we are not successful, that after 40 years of development cooperation nothing has changed in the world. This is something I could really connect to. I started this initiative because I was really inspired by the African power in people.</i></p> <p><i>When I received the tailor made workshop we focused very much on the why of my organization and our values. By doing that I realized I did not really have a clear answer to that. It was great, but also very confrontational.</i></p>	
<b>Effect RtM</b>	
<p><i>"On a practical level: in each communication outing, even on FB, I ask myself what I want to achieve with this. And only if I am very clear, I then post something. I also make it more personal, for instance the news on the website I have replaced with a blog".</i></p> <p><i>"I completely changed my website and am still in the process to improve it. There was so much information on it. After the trainings and the tailor made workshop I learned to describe "the why" of my organization in one sentence. To get the communication much more focused and in line with the values or our organization. I learned what the core is of my organization and to organize ourselves from that perspective".</i></p> <p><i>"The learning process therefore also changed the structure of the organization as well, although there were also some other influences outside RtM. People had a personal motive to be a board member but some of the tasks did not really fit with the person. I also did most of the work, it was not balanced and in the long run not really sustainable. When I had a clear idea of the focus of our organization, it became easier to ask the right people for each task".</i></p> <p><i>"I have also started to think differently about our projects, what we do. I don't really want to work based on a help frame, where we finance and they can develop. I believe much more in the power of the African people themselves. I am now thinking of developing our initiative towards a social enterprise. So the relationship becomes much more equal. At the moment my partner in the south does not really have a say in the strategy".</i></p> <p>On the tension between RtM and fundraising</p> <p><i>I have not really noticed yet if communicating in a different way will have a negative effect on my fund raising. My first project for solar energy in a hospital was very easy: the needs were so high and I could show clearly to people what would change if the hospital was provided with solar energy. My new project is a social enterprise project: with solar energy for taxis. This might be more difficult to raise enough funds. I don't know this yet. But for me, I don't want to use the negative aid frame, even if that would raise more money. I think it is more important for me to hold on to my values; the communication should fit with our identity. It might take longer to find the funds, but I'm ok with that.</i></p>	

Apart from that, it was a good introduction in the field of Private Initiatives. I enjoyed the exchange between all these organisations. The networking was important for me.

I now also participate in peer review initiative from Wilde Ganzen. With 5 organisations we come together every now and then to discuss issues that we struggle with. Following a very strict peer review format the organization with the question received input from all participants.

#### Future

I would like to give my partner a stronger voice in my communication and make much more use of video's and images. I really would love to have some very powerful video films on my website.

Of course there is so much I can still learn about communication. Any support or training would be helpful. But I have already progressed a lot since participating in RtM.

### Case study no 2

#### Background characteristics

Function respondent	Secretary of the Board
Based in NL/DK/CR	The Netherlands
Number of paid employees	0
Number of unpaid employees	5 board members and supporting team of 9 persons, all volunteers
Focus of organization	Education for youngsters in townships and at farms
Active in country(ies)	South Africa

#### Situation before participation in RtM

This NGO focuses on children and youngsters who grow up in townships and on farms in South Africa. The organisation selects and supports local projects and organisations. At the moment there are three programmes: an out of school child care programme, a Better Basic Education programme and a scholarship programme for township-youngsters

*"Our communication does not have a very central role in our foundation. It is supportive to our fundraising task. We support our 20 local and professional partner organisations in South Africa. We communicate mainly with bigger donors like equity funds, the general public is not a very important target group. In our fundraising efforts the general public is not our main focus. Of course we do have a website and a newsletter and use Facebook for those who are interested in following our work, and we do get some private donations. We do not communicate actively or aggressively to the general public in order to get funding, but we do hope that our communication also enhances public support for development aid".*

#### Involvement in RtM

*"I attended the training MyStory where you learn to use a local hero to communicate about your results. I participated because it was a different viewpoint of how to communicate about and with our partners. We always used to communicate with and about our partners, but the tool of using a hero-story was new. I hoped to come home after the training with new ideas that I could use".*

#### Judgment of RtM

*"My overall feeling was positive: nice environment, kind people, well organised. The idea of stories agreed with the way we worked already with our partners in communication. It is normal for us to use quotes from our partner or the target group in our annual report or impact reports. Using a local hero was an interesting angle to use local information, so that gave us a new way of working with information that our partners provide us with. In the training I worked on a story of one of our partners".*

*"A comment I would like to make is that the level of participants differ a lot in trainings that are available for Private Initiatives. For organizations like us, that work with several partners and focus on capacity development, we sometimes attend meetings and miss the connection with the others. We do not get enough out of it because of the level of the other participants. It would be good if the trainings would be differentiated to the level of experience".*

When reflecting on the core of RtM

*"Reframing the Message is about respectful communication about your target group and partners and the work they do and add their voices. It goes against communication that only focuses on help and needs. Our organization always has embraced those values that RtM stands for. We work on capacity building, not bricks and mortar, so structural change is part of our parcel. In that sense the content of the RtM workshop was not very new or challenging. The training however did give us a new tool: telling stories of our local partners and using local heroes".*

#### Effect RtM

*"In the workshop I worked on a story of one of our partners. After the workshop I mailed that story to that partner organization that the story was about. They did some changes and then we published it on our website. Then, to create more stories, we also sent out a general email to our partners to see if they wanted to create their own story with a local hero. I added my own example of the story that I made in the RtM training as an example. Not all were interested in participating but we did get some response. We of course had to edit a bit, but it was not really a problem for the partners to write those stories. They are professional organisations so this was not too difficult for them. The stories were then published on our website and*

downloaded I think around 2000 times since then. We follow the posting of our partners on FB and I can see that some have changed those outings slightly too, that they are using the angle of a local hero sometimes in FB messages”.

“Apart from using this particular tool, local hero stories, we did not change very much due to the training. That is also because we’re already in sync with the message of RtM, so for us it was not really a huge eye-opener. We have a lot of experience in our board and with the volunteers we work with, about development cooperation. In that sense our organization differs from most Private Initiatives that are set up by travellers etc. We already have a different base on which we operate, with a focus on structural change and capacity building. In our fundraising we focus on bigger donors that have a professional approach and who are not influenced by images or emotions that much. So in our communication we never communicated with very needy images. In that respect we do not encounter any tension between communicating in the line with RtM and fundraising”.

#### **Future**

“We are working on a new website and will do it in such a way to integrate it with our annual report. We know that there is an option (as part of Reframing the Message program) to have a communication specialist look at our outings. We hope to ask Wilde Ganzen, once we have a draft of our new website, to accept that offer and get some feedback from an outsider. We can always use that”.

### **Case study no 3**

#### **Background characteristics**

Function respondent	Manager
Based in NL/DK/CR	The Netherlands
Number of paid employees	2,6 fte
Number of unpaid employees	No permanent volunteers in service
Focus of organization	Health and in particular mental health
Active in country(ies)	11 African countries

#### **Situation before participation in RtM**

This Dutch NGO is part of an international Irish NGO that both has projects in the Irish society and abroad. The Dutch organisation is active abroad in 11 African countries. It supports specific needs of health care institutions, like hospitals, with projects.

“When I started in 2008 the communication was mainly focused on fundraising. We did not have a communications officer and our fundraising was really focused on our Catholic followers. While extending our fundraising activities, I started missing a communication officer. For example, we wanted to connect a Dutch hospital in a charity run, including a crowdfunding action. To appeal to a communication department in a hospital, you really need a good story. So communication was a topic were I was interested in and knew we needed to develop this aspect more.”

#### **Involvement in RtM**

I attended a one-day training in Utrecht about Reframing the Message. We also received a tailor made workshop from two communication consultants. I did not have any particular expectations. At the moment of the training I was in the process of finding a communications officer. Going to a training about communication helped me to focus on what was important for me in the selection process of this officer.

#### **Judgment of RtM**

Looking back on that training day I thought it was a positive experience, with a lot of very involved people, a lot of small Private Initiatives. In that group, our organisation was one of the biggest organisations on that day.

The message of RtM was clear, it was about telling stories in a positive and respectful way. In contrast with for example how Life Aid did it 30 years ago, with shocking images of starving children with flies on their faces. That you realize as an NGO that you can communicate or raise funds differently and that how you communicate influences the general public.

When asked about the aspect of structural change in RtM:

“The work that we do is focused on structural aid, so we could connect with the values of RtM. So in our communication, for example in our newsletter, we show the results of what we have achieved with the donated money. We also give voice to our southern partner by interviewing a staff member or writing down the stories of the patients in the hospital. So RtM was not really an eye opener for us, unconsciously we were already doing this”.

About the tailor-made workshop:

We did not really benefit from it. As part of the preparation we send those specialists a draft advertising that was made by an agency we did not work with before but that is known for their pervasive campaigns. The pictures they made for this draft advertising were quite shocking, also for us. For me it was an interesting experience to see what a company like that would make for us and to find out through that process, that it didn’t really match with our organisation.

One of the two specialists was very condemning about this draft advertising and even said that he was tempted not to come at all because he thought the imaging was outrageous. I was surprised at this. Even if he didn’t feel comfortable with this, it

<i>would have been a great starting point for a dialogue about the values of RtM. Somehow, there was not a good useful interaction, we could not really use anything that was discussed in that workshop.</i>
<b>Effect RtM</b>
About the effect of RtM, the manager believes that neither he nor his organization is changed by this program  <i>"I already had a lot of experience, being a fundraiser in two large organisations before I started in this job. In those jobs, we had a joint marketing/communication department, so I already picked up quite a bit of knowledge about communication due to that. I was not really changed by either the training or the tailor made workshop".</i>
<b>Future</b>
<i>"In the past, before we hired the communication officer, we were just a fundraising organization. Our organization made a big step forward in communications when we could employ a communication officer, 1,5 year ago. There is much more exchange between our communication and fundraising. I think I am quite satisfied with how our communication is going at the moment. I don't think we need any support at that topic".</i>

<b>Case study no. 4</b>	
<b>Background characteristics</b>	
Function respondent	Program coordinator
Based in NL/DK/CR	Denmark
Number of paid employees	7 employees
Number of unpaid employees	Trainees + a number of volunteers (approximately 30 on a yearly basis)
Focus of organization	Vulnerable children and youth (30% funding from the Ministry of Foreign Affairs, 70% private funds)
Active in country(ies)	4 countries, Asia and Central America
<b>Situation before participation in RtM</b>	
<i>Previously we focused our communication mainly on children in need - you could say that we had a fundraising focus.</i>	
<b>Involvement in RtM</b>	
The program coordinator participated in the start-up seminar in 2013. The same year she followed the trainings on social media, smart-phone and constructive communication. In 2014 she took part in trainings on communication strategy and Facebook.  <i>"The opportunity to participate in RtM came shortly after I was employed as program coordinator. I took the opportunity in the hope that the training would help me to better accomplish my work, which also included fundraising. It was not as such a strategic decision to join, and we had no concrete expectations or aims, but after the first seminar we became aware that the concept of reframing could help us as an organization in developing our communications work and we engaged a number of staff and volunteers in the subsequent reframing trainings".</i>	
A total of 18 employees and volunteers from this NGO have participated in seminars and trainings under the RtM project. Furthermore, The organization has won two RtM competitions which gave them access to external advice from a communication consultant and specialized PR-training. The NGO also participated in the boot camp in 2014 and tailor made training of volunteers have been conducted by Sofie and Emile.	
<b>Judgment of RtM</b>	
<i>"I really appreciated the tool oriented trainings - they were the best ones. I learned a lot about social media, and how to utilize the Facebook functions that enables us to link between different platforms, such as our homepage and Facebook.</i>  <i>The basic idea of reframing is to engage people more in development work; to show people that it is worth supporting our work, to tell the good stories and surprise them with new types of stories. Our focus should be on the human resources among the beneficiaries and our partners - illustrating that it is not us saving them.</i>  <i>It was important for us to understand the reframing theory, but as a small organization we really valued to get tools to use in our communication work.</i>  <i>We may not have gained much form the exchange of experience with other organizations that are different than us and have different needs, but the external trainers were all very good, and Sofie and Emilie were good facilitators.</i>  <i>The reframing process has been different than other CISU trainings and it was nice to participate in a process where we felt that something was expected of us".</i>	
<b>Effect of RtM</b>	
According to program manager, the organisation has benefited greatly from the reframing process, and much has already been incorporated into their organizational practices.  <i>"The concept of reframing and constructive communication opened our eyes; we try to tell the little story in the larger context. We don't just tell the simple story, making people believe that if they give us money we will solve the problem, but it is difficult</i>	

*to always frame the stories right, to tell the story of structural root causes of poverty when we tell about Petro, who is tough, but up against difficult things...*

Overall, she believes that the organisation has become much more professional and more aware of what the organization wants communication wise. A large number of staff (including expatriate staff) and many volunteers have been involved in the trainings and "reframing" has become a common language in the organization.

*"We have developed a communication strategy and written things down in guidelines - such strategy or guidelines didn't exist before. We have also become much more aware about the communication disseminated by our youth volunteers. We have consequently started training the volunteers before they travel abroad and we are providing them with a new presentation kit to inspire them to frame their stories in a respectful manner, focusing on the resourcefulness of our partners and the children they work with, and making dignified visual and narrative presentations of the children.*

*Furthermore, we have sorted all our pictures and removed those where a volunteer appears to be the caregiver or the child's primary contact, as we do not want to portray the volunteer as the solution to the problem.*

*Reframing has also provided a basis for discussing communication with our partners. We have shared our guidelines and explained which types of stories and pictures we like to receive from them. Previously they used to send us pictures and stories about poor and vulnerable children - expecting that is what we wanted. The partners have received this change very positively, they are happy for the guidelines and one partner has even shared its communication strategy with us asking us to sign it".*

#### **Future**

*"The reframing process has given us a good start. We are aware of what we need and are moving ahead, hoping that the concept of reframing can be retained in the future though our organisation is a young organization with many volunteers.*

*We don't have a communication department and we still have to get our board on board in order to strengthen the sustainability of our communication strategy.*

*We would appreciate if CISU could help us facilitate a board discussion on the issue of reframing, and for an organization as ours it would minimized the risk of falling back into traditional communication if we could send new staff and volunteers for basic and refresher trainings on reframing.*

*A final thing we are still struggling with is the relationship between reframing and fundraising. We would be happy to learn more about how to reframe fundraising activities!"*

<b>Case study no. 5</b>	
<b>Background characteristics</b>	
Function respondent	Senior Digital and Network Manager
Based in NL/DK/CR	Denmark
Number of paid employees	40 employees including trainees and volunteers. There are 14 employees in the communication department (including 2 trainees and 4 volunteers)
Number of unpaid employees	10 - 15
Focus of organization	Fundraising for orphaned and vulnerable children
Active in country(ies)	This international NGO operates in 134 countries and supports a total of 540 places where orphaned children are raised. The Danish department of this NGO is financially responsible for supporting and running 8 children's homes in Africa and Asia. Furthermore, support is given to a number of other children's homes of this NGO all over the world.
<b>Situation before participation in RtM</b>	
This NGO has a 60-years track-record which proves that the upbringing of an orphaned child in a children's home has a life transforming effect. In this home the child gets a new and permanent family with siblings who share the same life story and a mother who cares for them, protects them, and raises them. The home holds legal responsibility until the child is of legal age.	
<i>"Our NGO has always told positive stories about orphaned children, whom have received support from one of the organizations 540 children's villages globally, but when communicating to the masses we emphasize the need for providing orphaned children a mother. We explain why children are orphaned and vulnerable (e.g. poverty, illness and natural disasters) and show the urgent needs of these children whom no one else caters for. We are the last resort for these children. We do a job that governments rightfully ought to do by their own accord. We don't glorify the need situation; we show the actual situation for a child who has lost his/her family. But we ensure that the child at risk is never portrayed in an undignified manner".</i>	
<b>Involvement in RtM</b>	

The managers involvement in the RtM initiative run by CISU was very much based on a personal curiosity and desire to learn more about strategic perspectives in messaging and find alternative ways to visually and verbally communicate stories. Furthermore, she was interested to know how other actors in the competitive sponsor-environment consider the concept of reframing. Her participation was mainly driven by a “let-us-see-what-RtM- buzz-means-to-the-sector -and-make-sure-not-to-miss-out-on-something” approach.

The manager participated in a start-up seminar and training on social media in 2013. In 2014 she took part in trainings on smartphone, Facebook and homepage communication.

*“The RtM trainings were inspiring, though not all presentations were equally good. It is always interesting to discuss with others even though the group of participants was very divers and some participants had very little experience in using the different media as a means of communication.*

*In particular I became inspired to be more conscious about messaging and a different ways of telling stories visually. However, the digital trainings in general were not satisfactory unless you were completely green to this area of work. The seminar on homepages was frankly speaking poor and the social media was more interesting for its examples of giving people in South a voice than for the training on social media as such”.*

#### **Judgment of RtM**

*“The start-up seminar was really interesting. It set the stage for the concept of “framing” and the presentation of different visual images portraying our work propelled a reflective debate. The visual images provided good examples and inspired me to find new ways to portrait needs. Sofie is a good project manager; she is good at outlining the concept of “reframing” and inspiring people through different types of presentations.*

*I feel that our NGO relates well with the “reframing-values” in our communication with “donor/sponsor parents” whom we tell the positive life-changing stories about the children growing up in the children’s villages, but we don’t use these stories in our mass communication.*

*If we only show a picture of the solution: happy children in new families; children with access to schooling and health care, etc., people will not understand the reason why these children need support”.*

#### **Effect RtM**

*“We have always had a high ethical codex, not showing children in humiliating situations, only the hardship that these children experience. However, we have changed the visual presentation a bit. Previously we were often showing a child alone in a picture, but I am now aware that it displays hopelessness. Nowadays we more often show two children in our pictures. Mainly because it portrays humanity and is more difficult to ignore since two children make up an entity, for example siblings, something you might relate to as your own children.*

*I believe that our organisation has been more strident in its communication over the past years. I don’t think this change can be attributed to RtM alone since we were already in a strategic process of improving our cooperate branding, but the concept of reframing definitely contributed to help us develop a unique basic narrative about the safe upbringing in our children’s home, where the mother is the catalyser. This story is told to our sponsors.*

*Thus, we can reframe the story about the children’s home to sponsors emphasizing the life-changing effect of getting a new mother and siblings. But we can’t reframe the message to the general public that there are children out there suffering; because that is the actual situation for more than 24 million children world-wide! And these children are the children we support.*

*We have been criticized for emphasizing the sufferings of children, but it is a fact that orphaned and vulnerable children suffer world-wide. The positive story of Africa is not the full story; we have to say to people that even though some people are getting more wealthy and independent in Africa, the children, we support are still left to fend for themselves – and if you are not sponsoring a child, many children will die before they turn 5.*

*We continue to focus our mass communication on the most vulnerable children. These children are the reason for our existence and our main aim is to raise funds for these children in particular.”*

#### **Future**

*“If we are to reframe anything in the future it should be in the form of providing balanced information about the work we do in our children’s homes and the preventive work we do in our family program. Currently we do not focus on the family program in our mass communication. That information is considered a mainly for sponsors or (major) donors – or if we are doing presentations where we have more than a one liner to deliver.*

*I don’t believe we will need additional capacity building or support from outside in our continued work in terms of reframing our communication” But things might change...”*

<b>Case study no. 6</b>	
<b>Background characteristics</b>	
Function respondent	Founder and director
Based in NL/DK/CR	Denmark
Number of paid employees	0
Number of unpaid employees	10-12
Focus of organization	Children and Youth
Active in country(ies)	West Africa; Gambia (and indirectly Senegal)
<b>Situation before participation in RtM</b>	
<p>This NGO is a newly founded organization (only 3 years old). Contrary to other actors in the Danish development sector the organization has never had a tradition of representing children as poor and vulnerable. The director considers the partnership with Youth Without Borders in Gambia to be based on equality and mutuality; which is mirrored in the way they communicate.</p> <p><i>"Personally I have travelled a lot in Gambia and always seen the people we work with as equals and represented them in a dignified manner. As an organization we do not have a charity approach -we exist because we enjoy doing what we do and are getting something in return for our efforts.</i></p> <p>Previously to participating in Reframing the organization had a website and a Facebook group, but both have been revised as a result of the exposure to the reframing approach.</p>	
<b>Involvement in RtM</b>	
<p>The director has participated in following seminars/trainings: Constructive communication and regional seminar (2013), face-book, smart-phone, homepage, engaging presentations and constructive communication part 1 and 2 (2014).</p> <p><i>"I am a teacher by profession and am very interested in communication. When the Reframing trainings and seminars were launched by CISU I felt that they could contribute to our work and chose to participate out of interest".</i></p> <p>The NGO won the completion and received funding for developing the website of the Gambian partner. As part of the prize the organisation also received two advice sessions by CISUS communication advisor. These sessions are considered instrumental in realizing the ambition of helping the partner to get a well-functioning website.</p>	
<b>Judgment of RtM</b>	
<p>The director expresses that she has been extremely excited about participating in the Reframing process and the trainings. She felt that the facilitators have been professional and she value the leadership of Sofie and Emilie highly. On an overall note the Reframing process has shaped her attitude to development.</p> <p><i>"We have learned to see things in a new way and the process has helped me to reset my mind set and liberated me from the way the outside world sees and represents development work"</i></p> <p>She has also learned concrete things about correlation between image and text, and to be confident in making stand-alone verbal presentation (presentations without pictures), where people have to form their own pictures.</p>	
<b>Effect RtM</b>	
<p><i>"We won the competitions and made a homepage for our partners to enable them to have a voice of their own".</i></p> <p>The website contains the partners own stories and pictures. And two young persons have been trained to maintain the site. And though it text and photo quality is a challenge the page has provided the NGO with a valuable communication tool.</p> <p>The NGO has been inspired to rephrase some development interventions. For example, in their current education project they do not talk about "school-dropouts", but "school-drop-ins", focusing on the young people who find the opportunity to receive occasional education.</p> <p>The insights from the Reframing process have also helped to reformulate the presentation folder, so that it now contains clear and concise information of the vision and mission of the organization.</p>	

The director also emphasizes that she has learned a lot about communication from their partner, in particular from the chairman and founder of the organization, who is extremely good at formulating his opinions and observations in a positive manner. "The sky is just a stepping stone", he says as an example.
<b>Future</b>
The director would like to receive funds for more a more elaborate training on communication of their partner. So far the time and resources for trainings on communication have been limited, and only one person has been trained to make stories and post these on the homepage.
<i>"It would be nice if we could train a number of persons on what we learned during the Reframing trainings, in order for them to become better at using Facebook, and making strategies for posting and telling stories."</i>

<b>Case study n0 7</b>	
<b>Background characteristics</b>	
Function respondent	Project Director
Based in NL/DK/CR	Czech Republic
Number of paid employees	0
Number of unpaid employees	19
Focus of organization	Education
Active in country(ies)	India
<b>Situation before participation in the Reframing the Message (RtM)</b>	
<i>"In the past, we communicated through our website as well as different public events. We cooperated with Nadace Divoké Husy and joined several of their charity events, bazaars etc. We always updated each other on any news we also got their e-mails and invitations. Our patron of projects was engaged as well".</i>	
<i>"When we raised funds for the new school in Zanskar, Ladakh, India, we communicated a lot externally. We were very active – we have even participated in the morning show Dobre rano in the Czech TV. We had almost 50 interesting news on our website, but then we lost our back-up and a lot of news were gone. The current website still needs improvements".</i>	
<i>"About a year ago, the external communication changed. The school has been built and handed over to the state. There are Indian teachers, we only send volunteers. Currently, we conduct lectures mainly for primary schools, but also for secondary schools and even for kindergartens. What helps is that we have a child from Ladakh in the Czech Republic".</i>	
<b>Involvement in RtM</b>	
The project director was on maternity leave since one year, so she did not take part in any training, although she was really interested. The organisation participated in the exhibition and in the grant competition.	
<i>"We were excited about the exhibition. The grant helped us put together materials from our 10 years of work in Ladakh and develop a documentary movie. We get help of students – film producers of the Film Academy. The film is about to be finalized – the original deadline of the end of February will not be fulfilled, but we will be able to show what we have done. We plan to finish it latest for our lecture in Brno on 17 April 2015".</i>	
<b>Judgment of RtM</b>	
<i>"The best times I have had during the RtM project was when I received the preview of the exhibition. I was pleased to see all the NGOs and their projects next to each other. It was great that we were there along with projects of building schools in Africa. We are a very small NGO and we were displayed along with bigger, more popular NGOs".</i>	
<i>"I think that the objective of the Reframing the Message was to connect NGOs and help people learn how NGOs function. It was also important to inform about Nadace Divoke Husy – that we as NGOs organize something and they help us. This is a great approach, very well done".</i>	
<i>"If I should mention certain values about communication, I think it would be sharing and learning about reality. Unfortunately, I could not visit the exhibition for health reasons. But I was happy that our sponsors in Olomouc came. So even people from outside of Prague so the exhibition. This is very important".</i>	
<i>"I learnt from the invitations that very interesting guests were present at the trainings. This pleasantly surprised me – it was great! If I was not on maternity leave, I would have joined. Further, I think that there was a high demand for the trainings. Our members wanted to join, but the training on viral videos was already full. The challenge was, as mentioned, that I could not join the trainings due to the maternity leave".</i>	
<b>Effect RtM</b>	
<i>"The project helped me to think about things. We filled in questionnaires twice - they asked us how we see different development-related situations. Normally, we do not think about such issues. ... It has not had a direct, concrete effect on my work, but I am generally more active, it encouraged me. Now when we develop the film, we laugh a lot as we go through the 10 years of recorded materials".</i>	
<b>Future</b>	

*"My dream regarding communication and my organization is to have regular communication (e-mails) to our supporters in the Czech Republic. Since the time we started working in Zanskar, some children already left the village – they have direct internet connection with us. We do have news and we would like to share them".*

*"As for any support we might need, it is more about human resources. We do everything in our free time and we need more passionate volunteers. For example, we need a graphic designer, who would design a logo for Losar, the Buddhist New Year. We would also need a sound expert for the movie".*

### **Case study no. 8**

#### **Background characteristics**

Function respondent	Media Coordinator
Based in NL/DK/CR	Czech Republic
Number of paid employees	1200
Number of unpaid employees	Number not available, hundreds
Focus of organization	Development cooperation, development education, social issues, human rights
Active in country(ies)	Around 60 countries – it is the biggest development NGO in the CR

#### **Situation before participation in RtM**

*This NGO has had a number of communication approaches, channels, outings etc. Each of its section has its own media department, some departments focus solely on communication – e.g. on communication about global issues to general public, fundraising department on yet another type of communication, a festival One World on promoting human rights etc. The organization has its website, annual reports, direct mailing etc. etc.*

#### **Involvement in RtM**

*"Already before the first training, we were approached by Nadace Divoke Husy to cooperate. Then I joined the first training and contributed to the exhibition. We did not really cooperated any further. I think they did not have time due to a lack of capacity – they had only part-time jobs, there was no budget for experts (us). It was only a mini project, there was no space for innovation or strategy development. It was not sustainable".*

*"I remember the RtM campaign. It was good, practical. I attended the first training with Ondrej Slacalek. My reason for joining was to actually see, what the messages of the project would be as Nadace Divoke Husy already approached us with a request for cooperation".*

#### **Judgment of RtM**

*"Our department does not fundraise, we build awareness among public. In fact we have been doing something what the RtM project does for the last 9 years. We do not call it RtM or the "World Best News" but we are eroding stereotypes. The project should have worked more closely with us and build on our work rather than start from scratch. We were open to share know-how with them. I joined one training and shared photos for the exhibition, but I do not know if they used them. I do not remember that they would have told me, if the photos were used, where the exhibition took place etc."*

*"When talking about the Reframing the Message values, I could easily relate to the following ones:*

- *It is good to communicate positive examples rather than show that Africa is a lost continent.*
- *It is good to talk about MDGs.*
- *We cannot communicate just success stories, we need to raise general awareness."*

*"The first (and my last) training was well done. But still, it was not really that beneficial for me because this is already integrated in our work. A lot of participants could not even write a press release or develop external communication. They were rather involved in fundraising, not in awareness raising and goodwill building".*

*"The best part of the first training was that for some participants, it was really for the first time that they developed a campaign. The speaker, Ondrej Slacalek, allocated different roles to different people. For example an NGO that fights racism was supposed to promote racism. It has shown how things can be framed in a different way. This was very practical. But my opinion is that one key lesson learnt is that workshops needed to be (more) practical".*

*"There was nothing that surprised me. Well, I was a bit surprised to see Ondrej Slacalek there as he focuses on theory. He does write for A2 magazine, but at such training, I would expect a journalist that receives press releases from NGOs, goes to press conferences.... and can tell "I receive hundreds of press releases, this is what draws my attention, this is what you should write etc." So in fact Ondrej Slacalek was an irrelevant speaker. He focused on reframing in his theses about Munich 1938 and he presented it theoretically at the training. That was not very practical".*

*"The approach as such (trainings) was good I think, given the capacity limits of Nadace Divoke Husy mentioned above. The trainings were probably useful for others. I am not a benchmark – I have not been for a while at an event which would be beneficial for me. Workshops could be good for beginners. Even the workshops of FoRS are beneficial".*

*"Still, even if they are, the issue is that participants of workshops do not have time to implement what they have learnt. Usually, external communication is dealt by the director of an NGO, or by a Finance Manager / Fundraiser or someone. This*

<i>is the problem. It is not the problem that NGOs do not know they need to reframe the message, but they do not have capacity for anything else but fundraising. It is difficult to apply what they learnt, when they have to earn money. In fundraising, emotions work, there is no space to explain the context. But the context is important”.</i>
<b>Effect RtM</b>
<i>“There was no major learning, insight, or discovery from the training. I just used a few graphics on progress towards MDGs on our Facebook with the consent of the implementer. The main barriers why I couldn’t use the knowledge provided was that I already knew this. It was not new or surprising. I had been already applying it at work”.</i>
<b>Future</b>
<i>“Our external communication works well. We directly meet with journalists. My dream is to get into commercial media such as Radio Impuls or Nova or style magazines for women and at the same time not become like tabloids. A lot of people follow these media and we cannot reach them. These are regular people who do not care about development cooperation”.</i>
<i>“As for any support needed, I can imagine that we would send media people to developing countries. So we need financial support to do this. We can organize individual or group trips. We cannot change the media, but we can change individuals”.</i>

<b>Case study no. 9</b>	
<b>Background characteristics</b>	
Function respondent	Project coordinator
Based in NL/DK/CR	CR
Number of paid employees	5
Number of unpaid employees	3,5
Focus of organization	Development cooperation, global development education and awareness raising
Active in country(ies)	India, Tibet, the Czech Republic
<b>Situation before participation in RtM</b>	
<i>“The external communication of our results was rather fragmented in the past, before we joined the RtM trainings. We have communicated the news, the stories of people we work with... But the newsletters were archived, they could be downloaded but they were less accessible”.</i>	
<b>Involvement in RtM</b>	
The project coordinator participated in the <b>kick-off meeting and a workshop</b> a year ago. She joined because she was partially responsible for external communication in our organization. Another colleague took part in other RtM workshops, but he has already left. At the moment, they have a new person focusing on PR and the project coordinator focus on project coordination abroad as well as in the CR.	
<i>“I joined, because we were interested how to present ourselves and how to communicate our stories to people outside of our organization”.</i>	
<b>Judgment of RtM</b>	
<i>“I participated in the workshop with Filip Remunda (a popular Czech film director and producer). The best times I had during this workshop was when I heard his perspective on the work of NGOs. He has explained how public sees us, how they do not trust us, how we need to improve our transparency. He also highlighted that we should not remain in a routine, that the external communication should be lively. I really liked the viral videos. I cannot say that I did not enjoy something or that something was irrelevant. The whole workshop was interesting”.</i>	
<i>“As for the <b>values</b> about communication that the Reframing the Message project presented, I can only share what the concrete workshop highlighted. They tried to shift external communication to a new dimension. We have the tendency to see our work from our perspective because we do everything (PR) ourselves. Filip Remunda explained in a nice way the perspective of public, their different opinions as well as confusion about our work (how they do not understand what we do exactly). He also advised how we can communicate in a different way”.</i>	
When the key objective of the RtM was shared by the evaluator: <i>“I have heard about the need to highlight more the role of Southern partners and respect the people. It was probably a part of that workshop too. It was interesting for me to reflect on this”</i>	
A challenge for the project coordinator was the fact that the workshops were held in Prague. Their organization is not based there and it was not always possible to travel.	
<b>Effect RtM</b>	
<i>“We have already put a lot of lessons learned into practice. We had plans to develop viral videos, but we have not managed due to capacity limits. We now work with materials from the last summer and we have recently develop a video spot for the Festival ProTibet 2015. We still need to embed the video in our website. We also want to improve our videos, but it is challenging”.</i>	
<i>“Further, we also have the Adopt A Child program. Based on the RtM, we tried to further develop the stories of the people, so that they are not monotonous. We tied to help donors visualize it better”.</i>	

*"With respect to the Southern perspective mentioned above, we have made some changes in our e-shop, which supports sheltered workshops (with local underprivileged craftsmen). We have highlighted, with whom we cooperate. Earlier, the local partners were rather hidden".*

*"The major change in our organization was the move from fragmented communication to a more systematic approach. We have a new website for 2 years now. We communicate via our website, Facebook and a newsletter, which utilizes the contacts that we have collected. For the first time, we have summarized what worked and what did not in the year 2014. This report was intended for our supporters to provide user-friendly information and increase transparency. It was named How we helped together in 2014 and is available on our website. This is a report made for public aside of the standard annual reports. I believe that our participation in the RtM project contributed to this. It highlights positive results of development cooperation".*

**Future**

*"With respect to communication and my organization, my dream is that in one year, I will look at our website and feel satisfied, not urged to change it. It will show our wider successes and it will be in line with the needs of our users. We need especially more internal capacities. We are currently working on the website redevelopment. We need to have good videos. But experts who can produce high quality videos are very busy. We have the materials, but we have been waiting for 3 years to develop good videos. We need to develop a good story, a red thread for a good video. We need external help for this".*

*"As for any external support, we would appreciate some external evaluation of our website / communication. I think we have even applied for a mini project to Nadace Divoke Husy, but did not succeed".*