

# HOW RARE PROVIDES TRAINING

A SUMMARY OF THE MASTER'S  
DEGREE IN COMMUNICATION  
AND 2-YEAR MENTORING  
PROGRAM FOR PARTNERS  
RUNNING PRIDE CAMPAIGNS



# RARE TRAINING MARRIES ACADEMIC WITH PRACTICAL — ALL DURING A 2-YEAR CAMPAIGN FOR SOCIAL CHANGE

**Local conservation organizations from more than 50 countries have benefited from Rare’s rigorous training and campaign implementation program, which provides a communications toolkit for life — in addition to a tangible conservation result.**

## WHAT DOES RARE TRAINING INCLUDE?

Rare offers a two-year program of training and technical support designed to help local conservation organizations improve their ability to engage communities in conservation. Participants learn how to change attitudes and behaviors; mobilize support for environmental protection; and reduce threats to natural resources. Each partner organization selects a staff person to attend the university portion of the training, which is completed alongside 11 practitioners from other sites tackling the same threat.

Rare also dedicates an expert team to mentor the partner organization and campaign manager as they plan and execute a campaign in the field. Eligible campaign managers who successfully complete both the coursework and a successful Pride campaign receive a Master’s Degree in Communication from the University of Texas, El Paso. The partner organization gains a whole new toolkit for ongoing community outreach, lifetime membership in Rare’s Global Alumni Network, and most importantly, a reduction in threats to conservation at the site.

## WHAT IS THE ACTUAL CURRICULUM?

Tying social change to conservation requires a wide range of tools and skills. This includes everything from threat analysis and multi-disciplinary strategic planning to marketing and messaging to project management and evaluation. The university curriculum is based on pedagogical theories, as well as Rare-specific strategies for creating an

iterative learning program for adults. A more detailed list of training modules begins on page 4.

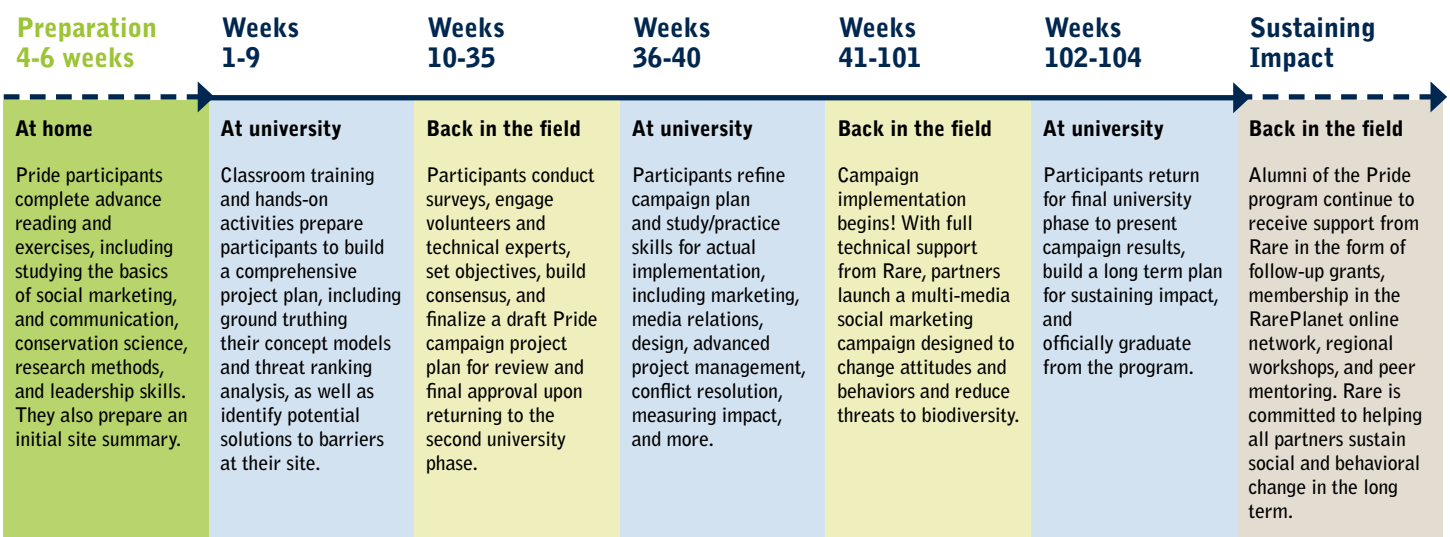
## HOW LONG IS THE PROGRAM?

Rare provides continuous training and technical support throughout the two-year Pride campaign. The participants (campaign managers that are selected by Rare’s local partner organizations) spend approximately 17 weeks at the university, divided into three separate visits. The campaign managers spend the remaining 84 weeks at their site implementing the campaign itself. Assignments and reports are completed continuously over two years, and the final trip to the university includes a formal graduation, a final report, and the creation of a long term plan for sustaining impact.

## How to Apply

[rareconservation.org/apply](http://rareconservation.org/apply)  
Or call +1 703.522.5070 (USA)

## TRAINING AND CAMPAIGN IMPLEMENTATION AT-A-GLANCE



The effectiveness of RARE's training model has been proved in the course of 150 campaigns waged to date in more than 50 countries around the world. Rare provides communities with the ability to use successful conservation strategies, appropriate technologies, and livelihood alternatives. Pride promotes solutions through powerful community outreach and social marketing techniques.

# A FIRST-OF-ITS-KIND MASTER'S IN COMMUNICATION FOR CONSERVATION PRACTITIONERS



Whether it's getting people to adopt more sustainable agriculture or to better manage a protected area, the conservation field is becoming more and more focused on mastering the art of social and behavioral change. A Master's Degree in this arena is an idea whose time has come.

In partnership with the Sam Donaldson Center for Communication at the University of Texas-El Paso (UTEP), Rare has launched a first-of-its-kind training program that provides conservation practitioners with an M.A. in Communication. Administered by regional university partners in four languages, and globally accredited by UTEP, the degree is awarded to eligible Pride campaign managers who complete all coursework, as well as implement a successful 2-year Pride campaign at their site.

The new Master's degree is overseen by UTEP's Department of Communication, which has a strong commitment to grounding cutting-edge research and theory in real world applications. This makes UTEP an ideal partner for Rare, which has always required equal emphasis on academic rigor and field-based results.

Increasing UTEP's ability to support the new Master's program is its multi-lingual faculty with experience teaching in English, Spanish, Bahasa Indonesia, and Mandarin – all four of the languages required to serve Rare's network of local conservationists. UTEP is also academic home to Dr. Arvind Singhal – one of the world's foremost researchers and authors in the field of communications for social change.

A prerequisite to receive a Master's Degree is an existing Bachelor's of Arts or Science Degree from a certified university.



## A Master's for changing the world.

Pride campaign managers do not simply study social change theory in the classroom. The majority of Rare's training takes place in the field where campaign managers complete the toughest assignment possible – applying theory to real people in their communities. They do not graduate until they've made a difference in the way people think about and practice conservation in their small, but important corner of the world.

This is not easy! So, in addition to 17 weeks of classroom training, each campaign manager receives a dedicated Rare Pride Program Manager for two years; support from technical experts at problem-solving workshops and online forums throughout the campaign; visits to his or her site by Rare alumni mentors and staff; and tailored supplemental reading and guest lecturers during return trips to the university.

## REGIONAL UNIVERSITY PARTNERS



### English

English-language training is conducted in the United States in collaboration with the Executive Education Office of Georgetown University's McDonough School of Business in Washington, DC.

Participants in the English-language program come primarily from Africa, the Caribbean, the Western Pacific, and Southeast Asia.



### Spanish

All Spanish-language training is conducted at ITESO (Instituto Técnico de Estudios Superiores de Occidente) in Jalisco, México. Participants come from all over Latin America.



### Bahasa Indonesia

Training in Bahasa Indonesia is offered at the Bogor Agricultural Institute (Institut Pertanian Bogor - IPB). Participants in the IPB-Rare program come from Malaysia and Indonesia.



### Mandarin

Training in Mandarin is provided at Southwest Forestry University in Yunnan Province, China. This is Rare's most recently added university partner with the first cohort of campaign managers launched at the end of 2008.

# DETAILED OVERVIEW OF UNIVERSITY CURRICULUM AND FIELD-BASED TRAINING

## PREPARATION ~ 4-6 WEEKS

Once applicants are accepted into the program, Rare provides them with a preparatory "Reader" (Module 1, Unit 1) that contains basic information that needs to be studied and completed before arrival at the university.

The campaign manager works with his or her supervisor and colleagues on this advance work and prepare to represent the organization upon arrival at the university. Advance reading and preparation takes one or two days per week for approximately 4-6 weeks.

The reader contains instructions on completing all activities, and Rare staff are available to help at all times. Partners are also assigned an alumni mentor at this time, who will remain with them throughout the campaign.

By the end of the reader Work includes campaign managers will be able to:

- Describe their role as a campaign manager and lead agency, as indicated in their contractual agreement with Rare
- Share a draft site summary of their campaign site that outlines an overview of the biodiversity, threats and key stakeholders
- Prepare a presentation on their campaign site to be delivered within days of arriving at the university.

## WEEKS 1-9 ~ AT UNIVERSITY

### Module 1, Unit 2: Introductions and Essential Skills

Session 1	Welcome	Introduction to the program and fellow campaign managers
Session 2	Technical Training: Equipment for campaign managers	Basic training on the equipment package including computer laptop, software, etc.
Session 3	Introduction to University	Exploring all the resources available on campus for work, study, and play
Session 4	Getting to Know the Community	Learning about the wider community in which the university is located, as well as tips on how to use your new digital camera to tell stories.
Session 5	The Change Process	Understanding how and why people change is critical to both professional development for the campaign manager and campaign impact on the community. This session reviews principles of human change.
Session 6	Leadership Essentials: Sources and Styles of Conflict	The first of many sessions on skills that are essential to becoming a good project and community leader.
Session 7	Leadership Essentials: Writing for Impact	Learn how to write persuasively and effectively.
Session 8	Leadership Essentials: Developing Good Presentations	Practice developing and delivering presentations to diverse audiences.
Session 9	Leadership Essentials: Closing and Reflection	Identify leaders and define key attributes about their leadership styles. Examine the characteristics gained during the Pride campaign.

### Module 1, Unit 3: Basic Program Concepts

Session 1	Introduction to Biodiversity	Define key conservation threats to biodiversity at Pride campaign sites.
Session 2	Threats to Biodiversity	Introduction to social marketing, commercial marketing, the science of behavior change, audience segmentation, and using the right media mix to get your message across.
Session 3	Importance of Conservation	Examine the importance of conservation and provide arguments that illustrate the importance of conservation to the protection of Pride campaign sites.
Session 4	Conservation Solutions	Identify key conservation solution strategies, define the role of constituencies in a successful conservation strategy and describe specific conservation solutions at Pride campaign sites.
Session 5	Introduction to Communications	Recite the communication process and explain the differences between verbal and non-verbal communication.
Session 6	Social Marketing	Introduce marketing concepts and distinguish the differences between, commercial marketing and social marketing. Give examples of barriers to adopting new behaviors in communities.
Session 7	Critical Components of Social Marketing	Define key social marketing theories including behavior change continuum and the diffusion of innovation. Identify key social marketing methods including audience segmentation and the marketing mix. Begin to apply these techniques to the Pride campaign.
Session 8	Diving Deeper into Communications	Examine the 6 communication stressors and how they impact work styles. Discover personal behavior styles and explore the complexities of behavior change.
Session 9	Introduction to Research	Why and how research should inform work — both qualitative and quantitative.
Session 10	How Rare measures success	Get acquainted with Rare's own metrics for success, including the "3 C's" — capacity, constituency, and conservation.
Session 11	Introduction to the Theory of Change	Dive deeper into the strategic tool that will guide the campaign.
Session 12	Leadership Essentials: Project Management	Tools and templates for managing a complex project.
Session 13	Case Studies and Tools for Practical Application	Receive a model case study and a plan for conducting your own "mini-campaign" while at the university to practice key concepts. Also learn how to use "Miradi" software — a leading tool in the conservation field for ranking threats and building conceptual models.

## WEEKS 1-9 ~ AT UNIVERSITY (CONTINUED FROM PAGE 4)

### Module 2, Unit 1: Project Planning — The Site Assessment

Session 1	Introduction to Pride Planning	An overview of the Pride planning process and an introduction to the first main component -- the site assessment.
Session 2	Multi-sector Nature of Conservation	A look at the strong link between conservation science and other fields, such as social, economic and political studies.
Session 3	Producing a Quality Site Summary	Case studies, methods of scoring and evaluation, and practical applications.

### Module 2, Unit 2: Stakeholder Engagement, Meetings and Facilitation

Session 1	The Role of Stakeholders	Understand the critical role various stakeholders play in project planning and how to engage them while finalizing your Theory of Change.
Session 2	Hosting and Facilitating Meetings	Practice the Consensus Workshop methodology and differentiate between hierarchical and facilitative leadership styles.
Session 3	Leadership Essentials: Facilitation Tools	Apply the focused conversation technique. Participate in group activities that provide an opportunity to facilitate development of a concept model and build consensus among diverse audiences.

### Module 2, Unit 3: Project Planning — Concept Modeling and Threat Ranking

Session 1	Concept Modeling	Identify the components of a concept model and apply what makes a good concept model to a Pride campaign site.
Session 2	Threat Ranking	Identify, evaluate and validate a Pride campaign site threat assessment.

### Module 2, Unit 4: Project Planning — Sources of Stress & Management Options

Session 1	Sources of Stress and Factor Chains	Analyze the "who" and "what" underlying top threats to biodiversity and then how to create a factor chain to demonstrate these causal links.
Session 2	Strategies for Behavior Change	Determine the strategy for mitigating barriers to behavior change and apply the consensus workshop methodology to identify potential barrier removal strategies.
Session 3	Practical Application: Strategies for Your Pride Campaign	Assess campaign strategies for feasibility and impact using Miradi the adaptive management software tool.
Session 4	Leadership Essentials: Introduction to Negotiation	Examine the role of negotiation in a Pride campaign and determine the best negotiation process to apply at a site.
Session 5	Revisit Your Campaign's Theory of Change	Revise a Pride campaigns Theory of Change based upon lessons learned to date.

### Module 2, Unit 5: Project Planning — Validating Data

Session 1	Qualitative and Quantitative Audience Research Technical Training: Survey Pro Software	In-depth training on conducting surveys and other data gathering techniques to better understand audience behavior, test assumptions, and hone objectives.
Session 2	Results Chains	Create a results chain in Miradi for each of the behaviors intended to influence. Align results chain with Pride campaign's Theory of Change.
Session 3	Setting Preliminary Objectives	Draft preliminary SMART Objectives for intermediate results in Miradi.
Session 4	Writing a Good Survey Question	Explain the characteristics of a good survey and draft good survey questions.
Session 5	Introduction to Survey Pro	Design different survey questions and apply basic skills in the Survey Pro 3.0 software to create and export surveys.
Session 6	Conducting the Survey	Hone all the key techniques and skills needed to administering surveys in the community, including determining sample sizes, identifying location and training enumerators.
Session 7	Entering Data and Analyzing Results	Build survey skills in Survey Pro 3.0 by creating cross-tabulation tables, creating filters and posting results in Miradi.
Session 8	Practical Application: Customizing Campaign Survey's	Using the knowledge and skills honed in this unit participants will be able to apply these techniques to their own Pride campaign site.

### Module 2, Unit 6: Project Planning — Objective Setting and Monitoring

Session 1	Applying Audience Data to Strategy	Learn how to turn audience data into sound strategies for changing behaviors within each target segment.
Session 2	Barrier Removal	Examine the role of a BRP Workshop in a Pride campaign.
Session 3	SMART Objectives	Learn how to use survey results to convert preliminary objectives into SMART Objectives.
Session 4	Gaining Buy-In for SMART Objectives	Prepare and deliver a pitch to gain buy in and support for SMART Objectives.
Session 5	Monitoring Plan	Ensure that monitoring plan for measuring success against desired outcomes is included.
Session 6	Practical Application: Finalizing Campaign Theory of Change	Critical assess campaign's Theory of Change and finalize before project planning in the field begins.
Session 7	Practical Application: Compiling your Project Plan	Using Miradi compile your campaigns draft Project Plan.

## WEEKS 1-9 ~ AT UNIVERSITY (CONTINUED FROM PAGE 5)

### Module 2, Unit 7: Project Planning — Going Home

Session 1 Soliciting Feedback and Gaining Buy In	Diagnose adversities faced in the field during project planning and apply techniques that will help gain support and buy-in needed at the Pride campaign site.
Session 2 Leadership Essentials: Conflict & Negotiation	Apply conflict management and negotiation techniques in a simulation that mirrors conflict at a Pride campaign site.
Session 3 Reporting Responsibilities	Roles and responsibilities, next steps, individual professional development plan, and preparing a pitch to key stakeholders to gain project buy-in.
Session 4 Bringing Pride Home	Modify your campaign pitch to deliver to key stakeholders upon your return. Celebrate in the closing of the first nine weeks.

## WEEKS 10-35 ~ IN THE COMMUNITY

Armed with a whole new toolkit and set of skills, campaign managers return to their sites to conduct a comprehensive project planning phase.

In collaboration with their supervisor and colleagues, managers work full-time throughout the 25 weeks to complete the following:

Build a base of volunteers and experts to support project

- Conduct community surveys and other data gathering
- Solidify the Theory of Change, including the threat reduction and conservation target
- Solidify technical partnerships needed to reduce barriers or provide alternatives to current behavior

- Engage a variety of stakeholders to finalize SMART objectives
- Ensure that the Pride campaign strategy and objectives align with the broader goals of the local organization, as well as those of other partners on the project
- Establish a short and long term monitoring plan for assessing impact
- Post progress reports and other information on RarePlanet (Rare's online network) and build relationship with alumni mentor
- Prepare draft project plan for presentation during second university phase

## WEEKS 36-40 ~ AT UNIVERSITY

### Module 3, Unit 1: Project Execution — Refining Your Message

Session 1 Review of Field Phase and Refinements to Plan	During the entire first week, campaign managers share and refine project plans during both one-on-one sessions with Rare staff and in group discussions/workshops. Learning, challenges, and solutions from the field are also shared among the group. Final project plan is submitted back home to supervisor for approval and uploaded onto RarePlanet (online network).
Session 2 Developing a Creative Brief	Learn how to develop a traditional "creative brief" that outlines messaging, design, and communications strategy based on target audiences.
Session 3 Creating Core Messaging	Gain skills for developing and testing messages for key audiences, and complete first draft of campaign messaging.

### Module 3, Unit 2: Project Execution — Partnership Building

Session 1 Significance and Types of Partnerships	Review the critical role of partnership management in order to support all facets of the campaign, including monitoring, barrier removal, materials production, and more.
Session 2 The What, Why, and How of Partnerships	Learn basic components of partnership deals, such as Memorandums of Understanding, Contracts, and Roles and Responsibilities; Discuss differences between partners, vendors, and volunteers; anticipate and avoid challenges.
Session 3 Fundraising and Sustainability	How to source funding partners, craft a compelling proposal, and report on use of funds; importance of fundraising to long term campaign sustainability.

### Module 3, Unit 3: Project Execution — Media Planning and Design

Session 1 Fundamentals of Media Relations and Marketing	Learn how to shape policy and news with the right pitch; Build competence in materials design, testing, printing, and distribution.
Session 2 Age-appropriate Messaging	Explore the differences between engaging adults and children.
Session 3 Creating Materials	Writing and storytelling; reaching scientific audiences; scriptwriting for speeches; grassroots mobilization; creating a strong call-to-action; reaching community influencers; engaging resource users; and more.
Session 4 Specialty Communications	Working with audio-visual (radio, songs, media); conducting school visits; creating curriculum booklets, posters, badges, stickers, and more.
Session 5 Electives	Research subjects that specifically relate to the threats and challenges at individual site.
Session 6 Practical Application: Launching the Mini-Campaign	Participants have been collaborating since day one on a mini-campaign that helps them apply social marketing principles to a real life scenario. This session focuses on the launch of that campaign in the local university community, as well as analysis of successes, challenges, and impact.
Session 7 Important Logistics for Planning	Finalizing plan: considering important logistical details, such as budgets, timelines, and a communications strategy for gaining buy-in on the plan from peers, partners, and volunteers.

continued on page 7

## WEEKS 36-40 ~ AT UNIVERSITY (CONTINUED FROM PAGE 6)

Module 3, Unit 4: Preparing for Field Implementation	
Session 1 Leadership Essentials: Adaptive Management	Learn skills for adapting to unforeseen circumstances, managing difficult challenges, minimizing risk, and celebrating milestones along the way.
Session 2 Leadership Essentials: Relationship Management	As you'll quickly learn, you cannot implement the campaign on your own or achieve success without multiple partners and supporters. Learn how to keep everyone inspired and engaged.
Session 3 Roles and Responsibilities	Review exactly what your role is in driving campaign implementation, as well as how to manage others who share various responsibilities.
Session 4 Managing Money	You will have a campaign budget, with a core set of funds to spend on materials and other necessities. Review available funding, as well as strategies for raising additional funds if needed.
Session 5 Professional Development Planning	During this project, both the campaign manager and Rare's partner organization will gain considerable knowledge and experience. Map a formal professional development plan during this session.
Session 6 Presentation of Final Project Plan	Rare asks leadership staff from all partner organizations to join campaign managers at the university for this important session. The group will discuss final project plans and solidify organizational support needed during the campaign.
Session 7 Collecting Data	Partners will be asked to collect data throughout the campaign for impact analysis upon the final trip to the university. Review goals and tools.

## WEEKS 41-101 ~ IN THE COMMUNITY

Partners return to their sites and launch the public phase of the social marketing campaign — this is when it gets really fun!

Campaign managers have identified target audiences, engaged partners to provide additional technical or monitoring support, and are ready to motivate community-wide change.

What does this include?

- Designing 30+ marketing vehicles, such as posters, radio spots, press releases, festivals, mascots, school activities, sermons, workshops, bumper stickers, and billboards
- Training farmers, fishermen, or forestry officers in more sustainable practices

- Working with technical partners to provide new technologies or solutions, such as fuel efficient stoves, improved resource management plans, water conservation devices, new agricultural tools, etc.
- Monitoring impact along the way and keeping important stakeholders engaged
- Submitting regular reports to Rare and other partners
- Sharing tips and support with fellow partners in other countries, using the RarePlanet online network
- Working with a Pride alumni mentor and Rare every step of the way to maximize success!

## WEEKS 102-104 ~ AT UNIVERSITY

Module 4, Unit 1: Evaluating Impact and Sharing Success	
Session 1 Sharing experiences and learning	Learn how others managed their projects, addressed challenges, and achieved results; share marketing materials, stories, and learning.
Session 2 Measuring Impact	Take quantitative and qualitative data gathered throughout the campaign and learn how to analyze impact against several measures: capacity built, constituency built, and conservation achieved.
Session 3 Preparing a Final Report and Presentation	Sharing impact and learning with others is a critical step in maintaining buy-in and support for longer term goals, as well as demonstrating to partners and donors that their investment has made a positive difference. Develop a powerful Final Report and presentation for use with all stakeholders.
Module 4, Unit 2: Drafting a plan for sustaining impact	
Session 1 So what next? Drafting a follow-up plan	Develop a long term strategy for outreach and sustainability. Social change is an ongoing endeavor. Just as large brands like Coca-Cola spend billions of dollars each year on marketing, even though the whole world already knows who they are, conservationists must continue to reinforce messages over time.
Session 2 Long term funding	Ongoing outreach takes funding. Learn techniques for fundraising, as well as ways to identify potential donors (including Rare's own Alumni Fund).

## GRADUATION

Upon completion of key milestones and deliverables set by Rare and UTEP, Campaign managers receive their Master's degree and partner organizations receive lifetime membership in Rare Global Alumni Network.

# HOW DOES CONSERVATION TODAY BECOME CONSERVATION FOR LIFE?

## Tools and resources available to Rare alumni partner organizations

For social and behavioral change to not only take hold, but last for years to come, several key elements must be in place.

Local conservation organizations must have the ability to raise funds, build strong local partnerships, and have a clear plan of action to reach their goals. That is why Rare addresses sustainability before even launching a new campaign, and then again at each stage of the planning process. As you read in the previous seven pages, we have multiple tools to help partners plan for long-term success. In addition, partners who complete the 2-year Pride campaign become part of Rare's Global Alumni Network and are eligible for support mechanisms below, designed specifically to enhance their conservation work and the work of others around the globe.



**Alumni Project Grants:** All partner organizations that have completed Pride campaigns are eligible for Alumni Fund grants to support follow up work at the site or train others in Rare's methodology.

**Rareplanet.org:** Partners gain access to Rare's online network from the moment they launch a campaign. Post-campaign, partners gain alumni status and lifetime access to resources, expertise, and tools from the Rare community.

**Regional Workshops:** Rare offers periodic workshops in each region to foster learning and innovation around community-based conservation issues. Both current and alumni partners are invited to these workshops and are often involved in leading sessions or presenting case studies.

**Mentoring Program:** During the campaign, each partner is assigned an alumni mentor. Post-campaign, partners can become mentors themselves and take part in a global program of top Pride leaders.