

RARE
inspiring conservation

RARE Pride: The Marketing of Conservation

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Through more than 15 years of working in grassroots conservation education, RARE has developed a proven social marketing tool for awareness raising: pride. Pride campaigns dramatically build momentum for conservation by inspiring commitment and enthusiasm in individuals and communities who inhabit the planet's most ecologically diverse places. The following document outlines the basics of a Pride campaign, from identifying clear and attainable conservation goals to crafting the most persuasive and appealing messages.

We encourage you to join the growing ranks of RARE's corps of conservationists around the world, it will make you *proud*.

I. What is RARE Pride?

Some of the world's most important sites for biological diversity are threatened in great part by a lack of awareness and support at the local level. Yet, targeted awareness-raising initiatives can dramatically build momentum for conservation by fostering the constituencies necessary for creating policy changes, legislative reform, and new protected areas; by catalyzing in-country private and public sector funding; by shifting public behavior toward more sustainable practices; and by focusing public attention on critically threatened ecosystems and species.

Through more than 15 years of working in grassroots conservation education, RARE has developed a proven social marketing tool for awareness raising: the Pride campaign. Proven successful in more than 30 countries, Pride campaigns dramatically build momentum for conservation by inspiring enthusiasm and commitment in those with the most at stake: local communities and individuals in earth's most ecologically valuable regions.

Created by Paul Butler, RARE's Vice President of Programs, Pride campaigns turn a charismatic flagship species-- like the St. Lucia parrot in St. Lucia or the manatee in Belize-- into a symbol of local pride. Through a combination of grassroots and mass-marketing techniques, ranging from catchy songs about the flagship species to church sermons, music videos, and puppet shows, these campaigns generate broad based support for ecosystem protection on a regional and/or national level.

Pride campaigns are always implemented locally, by conservation educators trained and financed by RARE together with other donors and collaborators. The foundation for each is a comprehensive site assessment to analyze the complex interplay of social, political, economic, and legal factors that causes biodiversity loss. The campaign objectives, flagship species, and target audience are then carefully selected in order to address a specific, realistic, and measurable threat. Target populations have ranged from 5,000 in Kosrae (FSM) to more than 200,000 in the Bahamas. In larger countries, like Mexico, the campaigns have been more local in scope, focusing on specific communities surrounding biosphere reserves.

RARE's Pride campaigns have supported and inspired key advances in environmental conservation around the world. The following are examples of campaign results:

- *Greater community participation in sustainable practices:* Campaigns in Mexico's Sierra de Manantlán and El Triunfo Biosphere Reserves promoted best practices for the reduction of forest fires caused by "slash and burn" agricultural techniques, as well as litter and garbage disposal.
- *Capacity building for civil society institutions:* A Pride Campaign helped the Palau Conservation Society build itself as Palau's first home-grown NGO and one of Micronesia's leading voices for conservation

- *Greater community participation in development planning:* In the Micronesian State of Yap, the campaign mobilized local stakeholders to draft legislation mandating local participation in all development decisions.
- *Improved management of natural resources:* The campaigns have facilitated the creation of new reserves in Grenada, Dominica, Saint Vincent, the Bahamas, and the Cayman Islands, and the passage of new or enhanced natural resource management legislation in Saint Vincent, Montserrat, Saint Lucia, Kosrae, Yap, Palau and Costa Rica.
- *New funding for natural resource management from the private sector.* All Pride campaigns have helped local partners secure funds and in-kind contributions from local businesses who are drawn to their positive, high profile approach.
- *New capacities for community education:* Local agencies and NGOs receive training, technical assistance, and first-hand experience in running outreach programs.
- *Successful conservation of flagship species:* Pride campaigns, such as the ones that focused on the St. Lucia Parrot and Grenada Dove, have generated the momentum necessary to implement species conservation measures.

II. Social Marketing and Conservation Education

Changes in unsustainable behavior cannot and will not be achieved through coercion. Furthermore, the solutions to environmental crises rest neither with scientists nor government officials. Ultimately, they rest with an informed and committed public.

RARE's Pride Program operates in the 'grey area' between traditional conservation education and pure social marketing focusing on behavioral change. The Pride campaigns strive to generate a groundswell of public advocacy and peer pressure that has helped to change knowledge, attitudes and behaviour.

The following strategies exemplify RARE's use of social marketing within the Pride campaign structure:

CAPTIVATE

McKenzie-Mohr et al. write that "All persuasion begins with capturing attention. Without attention, persuasion is impossible."¹ Materials must not be inconspicuous or boring. Indeed one of the most effective ways to grasp people's attention is to present information in a vivid and personalized fashion. Campaign statements should be easy to comprehend for the lay person. Instead of using dry facts and statistics, the statement should be tailored to the audience.

Instead of saying that "there are only 25 individuals of an endangered species remaining," the statement should be "there are more children in this classroom than there are of [species X] in the entire world." This kind of information presentation is easier to be "decoded" by the audience and remembered.

¹ Doug McKenzie-Mohr and William Smith; Fostering Sustainable Behavior – An Introduction to Community-Based Social Marketing; New Society Publishers

Knowing how to encode messages relies on thoroughly knowing the audience, something that should be done through stakeholders meetings and questionnaire surveys. The production of interesting materials that are going to be attractive and relevant to your target audience is of utmost importance.

PEER PRESSURE AND THE IN-CROWD

People model their attitudes and behaviors on those that they look up to, their peers and those around them. In some studies, people have even be found to alter their answers to be in line with the norm, even when these answers are clearly incorrect, and have later admitted that they would have given a different [correct answer] had they not been surrounded by respondents all giving the incorrect one.

Take, for example, the sportswear industry. NIKE pays prominent sports stars to wear its brand, making it highly visible on “cool” people in coveted situations. And in turn, the brand becomes “cool” by association and “wanted” by the rest of us. The more people that wear the brand, the better the brand appears. Unconsciously or not, people look to the behavior of those around them to determine what they should do and how they should respond.

Activities that target youth and “model” sustainable environmental practices might include working with musicians, producing and airing music videos, having youth debates or sponsored action days, as well as setting up environmental groups.

Adults will have already formed opinions on many subjects and will necessitate different approaches than young people. They can be reached through direct contact, through their peers, and through those they hold in high esteem. Working with religious leaders or others in the community that command respect can also be effective. Materials should always be tested on a sub-set of those they target through focus groups or other testing mechanisms.

KEEP IT POSITIVE

Whenever possible, Campaign Coordinators try to use positive or neutral statements, rather than negative ones. For example, when the poster’s key message is directed to blast fishing, rather than saying: “Don’t buy fish known to have been caught by bombing,” say “Buy fish caught by net or line.” For a fisherman, using the phrase “Use nets and lines” is more positive than “Stop destructive fishing” or “Don’t blast fish.”

If the messages are constantly negative, they will turn people off. While it is important that the audience understands the gravity of the situation, if there is not a general sense of agreement about dealing with the threat, your message may cause people to avoid, rather than constructively deal with the issue.²

THE THINGS PEOPLE WILL DO!

When asking people -- children or adults -- to actually do something, it is very important to know that research has consistently shown that individuals who agree to a small initial request, [like putting up posters] are more likely to a agree to a larger request when asked later.

² Doug McKenzie-Mohr and William Smith; Fostering Sustainable Behavior – An Introduction to Community-Based Social Marketing; New Society Publishers

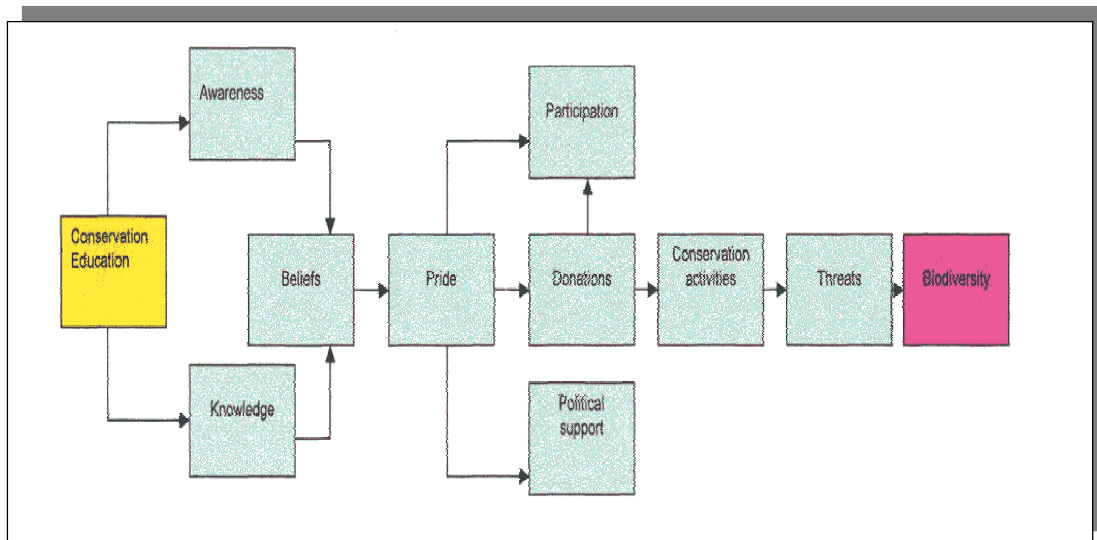
Research has shown that when a person agrees to a modest request, it actually alters the way they perceive themselves. They become part of the initiative. When asked later to support the initiative again, there is strong internal pressure to do so as a result of the desire to behave consistently. McKenzie-Mohr writes, “Consistency is an important character trait. Those who behave inconsistently are often perceived as untrustworthy and unreliable. In contrast, individuals whose deeds match their words are viewed as being honest and having high integrity. The need to behave consistently is further supported by findings that a substantial amount of time can pass between the first and second request, and that the second request can be made by a different individual.”³

MAKING A COMMITMENT

Research has shown that written commitments are more powerful than verbal ones, as are commitments made in front of peers or made in public. Group commitments are more likely to be effective in settings where there is good group cohesion [school classes, farmer’s cooperatives], situations in which individuals care how they are viewed by other members of the group.⁴

III. The Pride Campaign Impact Model

Each campaign is based upon the following impact model:



Causal hypothesis: A lack of awareness, understanding and appreciation leads to unsustainable practices and affects the natural systems because:

- ❖ People cannot understand the critical inter-relationships between man and nature.
- ❖ People cannot visualize other options that help sustain their livelihood with nature.
- ❖ People are not told of, or provided with, credible options to employ in their daily lives.

³ Doug McKenzie-Mohr and William Smith; Fostering Sustainable Behavior – An Introduction to Community-Based Social Marketing; New Society Publishers. 1999

⁴ Doug McKenzie-Mohr and William Smith; Fostering Sustainable Behavior – An Introduction to Community-Based Social Marketing; New Society Publishers. 1999

Intervention hypothesis: By providing an intensive, well-organized conservation education program a target population will better understand and appreciate the value of their natural patrimony and recognize their role in the natural world, leading to changes in knowledge and attitude and fostering a more sustainable use of their resources.

Action hypothesis: By promoting awareness and understanding of the natural environment local people will rally towards its protection, and help generate support for conservation work.

IV. Site Assessment: Understanding a site, its residents and the factors that influence them

Behind every button and poster is a concrete conservation goal. Understanding a site and those that live in and around it is the key to achieving environmental protection objectives. These campaigns recognize that success is based upon careful planning, the identification of barriers and benefits to sustainable behavior, an analysis of target groups, the design of a strategy to address the issue of benefits and barriers, and the careful crafting of key messages.

Each campaign begins with a rigorous site assessment and data collection phase, with local stakeholder workshops and a baseline questionnaire survey of the target population to measure local attitudes and self-reported behavior. The results help campaign managers and their supervisors set specific measurable objectives for reducing biodiversity threats (for example, increasing the number of reserve residents who adopt a sustainable agriculture technique by 25%). Campaign managers work closely with local staff and community members to design the campaign, including the target species, target population, objectives, and educational messages, so that it supports larger site conservation objectives.

The following steps comprise the site assessment process:

1. Identifying the Stakeholders

It is important that campaign coordinators [i.e environmental educators running Pride Campaigns] learn as much as they can about the site, those who are working there, and other factors influencing site conservation. Campaign coordinators are then encouraged to supplement information gleaned from texts by bringing key stakeholders, those who may have a specific interest in the project and ultimately its implementation, into the research process

Stakeholders might include:

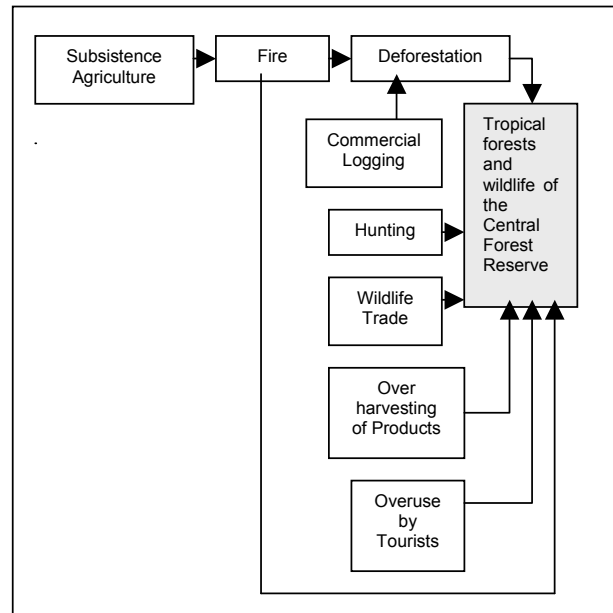
- Representatives of the Park or Protected Area in question, i.e. Forestry or Park Officials
- Community representative from key stakeholder groups, [Representatives of farmers' or fisheries', law enforcement groups
- Community leaders [Traditional, Contemporary, Religious]
- Other Environment and Community Development NGO's working at the site
- Others to be determined on a site by site basis.

2. Developing a Conceptual Model

RARE campaigns use conceptual models as a basis for site assessment-- a strategy pioneered by Richard Margoluis and Nick Salafsky of Foundations of Success. A good

conceptual model is constructed by the stakeholders in a given campaign and accurately portrays the existing situation related to resource use and conservation while identifying the key factors or threats facing biodiversity conservation.

In the following sample conceptual model (for a fictional tropical forest reserve) both the threats and their connection to one another are clearly identified. In this way the conceptual model allows the audience to more easily determine which threats are direct or indirect, which may be more easily targeted, and which may be more difficult to address.



3. Information Collection

Campaigners strive to talk with a range of people living in and around their target area, not just to key resource users [slash and burn farmers, wildlife hunters etc], but also to their peers, those with whom they interact and those that they “look up to.” Their views, knowledge, attitude and behaviour influence the needs and scope of the campaign and its key messages, and can help to refine the initial conceptual model.

Qualitative data can provide a rich body of descriptive information to be used on its own or to help set the objectives for quantitative surveys. Methods for collecting qualitative data include interviews, focus groups and observation. A drawback is that qualitative data are difficult to measure and require subjective judgement.

Quantitative data can be collected in face-to-face interviews or surveys, television or internet interviews, or through questionnaires. Quantitative data are numerical and can be coded for statistical analysis.

RARE’s programs use several different techniques including focus groups, face-to-face interviews and surveys.

4. Defining Campaign Objectives

Objectives are *specific* statements describing the anticipated accomplishments or outcomes of a campaign or project. If these objectives are carefully designed and executed, the realization of a campaign objective should lead toward fulfilling the project's overall conservation goal.

RARE's campaign coordinators, look first at the most pressing direct threat, identified in the conceptual model, the pre-project literature and the pre-project research. However, because they are working on a project with an education-focus, campaigns usually focus on indirect "lack of awareness" factors that underpin, and exacerbate direct threats.

Campaign Coordinators might draft two or three objectives to tackle the same threat, selecting one to be their "primary objective." For example:

"Through educating local hunters about hunting regulations, enforcement officers, reserve boundaries, and protected species, incidents of illegal hunting [in the Central Forest Reserve] will, by 2002 have declined from 746 incidents a month to 400".

Secondary objectives might address other awareness-related factors in the model or might target secondary groups who in turn influence those who are more directly involved in the threats. For example, in the above primary objective hunters are clearly the main target audience. Secondary objectives might strive to raise the awareness of those who can influence a hunter's behaviour. For example -- an objective aimed at government officials to improve enforcement or pass a stronger law, or an objective aimed at housewives to encourage them not to purchase "bush meat," or an objective targeting children to talk about conservation with their fathers.

5. Second Stakeholder Meeting

Once the planning process is complete campaign coordinators host a second stakeholder meeting. The objective of this is:

- 1: To update key stakeholders on the results of the pre-project research. Coordinators usually have copies of data summaries printed for distribution.
- 2: To show them the revised conceptual model based upon the results of this research conducted since the first workshop
- 3: To present draft objectives and the activities proposed.
- 4: To present the draft monitoring plan and to solicit assistance in implementing it.
- 5: To continue to involve local stakeholders in the process, to learn from their knowledge and experience, as well as to secure "buy-in" for the implementation stage

V. What's Involved: Example activities

Through a series of more than 20 high-profile activities, campaigns use all available media to broadcast their messages—from fact sheets, posters, bumper stickers, and billboards to mass marketing techniques (campaign songs, TV and radio announcements, newspaper articles, and

music videos) to school presentations, community festivals, sermons, and puppet shows. All segments of the target population are reached, from resource users (farmers, fishermen, hunters) to clergy, teachers, government and law enforcement officials to children and students.

Activities include, but are not limited to:

- School Songs for elementary children
- Posters
- Puppet shows
- Costumes
- School visits
- Bumper stickers
- Art/Essay competitions
- Buttons and badges
- Popular songs
- Talks and Lectures to community groups
- Articles in local papers and magazines
- Interviews on radio and TV
- Sermons
- Environmental news sheets
- Music videos
- Billboards along major roadways
- Legislation leaflets that summarize existing laws or regulations
- Farmers' visits
- Informational wildlife and conservation booklets for schools

VI. Monitoring the Campaign

The choice of monitoring techniques and procedures should be selected on the basis of what questions need to be answered and how much time and funding is available to carry out the work. Simple monitoring systems with built-in incentives may be the most feasible and best approach for a sustainable program. Indeed, experience has shown that a simple monitoring program is better than none at all and can be more effective than costly ones.

Campaigns strive to include THREE types of data monitoring:

- 1: **Bio-monitoring data:** For example if a project goal is to “Preserve the health of Andrea’s Reefs for future generations” and an objective is that “Over five years from the commencement of the project there will be no net loss of corals through dynamiting or other destructive fishing techniques on Regis Reef,” this can only be measured by monitoring the health of the reef. And this approach necessitates a baseline of previously collected data to compare the study with. In other words it is not simply a matter of measuring the health of the reef after 5 years, one needs to measure it before and after the project and the methodology employed and results need to be comparable. Bio-monitoring is the “best” way of measuring impacts on a target condition, but it also the most costly and difficult to implement in many Pride campaign sites.

2: **Proxy Indicators:** For example, where enforcement is strong then a reduction in the number of incidences of hunting or in the number of logs confiscated would “likely” indicate a reduction of threat and, as such, an improvement in the target condition. A possible objective may read: “By the end of the third year of the project, incidents of Snapper harvesting in violation of community-agreed size limits, [by Sandy Bay fishermen] will be reduced from fifty to fewer than fifteen per month.”

This type of indicator relies on the collection of data [such as infractions, harvest]. Again one needs to ensure that baseline data exists and that monitoring occurs over time. Long term trends also must be studied and factored into the equation to avoid unrepresentative results.

3: **Social-marketing surveys:** Knowledge, attitude and self-reported behaviour changes can be measured using questionnaire surveys, key stakeholder interviews and focus groups. This is the easiest and most cost-effective BUT relies on the honesty of respondents and the accuracy and competence of the enumerators. Results may bear no reality on what is really happening.

VII. Diploma in Conservation Education

RARE’s Diploma in Conservation Education, now a fundamental part of the Pride program, was designed to meet the increasing demand for awareness raising, and for more professionally trained environmental educators. In addition to running a full-scale pride campaign, campaign managers receive university-level training before and after the campaign, are part of a world-wide network of local conservationists and environmental educators, and receive a diploma in Conservation Education.

The 120-credit diploma program has been developed in partnership with the University of Kent at Canterbury (UKC) and the University of Guadalajara’s Centro Universitario de la Costa Sur (CUCSUR). It includes two formal “classroom” phases at the universities in which local campaign managers gain a background in the principles and techniques of ecology, education, evaluation, and conservation marketing. The centerpiece is the Pride campaign itself, in which the campaign managers develop and implement full-scale, field-based projects as described previously. By successfully completing both the coursework and the campaign, students [campaign coordinators] earn an accredited diploma from the university.

VIII. Campaigns in Action: Case Studies from the Field

The following are three different case studies that illustrate both the focus of Pride Campaigns and their degree of influence in targeted sites, both on the community and national level.

A campaign for the “Biib,” Republic of Palau

What does a fruit dove make you think of? Ask most Palauans, and they will say the Palau Conservation Society (PCS). “The Biib (the fruit dove’s local name) put PCS on the map,” says PCS’s Executive Director Judy Otto. Seven years later, that map includes five protected areas and new wildlife legislation.

Noah Idechong founded Palau's first home-grown conservation NGO in 1994. He hoped to make a stand against the numerous threats that jeopardized Palau's 77,000 acres of tropical forest and its diverse coral reef holdings. Widespread lack of local public support and political will for conservation was a daunting challenge for this fledgling, five-person organization. That is where RARE came in, with the tools and assistance needed through a Pride Campaign that used the Biib as a symbol of Palauan pride.

"The campaign was phenomenally successful," says Otto. And it was immediately followed by a second, this one focusing on the manatee's Pacific relative, the dugong. Modelled on RARE's techniques but fully implemented by PCS, the campaign led to new legislation to stiffen the penalties for dugong poaching. Together with RARE, a third Pride Campaign completed last year was used to mobilize support for the protection of green and hawksbill sea turtles. The country's traditional leaders, the Council of Chiefs and the Mechesil Belau (the women's leadership group), have agreed to support a moratorium on commercial turtle taking. As a result, the House of Delegates is now considering draft legislation.

PCS's successes have been striking, and as the organization grows, so does its reputation. Founder Noah Idechong, now a member of Palau's congress, received the prestigious Goldman Prize for environmental leadership in 1995 and was named Time Magazine's "Hero of the Planet" in 2000.

Quetzales and Cloud Forest, El Triunfo Biosphere Reserve, Chiapas, Mexico

In 2000 a Pride campaign reached more than 95,000 people living in and around the nearly 300,000-acre El Triunfo Biosphere Reserve of southern Mexico. It provided intensive outreach to encourage farmers to switch to organic shade coffee growing techniques and reduce forest fires in this highland cloud forest, while building support for the Reserve. The campaign used the Resplendent Quetzal as the symbol to rally local pride in El Triunfo.

Scattered among isolated villages, the majority of local people did not even know they lived in a protected area. In the pre-campaign survey, RARE found that only 27% of Reserve residents were aware of the existence of the biosphere reserve. During the campaign, local Reserve education staff travelled by foot and by mule for hours at a time to reach many communities for the first time ever. They carried with them a six-foot tall quetzal mascot, a puppet theater, music, songs, games and an important message. The results were encouraging: the post-campaign survey showed that awareness of the Reserve more than doubled among reserve residents (from 27% to 57%), and the level of understanding of the benefits of shade-grown coffee increased by nearly 20% among coffee growing communities.

The biggest success is perhaps the newfound commitment among the Reserve staff for education. The campaign's manager has gone on to develop a new 10-year educational strategy, and has been actively implementing it since the initial RARE campaign concluded in mid-2001.

The Bahamas Parrot and Monique Clarke, Abaco, Bahamas

When Monique Clark saw her first Bahamas Parrot she was at the zoo, and she said "Isn't that cute?" It is. And in 1992, it was also threatened with extinction.

Living on only two islands in the Bahamas, the parrots mate for life and have a diet wholly based on the fruits and seeds of endemic plants. When Christopher Columbus arrived in the area in 1492 he saw and described large flocks of the parrots, but due to extreme pressures--

such as human poaching, predation from introduced species like the feral cat, and dwindling habitat--the parrot population had plummeted.

Monique, who is still working for the Trust 10 years later, knew virtually nothing about conservation before taking on this daunting assignment. But in less than one year working with the Trust she was able to convince churches across the region to preach “conservation” based sermons, work with the government to put into circulation a new \$1 bill printed with a portrayal of the parrot, and record a popular song and music video that featured the plight of the parrot and won international recognition.

In 1994, the year after the completion of the campaign, a 20,300 acre national park was established on Abaco Island in the Bahamas. The Abaco National Park, a region once at risk of development, is now a haven for the Bahamas Parrot, and the first major park created by the national government in 20 years.

IX. Contact Information

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