DDCP-YD/NHSM (2015) 10

Strasbourg, 30 May 2015

A youth campaign of the Council of Europe for human rights online, to reduce the levels of acceptance of hate speech and to develop online youth participation and citizenship, including in processes of Internet governance.

Campaign Evaluation

Report of the external evaluators

Covering the No Hate Speech Movement Campaign from March 22, 2013 (official launching) to March 31, 2015 (official end) including its preparatory phase 2011/2012, as manifestation of the Council of Europe project 'Young People Combating Hate Speech Online'.

by

Lise Paaskesen (www.liseconsultancy.nl)

and **Hilde van Hulsta Mooibroek** (www.hildeconsult.com)

The views expressed in this manual are those of the external evaluators and do not necessarily reflect the opinions of the Council of Europe or the partners of the No Hate Speech Movement campaign.

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Acknowledgements

This report is the main output of an independent evaluation of the No Hate Speech Movement Campaign as a manifestation of the project 'Young People Combating Hate Speech Online', which was commissioned by the Secretary General of the Council of Europe represented by Antje Rothemund, Head of the Youth Department, Directorate of Democratic Citizenship and Participation (DG II) and conducted by two independent consultants, Lise Paaskesen and Hilde van Hulst-Mooibroek.

The evaluators would like to thank the staff of the Youth Department Education and Training Division - in particular the Head of this Division Mr. Rui Gomes - for all their help in collecting the monitoring data and for supporting the evaluation process.

Thanks are also due to the online activists, the members of the monitoring group (named the Follow-Up Group), all interviewees, focus group participants, respondents to questionnaires and others who fed into the data gathering, into the writing process and those that provided comments and guidance. Almost 150 people fed into the data and thought along with us, retrospective and future oriented, so that we could come up with the comprehensive formulation of 'lessons learned and recommendations'.

Glossary

Abbreviations

CCJ	The Advisory Council on Youth
CDEJ	The European Steering Committee for Youth
CIS	Commonwealth of Independent States
CM	Committee of Ministers
CMJ	Joint Council on Youth
CoE	Council of Europe
EAD	European Action Day
EAW	European Action Week
EC	European Commission
ECRI	European Commission Against Racism and Intolerance
ELSA	European Law Students Association
EYC	European Youth Centre
EYCA	European Youth Card Association
EYE	European Youth Event
EYF	European Youth Foundation
INGO	International Non-Governmental Organisation
NCC	National Campaign Committee
NGO	Non-Governmental Organisation
NHS	No Hate Speech
NHSM	No Hate Speech Movement
PACE	Parliamentary Assembly of the Council of Europe
PMEL	Planning, Monitoring, Evaluation and Learning
SMART	Specific, Measurable, Acceptable, Realistic, Time bound
TC	Training Course
VC	Voluntary Contribution
YFJ	European Youth Forum

Definitions used in the report

Direct beneficiaries	All participants partaking in activities/outputs from the mother campaign, as budgeted for and executed by the Youth Department of the CoE.
Impact	Long-run change of behaviour, the effect of sustainable outcomes.
NHSM Campaign	The campaign, as was run by the Youth Department of the Council of Europe from March 22, 2013 till March 31, 2015.
Online activist	Member of a group of online activists registered with the Youth Department of the CoE as part of the mother NHSM campaign, and coordinated by the Online Campaign Manager.
Outcome	That what other parties (expected and unexpected) have done with outputs. This is indirect attribution.
Output	A combination of activities that are directly delivered by the mother campaign (on the level of influence). Outputs are direct attribution.
Stakeholders	All parties involved in the project, without distinction.
Trickle-down effect	Suppose a person comes to learn something passes and this knowledge to another audience. The trickle-down effect is the how longer the chain of passing information the more information can be expected to be lost, unless special precaution is taken.

Summary

The project entitled 'Young People Combating Hate Speech Online' built on the experiences from two previous 'All Different - All Equal' European youth campaigns. The Council of Europe (CoE) through the Advisory Council on Youth (CCJ) started in 2010 to make the project proposal for the new campaign. The Joint Council on Youth (CMJ) endorsed this proposal in March 2011. The decision was made that the Youth Department of the CoE should execute the project. The campaign was called the No Hate Speech Movement (NHSM Campaign). The NHSM Campaign was officially launched March 22, 2013 and officially ended March 31, 2015.

The NHSM Campaign had a 15-month preparatory phase. Long, but necessarily so, because of the NHSM Campaign's complexity: The NHSM Campaign cut across CoE various sectors and included all 3 pillars of the CoE: Human rights, democracy and Rule of law. The project aimed to combat racism and discrimination, expressed online as hate speech, by mobilizing young people and youth organisations to recognise and act against such human rights violations in cyberspace.

The NHSM Campaign's aims were closely connected to Human Rights Education and Education for Democratic Citizenship and explored the boundaries between freedom of opinion and expression and protection from all forms of expression, which spread hate. This combination of youth, hate speech and the online sphere, plus the crosscutting character of the topic, was new to the Youth Department of the CoE and can be considered innovative.

The idea was to have a European campaign (the mother campaign) managed by the Youth Department of the CoE, which was to produce national (daughter) campaigns in each of the 47 member states of the CoE. These should be carried out and run on the national level by National Campaign Committees (NCCs), with each a selected NCC Coordinator. They were to work in close relation with their national governmental and non-governmental (youth) institutions, with support of the Youth Department of the CoE. Thus, the NHSM Campaign was meant to be a 'campaign of campaigns' with coordination being provided by the CoE, but with national campaigns paying due attention to the national context.

The campaign achieved key areas of policy progress and a high level of political access, as well as increased campaigning capacity on the topic of hate speech online. It built on a key learning from other campaigns and drew on the considerable expertise of coalition members and their staff. The NHSM Campaign had a strong commitment to innovation and the testing of new strategies and activities, particularly on the digital side as a result of the tremendous efforts of a small but very active community of online activists: A group of volunteer and registered online activists was steered by the Online Campaign Manager, himself greatly devoted to the NHSM Campaign's cause.

However, the execution was hindered by some serious limitations, one of them being the extremely low available budget. Another was that the campaign in its design had failed to recognize in an early stage that in order to change hate speech behaviour online regarding youth between the ages of 13 and 30, other types of stakeholders, not only the youth sector, should be set in motion. National law and regulations' organisations, such as the police and the national protection of online activists, etc. must be set in motion. This also calls for national Parliamentarians to be active.

In the last months of the NHSM Campaign the launch of the No Hate Parliamentary Alliance was a huge step forward. On January 29, 2015 Parliamentarians signed the Charter of commitments for membership in the No Hate Parliamentary Alliance, thus committing to take an open, firm and pro-active stands against racism, hatred, and intolerance on whatever grounds and however they manifest themselves. Parliamentarians will be accountable to each other on following up on the promise to take a stands in their country. The No Hate Parliamentary Alliance counted 35 members in March 2015. Although the NHSM Campaign has ended on the moment that the No Hate Parliamentary Alliance started, hopefully it will continue.

Another illustration of success in NHSM Campaign was the following message, which was passed on via the NHSM Campaign Google group on March 17, 2015, regarding Facebook and hate speech:

Facebook removes hate speech, which includes content that directly attacks people based on their: Race, Ethnicity, National origin, Religious affiliation, Sexual orientation, Sex, gender, or gender identity, or Serious disabilities or diseases.

Organizations and people dedicated to promoting hatred against these protected groups are not allowed a presence on Facebook. As with all of our standards, we rely on our community to report this content to us.

Although attribution to the NHSM campaign is undetectable, the registered online activists had regular contact with Facebook regarding the Hate Speech Watch (HS Watch). Arguably, the NHSM Campaign was one of the push factors; part of the pressure needed for change.

This report must be read against a hardening external context: More attacks and incidences where hate and discrimination is involved, more hate speech online and a general European consensus that combating hate speech, online and offline, is even more urgent than 5 years ago when the idea of the NHSM Campaign started.

This summary follows the key-points of section III 'Findings and analysis'. To conclude, it will highlight some of the recommendations as formulated in Section IV.

1. Campaign purpose and objectives

To have a campaign with a subject that cuts across different sectors within the CoE (education, Internet governance, human rights, European Commission Against Racism and Intolerance (ECRI), Youth and online safety) was new to the CoE. At the onset of the NHSM Campaign, it was difficult for stakeholders to understand whose campaign it was. The complexity of the setting was underestimated causing the development of the campaign design needing far more time than anticipated. This caused the date of the official NHSM Campaign launch to be postponed several times.

Many people and instances were involved in determining concepts and approaches, what in itself is good for creating a good support base. But by lack of enough steering many opinions did not lead to a homogenous sense of what the NHSM Campaign should achieve. The general outline and planning logframe - determining the expected results with indicators of success - was re-adjusted 3 times throughout the NHSM Campaign. Such uneven understanding of outcomes was also due to the complexity of the many layers involved, and the different topics in which hate speech manifests itself in different regions and countries in Europe.

The NHSM Campaign did not aim to eliminate hate speech; rather, it aimed to combat it by countering it. In particular, the NHSM Campaign responded well to a socio-political need and growing danger in society. It tried to balance offline realities with online realities. The latter, was rightly recognized as a sphere where young people are increasingly victimized. Synergies between social media, advocacy and action were at times adequately supported.

Although the concept of hate speech from its initial stage was narrowed down for its intersection of hate speech with young people and online sphere, it is in itself widely applicable. In fact, the concept's wide applicability made it possible for stakeholders to define their own scope of action. Always with a focus on hate speech, but not always online and often the subject was made too general to be on just No Hate. The focus on young people in the NHSM Campaign could have been stronger. The Youth Department of the CoE works through youth networks and has a long experience with this.

The more the expected results are formulated measurably, acceptable, realistic and time bound (SMART), the better one can say whether or not expected results have been achieved. Since in this case the expected results were not formulated SMART, the picture of success is mixed and impact on beneficiary level is untraceable. Several mapping studies were done, but since other baseline data and zero measuring points were missing, the impact and successes of the NHSM Campaign are not easily measured. However, it is clear that a huge step is set within the CoE to collaborate across sectors for a common cause, i.e. combating hate speech.

Awareness raising of the problem of online hate speech itself, youth oriented, based on ongoing knowledge development of content has got a good boost through the NHSM Campaign. The timing of the NHSM Campaign took into consideration young people's online realities. But for future campaigns, planning should clearly indicate campaigning priorities and a set focus.

2. Preparation of the campaign

The NHSM Campaign had a 15-month preparatory phase prior to its official launch in March 22, 2013. Such a long run-up could have been beneficial to the NHSM Campaign to elaborate more on content and definitions and getting the crosscutting partners on board. However, a concluding moment on how these preparations contributed to a solid and focused campaign-design was lacking. A precise operational planning for the whole of the NHSM Campaign was lacking as well.

Too many views and opinions may complicate the direction and outcome of a project. In addition, good preparation is half the work; meaning that investments must be made in structured preparation, including setting a goal of when something is declared ready, should be described and evaluated. Plans for execution can be adjusted from that point.

The NHSM Campaign preparation was hampered by various elements, such as infrequent meetings with small number of consistent planners, especially in the earlier phases of the NHSM Campaign. Campaigns of such magnitude and complexity need a plan and a clear description of what should be in place at the time of launching in order to really start campaigning. At evaluation, it gives an impression that the distinction between preparation and actual campaigning had become diffused.

Communication and expectation management was imbalanced and incorrectly timed in order to control processes and developments. There were too many ideas and too many recommendations from too many experts compared to staff and funding available. In fact, in the 15-month preparation phase hardly any additional temporary campaign staff was added to the existing staff. The latter seemed overwhelmed by the magnitude of the task. The budget was too small to pay for extra manpower and do a proper mobilisation and awareness raising effort (including budget for travelling) to get the 47 member states on board and stimulate financial contributions.

At the end of the preparation stage, and even throughout the campaign, the concept of hate speech has remained difficult to define, especially seeing the differences in national legal frameworks regarding freedom of expression and prosecution of hate crime. The working definition within the Youth Department of the CoE, and as adopted by the registered online activists, remained weak. However, in general, a notion of a set framework in which it works has been achieved, which allows for a subjective and contextual understanding of the topic.

3. Outcomes and achievements assessed

The sense of urgency for the topic is overwhelming. Assessing the achievements of the NHSM Campaign, however, shows a mixed picture and the feeling of many respondents in that the work is not yet done. Respondents said that the NHSM Campaign has made progress on awareness raising on the topic of hate speech, but not enough on hate speech online. Considering the number of people, organisations or countries who have actively participated, the awareness has only reached a limited number.

The NHSM Campaign missed a lot of practical application in CoE's 47 member states. The relatively low number of observed 18 (38%) full campaigns in motion confirms this. Evaluators consider full campaigns as campaigns that have an active NCC and an online presence. Evaluators consider the latter to be indispensable for online campaigning. Although it is arguable to add the 7 countries (15%) that had a campaign, but did not have an online presence, then the total amounts to 25 countries (53%). See Annex 5 for an overview of country involvement. Evaluators do not exclude the possibility that other national campaign activities have manifested in other countries as well, but then that was not included in the information received from the Youth Department of the CoE. Apart from a few excellent examples, evaluators perceived a general lack of ownership and confusion about the objectives of the NHSM Campaign and how to reach them.

Shared and disputed areas of ownership may have caused confusion, but indicates, at the same time, richness of the NHSM Campaign in that a variety of stakeholders could easily relate to the NHSM Campaign and its cause. However, there are many signs that suggest that the potential to augment this figure are yet to be exhausted.

In the 16-23 CoE member states where campaigns have been set in motion, many diverse activities and outputs have been generated. However the richness of this cannot easily be known by lack of a consistent of data gathering systems. The NCCs had not done their own campaign evaluation as was foreseen by the Follow-up Group. In general there were not many formats provided for proper data gathering for this level by the Youth Department of the CoE.

Around 1.400 direct beneficiaries from across Europe were reached through trainings, workshops, seminars and conferences. This was partly made possible due to the support of 2 key funding organisations, namely European Youth Foundation (EYF) and EEA and Norway Grants. -
As at March 16, 2015 (counting from March 10, 2013) Facebook has had 18 701 likes and Tweets had been retweeted 13 576 times. Together, these numbers are good for 32 277 online reactions in 2 years. This together with the 1 400 trainees concludes that near 33 700 people have been reached directly by the mother campaign. The actual number of people reached by the Youth Department of the CoE may have been higher through undocumented actions, but are unknown to the evaluators.

The expected number of European Action Days (EAD) has been reached, and exceeded. Likewise, the target for 6 translations of Bookmarks was well underway: being written in English it was translated in to 4 languages: Armenian, French, Hungarian and Norwegian. Additional translations in Finnish, Greek, Icelandic, Macedonian, Montenegrin, Polish, Russian, Swedish and Ukrainian were in process by the official end of the NHSM Campaign March 31, 2015.

There was an overwhelming consensus among stakeholders that the NHSM Campaign focused on an important topic and that it is extremely important for countering modern socio-political trends. That young people play an important role in combating hate speech online seemed undisputed. It was iterated that young people work well with social media networks and helped draw attention to the issue of hate speech online. In regard to this conviction, the NHSM Campaign online focus had merit.

The NHSM Campaign connected people, organisations and institutions for a common goal: Combating hate speech. The overall assessment on creating a cohesive group for combating hate speech online, however, was less positive: There was an imbalance of outreach to and commitment by stakeholders, including online activists and NCCs. On one hand, there was a sense of frustration about the lack of centralized, financial and/or political support. On the other hand, some felt an abundance of centralized decision-making and lack of freedom for own decision-making in terms of activism and national actions. In conclusion, an adequate campaign flow was not reached and it did not stimulate isolated bubbles to become one big wave.

On the offline/online relationship there was an imbalance as well. Though one of the main goals of the NHSM Campaign was to focus on combating hate speech in the online sphere, the online elements were in fact seen as mere campaigning tools for creating awareness and discussion. However, most respondents suggested that the offline and online spheres are interconnected and that they cannot be seen as separate worlds. NCCs and online activists who suggested that the online sphere mirrors the offline reality deemed a focus on both the offline and online spheres necessary. It was suggested, however, that offline actions had most impact, which may argue against the need for a strong online presence.

Therefore, evaluators concluded that there was a blur between the subject or the topic of hate speech online and the method and the educational approach, learning how to recognise and how to act. Since most learning takes place in face-to-face contact through peers or informal educators in workshops or in formal education curricula, evaluators conclude that offline teaching was underserved in the NHSM Campaign.

4. Strategies and tactics employed

In many aspects, the strategies applied for the NHSM Campaign do not differ much from those of earlier campaign executed by the Youth Department of the CoE. More specifically, evaluators point at strategies for fundraising, setting goals and priorities, partaking of national NCCs who select a national NCC Coordinator, lobby on European level and youth focus. Therefore, it was surprising to the evaluators that the NHSM Campaign had failed to convince on the national level. Similarly, it was surprising that funding remained as low as it did, when it was clearly known from the beginning that is was a vast undertaking in need of substantial funding.

Understandably, new areas added to the NHSM Campaign, such as online campaigning and dealing with the crosscutting issues within the CoE, required time for strategies and tactics to adjust and mature. The Youth Department of the CoE did okay in inventing strategies and tactics, seeing their limited manpower and finance in place. Evaluators suggest that at the end of the NHSM Campaign the Youth Department of the CoE writes down the lessons learned regarding protocol for working with member states. It is reasonable to assume that this will be part of campaigns to follow.

In general, the quality of tools for online outreach are mixed. Arguments were raised that suggest that the online and offline spheres are interconnected and that the online world reflects the offline reality. Suggestions were made that offline actions are more effective than online actions, but that online elements are a way of communicating specific issues and make things happen. As such, online elements may not constitute the NHSM Campaign, but are just campaigning tools. However, evaluators commend the balance between online and offline campaigning.

Much information on the NHSM Campaign was provided online only in retrospect of the actions and events and there was limited active online outreach. Hate Speech Watch (HS Watch) as found on the NHSM Platform was a tool for online reporting of hate speech. Questions arose, however, as to whether this tool was well thought through. Reports were not followed-up and the tool was rarely used. In addition to this, legal protection for those making use of the tool it was not explained how it was arranged.

Many ideas, including some original ideas were never realized. Online activists and NCCs each carried a large part of the NHSM Campaign, but rarely in unison. Though online activists are a passionate group, they were not supported by national structures conducive to ongoing activism. In fact, the opposite happened: Online activists were helping several NCCs get on their feet. Though levels of the NHSM Campaign are linked, they were not mutual dependent. To grow into a campaign that supports real behaviour change, strength is in numbers and in a sense of ownership.

The NHSM Platform was a hub, which could have been very bubbly and interactive, more interactive and easier to navigate. Although the NHSM Platform was much better than its predecessor, the site 'Join the movement'. It need not contain much information, but is should be concise and encourage users to take action. The evolution of the NHSM Platform over 3 years had a constant sphere of 'inventing the wheel' or 'learning by doing', which could have been avoided by delegating the NHSM Platform to experienced online campaigners.

Important to note is that the number of people reached does not say anything about what they did with this new awareness: Outcome and impact were not traceable.

5. Structure, organisation and management

The NHSM Campaign was large in its scope in that it intended to cut across CoE sectors. Such an approach is commendable with a crosscutting topic as 'Young people Combating Hate Speech Online', but only if the executing body is able to link various CoE sectors and organisations. A thematic cross-sectional advisory group could have supported the Youth Department of the CoE in reaching this aim. In fact there was a Task Force group installed in 2013, but had held only 3 meetings in 2014. This is not to suggest that bi-lateral contacts between sectors were missing. They were there, but ad hoc, therefore not allowing for enough power to reach common goals.

The Youth Department of the CoE was aware that they lacked experience in coordinating an online campaign. Yet, managerial priorities did not allow for timely allocation of a Campaign Coordinator knowledgeable on online campaigning. Similarly, planners were aware that decision-making takes time in an institution as large as the CoE. Data, however, does not show any signs of this having been taken into account. Due to its large size and slow decision-making processes, the question is whether the Youth Department of the CoE is the right institution to run an online and fast moving campaign for young people, who are a highly mobile group.

Permanent staff members were made to carry the load of the NHSM Campaign, including the planning, launch and execution of the NHSM Campaign. Permanent staff was overloaded, as this project was added to existing other projects and normal duties. Temporary staff was hired very late in the process and their turnover was high throughout the NHSM Campaign. This prevented solid relationship building with NCCs and other stakeholders. Arguably, this hurt the NHSM Campaign and national campaigns.

A small group of online activists came together from a call for bloggers and activists to be trained by the Youth Department of the CoE. They came together in a disciplined way for short periods during the NHSM Campaign. These short periods were quickly followed by periods of individual action, which led to periods of lost momentum. While such a structure could work, it would need a more empowering campaign culture to ensure continued activity.

Similarly, the external monitoring aspect of the NHSM Campaign (executed by the Follow-up Group) was done regularly, but not often enough. Monitoring was inconsistent and the lines between the internal monitoring, the external monitoring, executing and decision-making bodies had become blurred. Arguably, the changing role of the Follow-up Group may have been the effect of changing needs in relation to the NHSM Campaign as well as a coping mechanism for the long decision-making processes inherent to the CoE. The added focus on steering sped up the campaigning process as members linked directly to decision-makers, what in fact is not monitoring but executing.

For the process to work, however, each body should keep to their mandate. If mandates are not respected, the process soon becomes disrupted. Such disruption created confusion and led to ad hoc campaigning. Internal monitoring by the campaign staff was hampered by lack of good systems for data gathering and a comprehensive Planning, Monitoring, Evaluation and Learning (PMEL) system. Learning is in this case organisational learning.

6. Mobilisation, messaging and communications

The Youth Department of the CoE has a long tradition in education and training for human rights, generally in mobilizing participants and providing input in learning. But if it comes to working with member states 3 points became clear:

- Little attention was paid to the tricky area of the trickle-down effect. The trickle-down effect is usually used to describe a process by which knowledge to the knowledgeable `trickles down' to benefit the unknowledgeable, but in this process a significant loss of information is inherent. Therefore training of trainers needs explicit teachings and tools, with a distinction as on how to reach minors, young adults and adults.
- The chain of learning as desired for a certain campaign could have been described beforehand and set in motion with the appropriate activities and tools/materials development.
- The art of accompanying was lacking. This is really another art than that of education. Accompaniment means that the CoE supports member states to be part of the European campaign, to coach and to guide them through obstacles and cultural adaptations and help them reach national goals. These goals should fit their own context, but should stay within the boundaries of the European campaign as outlined in the plan.

Clear points, like decisions made or new initiatives were often not communicated in time to NCCs and other stakeholders so that they could plan their participation in it. Sometimes, these decisions affected other parties. Such decisions included those made regarding the structure of the campaign before official launch and the dates of closure of the campaign. For example, evaluators observed unrest amongst activists and some temporary campaign staff mid-December 2014 regarding uncertainty about the prolongation of the NHSM Campaign, which at that point was supposed to close end 2014.

7. Other aspects

The number of actions undertaken with limited financial and human resources is commendable. The NHSM Campaign has proven that a campaign need not be supported by a large budget, though its budget was by far too small. The budget limited possibilities in quantity and quality and that was visible in the NHSM Campaign. It is paramount that the strategies and tactics should normally fit the available budget, which in this case did not., which in this case did not.

In terms of what constituted success for many - the involvement of online activists - set against certain activities and its contributions to outcomes, the picture is less convincing. From the 33 online activists registered with the Youth Council of the CoE, only 15 registered online activists were active at the end of the NHSM Campaign. Evaluators recognise that several national daughter campaigns disposed on voluntary online activists as well, associated with NCCs. But in general the total number of active online activists remains a far cry from the expected 50 000 activists and supporters on the European and national levels.

Registered online activists were important beneficiaries of the educational aspects of the NHSM Campaign. Their education has been a large investment considering the limited dividend derived from it. Overall, there were very few opportunities for learning and sharing experiences. A good exception were the 3 regional networks who originated from this campaign: the francophone network, the Commonwealth of Independent States (CIS) and the Balkan network, who share language and regional hate speech topics to fuel motivation for campaigning.

Arguably, it is the linking of the various levels and stakeholders that contribute to the (continued) success of the NHSM Campaign. However, the sharing of expertise and learning has been uneven and fragmented. Thus, it has not allowed for the innovation and creativity that could have been reached, though the potential was there among stakeholders and at each level. The NHSM Campaign would have done well to benefit more from this.

8. Highlights from Section IV – Lessons and recommendations

Information and experience has accumulated since the NHSM Campaign was introduced. This was enforced by the links made with national Non-Governmental Organisations (NGO), governmental institutions and online activists. Such a network is an added value and could be exploited more in the coming years for the cause of combating hate speech.

If the Youth Department of the CoE wishes to do so, and seeing that the NHSM Campaign officially ended on March 31, 2015, evaluators see two possible ways forward:

1) Keeping a low profile:

1. Let the NHSM Campaign end as a campaign, and help all concerned get into the flow of a real movement.
2. This implies the following actions in the aftermath of the NHSM Campaign:
   - Keep momentum through intensifying communication with stakeholders on decisions, way forward, options and invitations and stimulate stakeholders to keep going.
   - Provide support to the now functional NCCs to transform into a real national movement
   - Changing the current NHSM Platform into a more static resource library
   - Which also means that all the knowledge, tools, materials and ideas for action to combat hate speech online should be de-contextualised and made useful for a large public for a longer period (easy downloadable, in as many languages as possible).
3. It is imperative that the Youth Department of the CoE reaches out to NCCs, activists and International Partners to communicate the end. If there is no plan to be made public, the Youth Department of the CoE should not neglect contacting stakeholders and thanking them for their efforts.
4. Albeit national campaigns and individual actions in this option may continue as separate from the Youth Department of the CoE, it would be beneficial to keep contact with the network built up until now. Evaluators learned that from the former All Different - All Equal Campaign nothing was left to build upon for the then new NHSM Campaign, which was a shame. It led to destruction of capital,

which the Youth Department of the CoE should avoid. Campaigning for human rights is a core business to the Youth Department of the CoE as it is to the whole of the CoE. Topics may vary, but network structures should be more stabilised.

2) Keeping a high profile:

- Re-design the current NHSM Campaign into an NHS Campaign
- Re-shuffle all the elements
- Use for the above two points the remaining of 2015, so that all is set to start a future campaign on January 1, 2016.

A considerable part of Section IV develops more ideas as on how to do this. If the NHS Campaign will be enhanced and extended for 3 more years (2015-2017), it is important that the Youth Department of the CoE's key messages should encourage the continuation in the right direction and as soon as possible after the closure of the NHSM Campaign as on March 31, 2015. Waiting till ideas of the evaluation conference at the end of May 2015 are digested into one concluding document and then entering summer/holiday season, may create a gap of uncertainty and loss of momentum. This conference should be used as an opportunity to explore synergies on continuation and follow-up.

Evaluators emphasise the following key-points to consider:

a) On the campaign content and process side

- Keep 'combating hate speech' and 'young people' as a focus
- Address in the campaign both combating hate speech online and combating hate speech offline, but let the approach focus more on local learning and local actions offline, supported by online tools and using the language of the learner.
- Include more training of adults, such as educators to young people and parents
- Work in a country both with formal and informal educational settings.
- Regional priorities and contexts should be taken more into account.
- NCCs should be vital. The current 16-23 active NCCs are invited to join the new set-up, but many others need reorganization to become functional. Underline commitments with a contract.
- Give the group of 15 highly trained and experienced registered online activists a new role: Let them be cheerleaders and steer the peer-group towards becoming national NHS Young Ambassadors, who will develop into sustainable national youth movements for the cause of combating hate speech online and offline.
- It could be very profitable for both parties to link the existing and new NCCs to national Parliamentarians who are a member of the No Hate Parliamentary Alliance in order to lobby and advocate for combating hate speech online and offline, and attending to national priorities. It is recommendable that the campaign team to develop some tools and instruments in support of NCCs and Parliamentarians to work together for a common human rights cause.
- In general, the NHSM Campaign hardly linked with local and regional authorities. In the new NHS Campaign, local and regional authorities should play a larger role in combating and preventing hate speech. The European campaign, national campaigns and local and regional authorities should reinforce and complement each other. The Youth Department of the CoE must invest in accompanying these types of interlinking relationships and monitor determined complementary actions from close by.

b) On the campaign management side

- Funding must already be made available from the onset to make the preparation truly fruitful and to pay temporary campaign staff.
- Consider a campaign fund, to be used from the onset of the preparation phase and refilled in the course of the campaign.
- Make a SMART campaign plan, in line with available budget and set priorities.
- Appoint a fixed core campaigning team including at least an Online Campaign Manager, a Campaign Coordinator, an NCC facilitator/companion and a Communications Officer. Each staff - fixed and temporary - must be part of a clear organogram and have clear roles and responsibilities, which are communicated to all stakeholders.
- Define clear roles and responsibilities of all involved, including those of online activists and NCCs

- Data collection for monitoring must be streamlined. Some formats for data collecting and data analysis have already been developed and proved its good use. Many formats for data collection, however, were lacking and should be developed for the wider circle of different parties in order to make consistent and comprehensive monitoring easier. Tools for measuring success should be ready and explained to their intended users prior to the start of the NHS Campaign.
- The Youth Department of the CoE should consider installing an external monitoring group and a content advisory group. The external monitoring group controls the annual plan in relation with the project's purpose. They should also monitor whether activities and outputs work towards expected results, in relation with the financial input. They are process oriented. The advisory group is content oriented: A larger inter-institutional team, which is set up in earlier stages of the preparations of the NHS campaign. This means they should start as soon as possible.
- One shared goal and framework should be the departure point, to support the transformation of the bubbles into one big wave.

I. Evaluation parameters, structure and organisation

1. Background to the evaluation

This external campaign evaluation is a planned part of a suit of wider work on Planning, Monitoring, Evaluation and Learning (PMEL) of the project 'Young People Combating Hate Speech Online'. The evaluation process in general is divided in different parts:

- An initial survey assessing young people's experience and opinion about hate speech online, 2012. In total, 1 274 responses had been collected of which 137 from the French speaking community.
- Yearly reflection reports by the Secretary to the Follow-Up Group, plus the ongoing monitoring framework of the 8 meetings of the Follow-Up Groups during 2012-2014.
- Final self-evaluation of the NCCs, December 2014[1]
- Final self-evaluation of the online activists, December 2014[2]
- External evaluation, for which a draft evaluation plan was discussed in the 6th meeting of the Follow-Up Group[3]. The call for Bids/Expressions of interest to evaluate the NHSM Campaign was formulated October 21, 2014[4]. The deadline was November 7, 2014. The evaluators started the work beginning December 2014 in Strasbourg, during the European Action Week (EAW) for Human Rights in Strasbourg.
- An online survey about young people's opinion regarding hate speech online launched February 2015 and open till March 31, 2015.
- A High-level conference 'Tolerance Trumps Hate: The fundamental values of the CoE provide an answer to polarisation', May 8, 2015 in Brussels, will discuss recommendations on how to counteract hate speech, online and off-line and on how to prevent radicalisation and extremism. The experience of the NHSM Campaign is an important contribution to these recommendations. The action-based conclusions of the conference will be presented at the Ministerial Session at the end of Belgian Chairmanship on May 19, 2015 and will integrate a future thematic Action Plan of the CoE. The conference will bring together some 400 participants (CoE member states, youth, online activists, social media, experts etc.).
- And finally, an evaluation conference of the whole campaign will be organized in Strasbourg May 27-30, 2015, where all above-mentioned inputs will be combined.

It is clear that this external evaluation is just one input amongst many that weighs the achievements of the NHSM Campaign and how to move forward. However, it is the only campaign evaluation (mid or end-term) conducted by external and independent consultants in the period 2011 - March 2015.

2. Purpose, objectives and scope of the external evaluation

Purpose of the evaluation

The 3 key purposes of this evaluation are:

- To assess the NHSM Campaign against the objectives set
- To provide recommendations for the follow-up of the current NHSM Campaign after its closure March 31, 2015
- To contribute lessons learned for future campaign efforts of the CoE

Objectives of the evaluation

According the evaluation contract[5], the evaluation of the European campaign should provide relevant information and analysis about the impact, outcomes and results of the NHSM Campaign at European and national levels and cover:

1. Normative frameworks to address issues raised by the European and national campaigns
2. The impact/reception of the campaign on youth organisations and youth policy actors
3. The mobilisation of member states and of non-governmental partners in the European and national campaigns
4. The preparation, support and role of the online activists and bloggers
5. The influence from and impact on the CoE institutions, bodies and instruments
6. The visibility and impact of the campaign on the CoE youth sector direct beneficiaries (participants in activities at the European Youth Centres (EYC) and/or funded by the EYF)
7. The relevance and adequacy of the programme of activities for the European and for the national campaigns

8. The outreach of the campaign on the Internet, in particular through social networks
9. The mobilisation of financial and human resources for the campaign
10. The management of the campaign in particular the articulation between the European and the national campaign
11. The perspectives for follow-up and consolidation of the results of the campaign in the youth, education and Internet governance fields.
12. The ownership of the campaign by the various stakeholders and partners inside and outside the CoE
13. The visibility of the campaign at European and national levels.

According to the same evaluation contract, information collected should seek to answer the following questions:

a) To which extent did the campaign increase awareness about online hate speech and human rights on the Internet among stakeholders in the youth, education, media and human rights fields and among young people?
b) To which extent did youth governmental and non-governmental partners embrace the campaign and relayed it among their constituencies and public?
c) To which extent did the campaign reach out to new publics and partners and develop the role of youth policy in relation to Internet governance, safety and net citizenship?
d) To which extent did the campaign succeed in strengthening the role and practice of human rights education, especially through non-formal education, by including online matters?
e) To which extent were the resources of the campaign well managed?
f) To which extent did the campaign reflect the values and working methods of the youth sector of the CoE?
g) In what ways was the campaign innovative for the CoE and its youth sector?

Scope of the evaluation

Building on the purpose and objectives, the evaluation's approach is both summative and formative (see 'Approach and methodology of the evaluation' below).

Given the number of existing monitoring/evaluation/learning processes already in place, the evaluation sought to be overarching and holistic. Without going against existing processes, the evaluation sought to be complementary and to incorporate and draw on monitoring and evaluation data. The campaign had set itself a number of measures of success (see Annex 2), which guided the evaluation in assessing the NHSM Campaign's attainments.

The evaluation does not focus on assessing individual members' contributions to the NHSM Campaign, nor is this report a review of individual members. The aim of the evaluation was to focus on a higher and strategic level change to which the NHSM Campaign has contributed.

The NHSM Campaign was formally launched on March 22, 2013. This evaluation did not in itself focus on the formation period of the NHSM Campaign, mid 2011 until March 20, 2013. However, since this preparatory phase was not concluded with a separate internal evaluation report, the evaluators had no internal written reflection at hand to base the NHSM Campaign evaluation on. Therefore - although less extensive than the NHSM Campaign itself - evaluators looked into the set-up and design of the NHSM Campaign, since this influences the execution and possible impact.

3. Approach and methodology of the evaluation

Although this is a final evaluation, the duration of the evaluation process was (due to CoE internal budget/planning reasons) stretched over a period of more than 4 months. That is why evaluators used the style of formative evaluation, where campaigns are typically assessed during their development or implementation to provide information about how best to revise and modify for improvement.

Evaluators thus primarily observed the planning and implementation processes during the last 4 months of the campaign (December 2014 till March 2015), in order to observe coalition dynamics, campaign culture and decision-making processes.

A number of methods and tools were used in the evaluation:

Interviews

The 'mainstay' of the qualitative research approach was the semi-structured interview (live, by Skype and Focus Group Discussion). This method was employed with all types of stakeholders, both internal and external to the campaign.

All comments were gathered on a non-attributable basis in order to encourage people to contribute their views with maximum candour. For this reason, evaluators preserved the anonymity of the interviewees, as is good practice in evaluations of this type.

The method of selection of interviewees was partly qualitative. The selection was a collaborative process, between the CoE staff and the evaluators. The evaluators prepared a set of selection criteria for guiding this process, attempting to balance the research effectiveness of data quality and the principle of participation.

Written questions/discussions via e-mail

Another key method of creating the evidence base was qualitative questionnaires and correspondence by e-mail, sometimes with a telephone follow-up-call or Delphi method. Participants were selected on the basis of their particular knowledge areas of the campaign.

The table below provides an overview of respondents:

Interviewees by category (live/Skype/questionnaires)	Total	Comments
Staff of Division Education and Training at the Youth Department of the CoE	6	
CoE staff (other)	3	
NHSM Campaign Temporary staff	3	
European bodies (other)	5	
Monitoring (members/observers of the Follow-Up Group)	7	7 out of 11= 64 %
Observers to the Follow-Up Group	3	3 out of 5 = 60 %
CDEJ (members Follow-Up Group)	2	2 out of 3 = 67 %
CCJ (members Follow-Up Group)	1	1 out of 3 = 33 %
EYF	1	
Online activists (unique)	25	Some participated also in the next:
Face to face	4	In Strasbourg during EAW Dec. 2014
Participants (2 Focus Group Discussions)	21	This figure includes 4 photo competition prize winners
Questionnaires	14	14 out of 34 = 41%
NCCs	8	8 out of 43 = 19 %
Members of NCCs	22	From 9 countries
CCJ (non-members monitoring group), two mandates	8	8 out of 69 = 12%
CDEJ (non-members monitoring group)	12	12 out of 55 = 22%
Civil society/donors	2	
Latte Creative (campaign expert online visibility, social media)	2	
Government/government advisors	0	
Total	**103**	

Evaluators sent questionnaires to all online activists, NCC Coordinators and members of the NCCs, Advisory Council on Youth (CCJ), European Steering Committee on Youth (CDEJ), EYF and some individual stakeholders.

In total over 100 people gave their input to this evaluation, many of them on multiple occasions.

Accompaniment

The purpose of the accompanied element of the evaluation is that it allowed evaluators to experience and deepen their understanding of the campaign first hand, rather than retrospectively, through interviews, monitoring data, etc.

Evaluators attended and observed some key strategic and delivery meetings over the final phases of the campaign, such as the EAD for Human Rights as part of the EAW in December 2014 in Strasbourg and offline actions. In addition, evaluators observed a workshop for online activists and the meeting of the Follow-Up Group in January 2015. Evaluators were also included in the Google Group of the online activists, which involved following the preparations of the EAD in January 2015 and the EAW in March

2015, the making of the online survey and the discussions between the activists after the attack on Charlie Hebdo (January 7, 2015).

Additional data sources

In addition to the data sets created by the evaluation, the evaluation draws on additional evidence from inside and outside the NHSM Campaign. These sources included the following categories:

- The campaign monitoring data
- Strategies, reports and online elements (the central sites) of the campaign were also assessed and fed into the data collection and analysis
- (Internal) NHSM Campaign related documentation from stakeholder organisations as shared with evaluators
- All national campaign websites (functional or not)

4. Management of the evaluation

Independent evaluators (consisting of Lise Paaskesen and Hilde van Hulst-Mooibroek) managed and carried out the key evaluation tasks, including writing the report. Evaluators were assigned 46 days for the evaluation, 23 days each.

Lise Consultancy managed the evaluators. The work was overseen by the Head of the Education and Training Division of the Youth Department of the CoE and monitored by the Follow-Up Group of the NHSM Campaign.

Evaluators, the Head of Division Education and Training and 3 members of the Follow-up group met in Rotterdam on April 17, 2015 to discuss the evaluation process as a whole and the preliminary evaluation report, which was presented May 1, 2015.

5. This report

Report structure

The report is structured in sections and as follows:

Section I	Evaluation: Parameters, structure and organisation
Section II	Introduction
Section III	Findings and analysis
Section IV	Lessons and recommendations

Narrative data presentation

As mentioned above, data on which this report is based comes from a wide variety of sources. All assertions made are derived from this data, which has been generated either by the evaluators, other external evaluations and reports (in the form of academic studies or campaign consultancies), or internal data (in the form of informal evaluations, surveys and other monitoring data) produced by the campaign itself and its member organisations.

Quotes used come from interviewees, focus groups and other evaluations. When a particular view is expressed in the form of a quotation, it is because it represents a majority view. Occasionally quotations are used to illustrate minority views. Where this is the case, it is noted as such.

Limitations

The data collected for the campaign is highly complex and reflects the breadth and depth of the NHSM Campaign, the monitoring thereof and other data it has generated. That said, the data collection was constrained by several issues:

a) The relatively limited number of external decision-makers' input available to the evaluation. This was caused by no available budget to do national level case studies, plus the low number of responses of the NCCs to evaluators' queries.
b) Evaluators had envisaged a 'Utilization Focused Evaluation' as the general approach for the evaluation (as developed by Michael Quinn Patton). However, the evaluation group was only to come together after the report was written for a feedback-session. Also, the preparation of the evaluation as stated in

the evaluation plan of April 2014 was not in place when the evaluation process started in December 2014, as described as follows:

'*NCCs should collect quantitative data such as the number of partners, NGOs, stakeholders, website statistics or the number of people involved in activities, together with qualitative data. Indicators of success to evaluate if the campaign was successful should be set by NCCs and the Follow-Up Group. One person from each NCC should be in charge of the evaluation process that would set simple ongoing evaluation processes'.*

Therefore, the evaluators were forced to work more in isolation than they had envisaged beforehand and could not get hold of certain specific national information, because it had not been prepared.

c) Finding confirmed data on output level was difficult, which makes reliable data and conclusions on outcome level, not to mention impact level, nearly impossible. Therefore, when the evaluators tried to do so in this report, they came closer to the style of an educated guess than scientific research. For example, in official documentation of the NHSM Campaign, NCC is used both for National Campaign Committee and National Campaign Coordinator. A lack of distinction between both makes counting the level of country involvement a diffused process: A coordinator needs something to coordinate; otherwise she/he is merely an isolated person.
d) Desk study and qualitative data gathering were interlinked and ran simultaneous. As such, analysis of data received could have been easier if factual data had been received at a more beneficial time earlier in the evaluation process. Now evaluators were regularly forced to find out facts and figures only after hearing opposite opinions, what unnecessarily slowed down the process.

As only 23 days were assigned for this vast and multi-layered evaluation and funding was lacking for hiring more assistance on data collection or for travel to live interviews/visit national coordinators/ experience the national and international networks close by, this evaluation has an in-built limitation. Evaluators were unable to compensate for this limitation, even as they invested a vast amount of extra time and energy.

In spite of the said (and unsaid) limitations encountered, evaluators are very much impressed and inspired by the people that contributed to the evaluation. These people are truly motivated and working hard to combat hate speech Europe wide! Evaluators have therefore given this external evaluation report the following motto:

'Although one cannot prove it, does not mean it does not exist'

II. Introduction to the Campaign

The CoE's Committee of Ministers (CM) Recommendation 97(20)[6] on hate speech - as adopted on October 30, 1997 defines hate speech as follows:

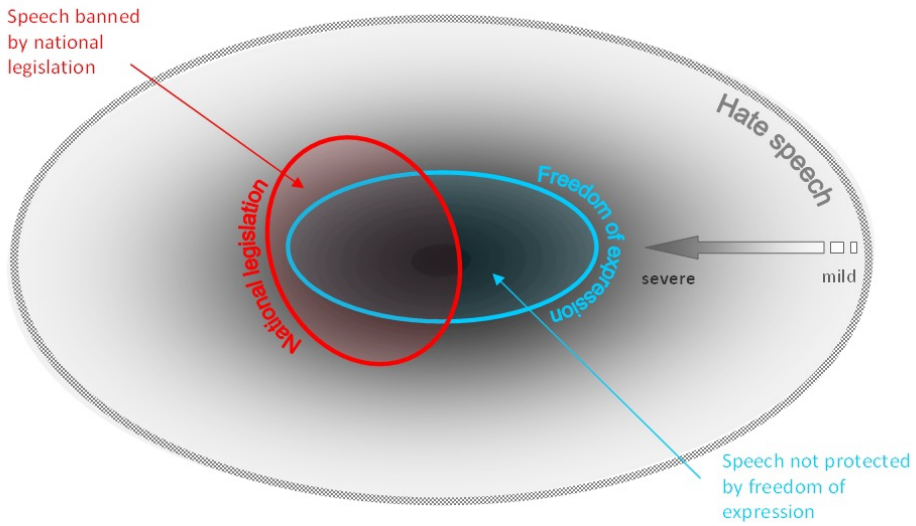
'The term "hate speech" shall be understood as covering all forms of expression which spread, incite, promote or justify racial hatred, xenophobia, antisemitism or other forms of hatred based on intolerance, including: intolerance expressed by aggressive nationalism and ethnocentrism, discrimination and hostility against minorities, migrants and people of immigrant origin", placing the discussion on hate speech and its regulation in the framework of anti-racist and anti-discrimination work conducted by the organisation.'

Article 19 of the Universal Declaration of Human Rights, adopted in 1948, states that:
'Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.'

In a nutshell, the NHSM Campaign explores the boundaries between freedom of opinion and expression and protection from all forms of expression, which spread hate. The term used was hate speech. The sphere of focus was online and young people.

The mapping study on projects against hate speech online (British Institute of Human Rights)[7] points to the importance of definitions:

'The boundaries of what is regarded as hate speech under this definition of the CoE are likely to fall outside the boundaries of speech which is criminalised under national legislation. They are also likely to fall outside the boundaries of speech, which should not be restricted under freedom of expression (see diagram below). These are important points because the most common strategy of organisations working in this area appears to be to campaign for greater restrictions on content, or to campaign for content to be taken offline.'



Source: Mapping study on projects against hate speech online, page 25

The CoE is fully aware that an ongoing process of clear definitions and awareness raising on implications for behaviour online and offline are needed. For example, the 'EU Human Rights Guidelines on Freedom of Expression, Online and Offline' were adopted at the Foreign Affairs Council meeting, Brussels on 12 May 2014[8].

Campaigns are very valuable and an instrument the CoE applies to raise awareness and to formulate responses to new developments in society. Campaigns contribute to positive thinking. They encourage respect, little by little.

Ongoing CoE campaigns active at the time the evaluators were finishing this report (March 2015) were:
- One in five: campaign to stop sexual violence against children
- Building a Europe for and with children
- Dosta! Fight prejudice towards Roma
- Nurturing human rights
- No Hate Speech Movement
- I have rights
- Raise your hand against smacking

Past campaigns include:
- Speak-out against discrimination
- Europe against the death penalty
- Stop domestic violence

Illustration of this from the NHSM Campaign

The following message was passed on via the NHSM Campaign Google group on March 17, 2015, regarding Facebook and hate speech.

> *Facebook removes hate speech, which includes content that directly attacks people based on their:*
>
> - *Race,*
> - *Ethnicity,*
> - *National origin,*
> - *Religious affiliation,*
> - *Sexual orientation,*
> - *Sex, gender, or gender identity, or*
> - *Serious disabilities or diseases.*
>
> *Organizations and people dedicated to promoting hatred against these protected groups are not allowed a presence on Facebook. As with all of our standards, we rely on our community to report this content to us.*
>
> More at https://www.facebook.com/communitystandards

Although attribution to the NHSM Campaign is undetectable, the online activists had regular contact with Facebook regarding the HS Watch. Arguably, then, the NHSM Campaign was one of the push factors, part of the pressure needed for change.

1. NHSM Campaign background and basics

Genesis and establishment

On July 22, 2011 the whole world was shocked by the bombing in Oslo and the massacre at Utøya, which cost the lives of 77 young people. Anders Breivik, a person with radical ultra-right and anti-Islamic views, caused both events. In August 2012, Anders Breivik was convicted of mass murder and terrorism.

Since these attacks Norway, and in her footsteps also the biggest Human Rights organization of Europe, the CoE, has been determined to find creative ways to raise awareness about hate crime and its consequences. Hate is still the cause of the death and pain of millions of innocent people throughout Europe simply based on ignorance and xenophobia. It is a problem that often goes unnoticed until a tragedy, such as the massacre in Norway, occurs. But hate crime starts with hate words.

The 'Hate Speech recommendation' of the CM dates back to 1997. In 2010[9] the CM recommended that all member states should take appropriate measures for combating hate speech, including in the media and on the Internet. Also, the CoE through CCJ started in 2010 the preparations to turn this decision into a project proposal. The CMJ endorsed this proposal in March 2011. The decision was made that the Youth Department of the CoE should execute the project.

The project was entitled 'Young People Combating Hate Speech Online' (also referred to as the 'Human Rights Defenders Online') and was for the first time included in the 2012-2013 programme of the Youth Department of the CoE.

As a result of the events in Norway in 2011 these preparations - already set in motion - have had a boost of urgency and momentum to really do something about hate speech, and to address the issue in a significant way.

An overview of the project's history shows that the project has been a proactive proposal in the context of the reform process of the CoE. The project is a specific response to new areas of youth work and challenges faced by young people across Europe, particularly in relation to the rise of the importance of online encounters and social media[10], where the rise of racist discourse and support in Europe has been worrying. Online developments provide opportunities. In particular web 2.0 and social media and in respect to participation and organisation of young people, it also provides extremist right and hate groups to organise, recruit and propagate hate speech.

Hate speech as such is not a new phenomenon in the human rights debate, but its online sphere and the potential impact gives new reasons for concern among young people and youth organisations. While easier to monitor and counter in mainstream media, the challenge posed by its online manifestation is the incapacity to monitor and measure its amplitude and impact. While the activity of static websites can easily be traced, most of the action is actually happening in the spaces where young people meet (i.e. social networking sites), which are far harder to monitor and analyse.

The development and feasibility of the project 'Young People Combating Hate Speech Online' was supported by 3 preliminary studies[11]. One of the studies identified key issues for the NHSM Campaign by looking into the relationship between regulations on hate speech and freedom of expression. The other 2 studies looked into existing initiatives and actions against hate speech and proposed guidelines for online campaigning.

The 3 preliminary studies played an important role in the consultative meeting, which was held in January 2012. Here several proposals were made for the development of content and form of the project[12]. Based on this, a Project Presentation as at February 27, 2012 was developed[13]. In that meeting a provisional timeline and planning logframe of the project were developed. See Annex 2 for more on the planning, and see Annex 1 for more on the structure and set-up of the project (as developed early 2012).

The project assumes that online space is public space. Human rights in the offline sphere apply to the online sphere as well. This led to the following idea for the NHSM Campaign:

NHSM Campaign activities and structure

From the start, the NHSM Campaign has aimed at mobilizing and making use of the various instruments of the Youth Department of the CoE, including the EYCs in Budapest (HU) and Strasbourg (FR), EYF and partnership with the European Commission (EC) in the field of youth. See for details Annexes 1, 2 and 3. The NHSM Campaign activities and structure comprised of the following:

a) 'Young People Combating Hate Speech Online' is a project run by the Youth Department of the CoE between 2012 and 2015. It aims to combat racism and discrimination, as expressed online as hate speech, by mobilizing young people and youth organisations to recognise and act against such human rights violations. The project is a tribute to youth participation and co-management. It was initiated by the youth representatives in the CMJ, the committee which brings together youth leaders belonging of the CCJ and the governmental youth representatives of the European Steering Committee on Youth (CDEJ). Young people with the support of governmental youth institutions are therefore carrying out the project.

b) An internal Task Force of the CoE set up by the Director General of Democracy, co-ordinates the contribution of the various sectors and institutions of the CoE for the campaign. This was very important to secure support for the results and consolidation of the NHSM Campaign in the whole organization, cutting across Departments.
c) A campaign for human rights online. The campaign was not designed to limit freedom of expression online, nor was it to encourage everyone to be nice to each other online. The NHSM Campaign was combating hate speech online in all its forms, including those that most affect young people, such as cyberbullying and cyber-hate. The NHSM Campaign focused on human rights education, youth participation and media literacy.

However, the debate has consistently been as to whether or not the Youth Department of the CoE is best suited to manage an online campaign. Especially, seeing as the limited experience of the CoE in online campaigning[14]. The report will reflect further on this specific choice, as it had many consequences for the outcome of the project.

2. Campaign context

External context

Europe is going through a deep human rights crisis, which could become a crisis of faith in human rights as a common asset. Hate speech contributes to the rise of Antigypsyism, antisemitism, anti-disability, homo/transphobia, Islamophobia, sexism, racism, xenophobia and segregation in our societies. Hate speech leads to hate crimes, the victims of which are usually among the most vulnerable in society. Democratic security needs to be rooted in a culture of human rights, including in cyberspace. There is no time to sit still. This being the general context, more specific issues regarding young people have recently been observed in Europe.

The Occupy Movement, which started in 2011 in the USA, soon spread to many European cities. Young people set up camp in protest of what they regarded as social and economic inequality around the world. Young people were concerned about how large corporations and the global financial system purposefully controlled the world in a way that disproportionately benefits a minority, undermines democracy and is unstable. It is part of what Manfred Steger calls the 'Global justice movement'[15].

Evaluators assume that the Occupy Movement partly inspired the name of the project in her campaign form 'NHSM Campaign', where the M stands for 'Movement'. Other part of the naming 'movement' most probably came from the desire to be open to various inputs and people and to not be centrally controlled. This use of the word 'Movement' may be confusing to some and the NHSM Campaign was in fact a campaign, not a movement. The Occupy Movement depicted a positive and non-violent (although city-camping is illegal) reaction on a deep felt discontentment on what was going on in the world. The NHSM Campaign depicts another type of reaction on discontentment: The one of radicalisation and terrorist fighters, especially amongst young people, sometimes even minors.

For both reactions, the positive and the negative, the Internet and social media are in this generation extremely important tools to share information, to get organized, to develop thinking. Social media provides a space where young people may create a (real or fictive) sense of belonging. The dangers of the Internet are that it provides a false sense of privacy and that such a sense of belonging may cause young people to become vulnerable. For example, the evaluators note that the Internet and social media are widely used by those advocating hate speech and those who seek to recruit followers of extremist groups.

It was within this social reality that the project 'Young People Combating Hate Speech Online' and the CMJ initiated the 'No Hate Speech Movement'.

Sector context

The project built on the experiences from 2 'All Different-All Equal' European youth campaigns (the 1st in 1996, and the 2nd in 2006-2007)[16]. The NHSM Campaign was carried out and run on the national level by NCCs, in some cases with the support of governmental (youth) institutions and the Youth Department of the CoE. Thus the NHSM Campaign is a 'campaign of campaigns' with co-ordination being provided by the CoE, but with national campaigns paying due attention to the national context.

The project aims to combat racism and discrimination, expressed online as hate speech, by mobilizing young people and youth organisations to recognise and act against such human rights violations. The NHSM Campaign's aims are closely connected to Human Rights Education and Education for Democratic Citizenship. It made extensive use of 2 social media networks, namely Facebook and Twitter.

Youth organisations community

First of all, the campaign is devoted to the promotion of the Internet as a public space where human rights values and norms apply. Unavoidably, it also touches on other areas of public policies, youth and non-youth specific, including Internet governance, human rights education, non-discrimination, participation and citizenship, online safety and protection for children and young people. The multi-faceted nature of the NHSM Campaign is meant to make it easier for a variety of actors to join the campaign and for youth policy partners to connect with other actors of social policies.

Educational community

The CoE has produced a tool for instructors, educators, teachers and teacher trainers. Bookmarks[17] (Connexions in French) aims to reach educators that work on addressing hate speech online in informal education. It is primarily designed for working with young people aged 13 to 18, but adaptable for all age ranges. NCCs have been invited to translate Bookmarks into their national language. To reach the formal education sector was an insight that matured later in the process, which only few countries achieved.

Social media networks

Contacts established with Google, Twitter and Facebook have resulted in new advertising campaigns offered pro bono by Twitter and Facebook. These advertising campaigns supported the promotion of the NHSM Campaign through Tweets for Good and Facebook ads. This has increased the outreach of the campaign at European and national levels. Google, Twitter and Facebook are also co-operating with the campaign in other areas (in particular in training nominated activists on their policies). See in Annex 6 and overview of 'likes' on Facebook and Twitter followers.

Online Activists' community[18]

The NHSM Campaign was led with the support of a dedicated group of around 15 active registered volunteer online activist from all over Europe. Trained by the Youth Department of the CoE they supported the NHSM Campaign by creating an active online community involved in actions against hate speech. They moderated and managed the content of the NHSM Platform, they supported the implementation of the EADs, and they liaised and supported the work of NCCs across the 47 member states of the CoE. The Online Campaign Manager and Assistant Online Community Manager coordinated the work of online activists.

The quote below, as taken from the newsletter Nr. 26, shows the importance of the online activists:

> Activists are the heart and the power source of the No Hate Speech Movement. Whether acting on the European stage or at national regional or local level, they are the means whereby the campaign's message is communicated far and wide. Among the online community of activists are those who run our Facebook page, our Twitter feeds, who moderate our blog posts and report to the hate speech watch - all on a voluntary basis. But there are also, in every national campaign, activists who take it upon themselves to defend and promote the combat against hate speech. The No Hate Speech Movement would have been nowhere without the dedicated hard work of all our volunteer activists. You are inspiring, thank you!

III. Findings and analysis

1. Campaign purpose and objectives

This chapter will look at NHSM Campaign purpose and objectives, as discussed and narrated by various stakeholders and to what extent goals and objectives have been reached. See Annex 2 for the official descriptions of the NHSM project's expected results and logframe indicators, which evaluators used to assess the NHSM Campaign against the objectives it has set itself. The following definitions will be respected:

Output	A combination of activities that are directly delivered by the mother campaign (on the level of influence). Outputs are direct attribution.
Outcome	That what other parties (expected and unexpected) have done with outputs. This is indirect attribution. Nobody can force somebody to use a project-output.
Stakeholders	All parties involved in the project, without distinction.

General concluding remarks

The NHSM Campaign did not aim to eliminate hate speech. Rather, it aimed to combat it by countering it. In particular, the NHSM Campaign responded well to a socio-political need and growing danger in society. It tried to balance offline realities with online realities. The latter, was rightly recognized as a sphere where young people are increasingly victimized. Synergies between social media, advocacy and action were at times adequately supported.

Hate speech is a concept that is widely applicable. In fact, this made the NHSM Campaign's scope too wide, although it was narrowed down for its intersection with young people and online sphere. But not all parties interpreted it that way. To have a campaign with a subject that cuts across different sectors within the CoE (education, Internet governance, human rights, ECRI, Youth and online safety) was new to the Youth Department of the CoE. At the onset of the NHSM Campaign, it was difficult for stakeholders to understand whose campaign this was. Therefore, the development of the design in itself took longer than anticipated.

Many people and instances were involved in determining concepts and approaches. The general outline and planning logframe - determining the expected results with indicators of success - was re-adjusted 3 times. A homogenous sense of what the NHSM Campaign should achieve was therefore not reached. Such uneven understanding of outcomes was also due to the complexity of the many layers involved and, of course, the number of cultures and languages in Europe.

The more the expected results are formulated SMART, the better one can say whether or not expected results have been achieved. Since in this case the expected results were not formulated SMART, the picture of success is mixed and impact on beneficiary level is untraceable. However, it is clear that the CoE has made a huge step towards increased collaborate across its sectors for a common cause, i.e. combating hate speech.

Awareness raising of the problem of online hate speech itself, youth oriented, based on an ongoing knowledge development of content, has got a good boost from the NHSM Campaign. The timing of the NHSM Campaign took into consideration young people's online realities. For future campaigns, planning should clearly indicate campaigning priorities.

Justifications

Upon the queries of the evaluators it appeared that NCCs, online activists, International Partners and statutory bodies of the NHSM Campaign identified 4 main purposes of the NHSM Campaign. These were:

- To combat hate speech
- To raise awareness about hate speech
- To provide tools to prevent hate speech
- Incorporating an offline element

For many, especially those who were actively involved in the NHSM Campaign, the main purpose was to include an online and youth focus. An additional focus pointed to was creating awareness on the consequences of hate speech. Overall, and perhaps understandable given the number of languages and

varying national and regional contexts, there was not a homogenous sense what the NHSM Campaign has achieved.

The NHSM Campaign built on the 3 pillars of the CoE. The NHSM Campaign was therefore quite sizeable and incorporated a large focus. NCCs and International Partners were given much freedom and space to determine actions and route to reaching NHSM Campaign objectives, which may have benefited the NHSM Campaign in terms of national campaigns. On the other hand, freedom to organize individual campaigns and actions led to a lack of sense of accountability to the Youth Department of the CoE and little sense of influence on policy and decision-making in the European campaign. As a result, there is uneven knowledge on various levels of the NHSM Campaign.

Respondents to the questionnaire for online activists stated that the digital environment of the NHSM Campaign was built top-down, instead of bottom-up, and that statutory bodies have dominated it. For an online youth campaign to really be an online youth campaign, young people must have a sense of influence on that online environment. Otherwise, the campaign is merely a campaign *for* youth, not *by* youth. The coming into being of the NHSM Platform is a good example: An outside agent who was learning by doing built the NHSM Platform. Albeit the process included multiple consultancies with many stakeholders, what was good for an increased common understanding of concepts, it could have been far more efficient and less time consuming.

In general, evaluators found a balanced agreement on the NHSM Campaign purposes as of March 2015, as also found in the Message of the Forum[19]. However, the lack of a clearly defined management and communication framework, content focus and political support at the beginning the NHSM Campaign was not only to generate a delay in the execution of the NHSM Campaign and actions on national levels with NCCs, but continued to give a blurred picture of what can be called success and where potential opportunities have been neglected.

A crucial consequence of a lack of clearly defined management and communication framework was that the duration of the NHSM Campaign has changed regularly. Such changing of plans created confusion and momentum was lost in reaching desired results and undermined credibility of the NHSM Campaign. At the time of writing it is clearly communicated to all involved that the NHSM Campaign in its current form was ending March 31, 2015. It is unclear what was ending and what was continuing for who as national and international organisations involved normally do their planning in calendar years. As determined from responses given to the online questionnaire, 3 NCCs are continuing the work and 2 still needed to discuss.

In cases where the NCC lacks political or funding support and/or time it seems unlikely that their efforts will continue in its current form. However, NCCs are unsure in what ways the Youth Department of the CoE will be able to support them when they continue. The moment to count the 'expected results' of the logframe cannot roll too much; it should still connect with real life (governing forward).

That the sense of achievements is mixed may be contributed to the fact that the logframe as a planning tool did exist and was modified as time went by, but that the indicators were not set in a SMART way. The execution throughout the NHSM Campaign was very much done on an ad hoc basis and reacted on seemingly interesting impulses. Such an ad hoc way of working may be beneficial in the run up to launching a campaign, when the process is dominated by thinking and exploring, but quickly creates confusion and uncertainty when actually reaching out to the intended beneficiaries. The analysis of this report as a whole confirms this sense of confusion.

The NHSM Campaign was set-up as a 'campaign of campaigns', where the European campaign was the 'mother' campaign of autonomous national campaigns. However, in the logframe this relationship was barely worked out. The determination of the circle of influence in relation to the circle of concern was not clearly developed. Clarity on this would have contributed to a more explicit communication from the Youth Department of the CoE to the NCCs on what to do and what to expect.

2. Preparation of the Campaign

The launching of the NHSM Campaign was in first instance foreseen for mid-August 2012, but was extended to March 22, 2013. Since the CMJ decided in March 2011 to start this project, the preparatory phase was 15 months. The preparatory phase therefore equalled the executing phase: in first instance

2013 would be the peak[20] of the NHSM Campaign, but that turned out to be 2014. Unfavourably, the planning period and most part of its implementation, the Youth Department of the CoE did not have a Head of the Youth Department nor a Director.

General concluding remarks

The NHSM Campaign planning was delayed by various elements, such as infrequent meeting with small number of consistent planners, especially in the earlier phases of the NHSM Campaign. Campaigns of such magnitude and complexity need longer timelines for preparation and a clearer picture of expected results at official campaign launch. At evaluation, it seems that the 15-month preparation time took the Youth Department of the CoE by surprise. It even gives an impression that the distinction between preparation and actual campaigning had become diffused.

Communication and expectation management was imbalanced and incorrectly timed in order to control processes and developments. There were too many ideas and too many recommendations from too many experts compared to the staffing and funding available. Too many views and opinions may complicate discussions and thus the direction and outcome. In addition, good preparation is half the work; meaning that investments must be made in structured preparation, including a goal of when something is declared ready, should be described and evaluated. Plans for execution can be adjusted from that point.

Justifications

When developing the idea for the project in 2010, it was well understood that there were very few initiatives known that intersect the topic of hate speech, the online sphere and young people. Therefore in 2011 3 studies were commissioned on this intersection, later compiled into a single publication published in October 2014[21]. These 3 preliminary studies argued that the project 'Young People Combating Hate Speech Online' would meet a socio-political need and contribute to closing a knowledge gap.

These 3 mapping studies formed a profound input on the initial thinking of the campaign, though there was no clear conclusion of a way forward. The distribution of these studies seemed limited: There has been no mention of use of the studies for educational purposes, or for support of national campaigns. Considering that the draft versions were ready at the consultative meeting, stakeholders could have benefited from earlier publication of the materials in terms of information and support.

The concept of hate speech has remained difficult to clearly define, especially seeing the differences in national legal frameworks regarding freedom of expression and prosecution of hate crime. Often it was expressed as just 'no hate' or as 'hate crime as action', instead of the verbal outing of hate outside the boundaries of freedom of speech. However, in general there is a notion of a set framework in which it works, which allows for a subjective and contextual understanding of the topic.

The working definition within the Youth Department of the CoE, and as adopted by online activists, remained weak. This became apparent after the attacks on the Charlie Hebdo offices in Paris on January 7, 2015. The evaluators observed online discussions about what the slogan 'I am Charlie' meant and if or how they could support it. This resulted in a time lag and tardy response to the events, when online activists and the NHSM Campaign should have been at the forefront.

For the preparations of the NHSM Campaign the year 2011 was very important in terms of preparing the budget for 2012/2013 and assure Voluntary Contributions (VC) from member states. As the concept of the NHSM Campaign was not yet mature, the process of generating motivation for financial support of the member states was slow. Member states need time to budget before subsidizing a project. In the end of the campaign the VCs mounted to merely €168 000, excluding a transfer from old VCs of €55.473. This indicates that financial ownership of the European campaign by the member states was not achieved.

A consultative meeting was held January 30 - February 1, 2012[22] with various stakeholders and experts. The aim of the meeting was to propose a detailed plan and structure for the project and guidelines for the specific activities, potential partnerships, profile of participants and experts to be involved in the project. During this meeting, the timeline presented indicated the NHSM Campaign should be launched in August 2012 and that the first Training Course (TC) for Bloggers should be held end of 2012.

Though the TC for Bloggers respected the timeline, the NHSM Campaign was launched 6 months after initial planning. Evaluators have not found a clear internal analysis for this delay other than 'not yet being ready', 'things are more complicated than we thought', or 'it is the first time to do an online campaign'.

The preparatory seminar of October 10-12, 2012 brought together more than 70 young experts and youth workers from all around Europe to develop ideas and projects for the NHSM Campaign. The purpose of the meeting was to consult potential partners and to agree on common guidelines for the NHSM Campaign. Close to 100 recommendations were produced, ranging from research, participation of young people, education, national campaigns, European events and strategic recommendations.

Prior to the official launch of the NHSM Campaign on March 22, 2013, 9 trainings, seminars, workshops and conferences were held. Arguably, these activities supported the Youth Department of the CoE in formulating and structuring the message of the NHSM Campaign. A huge amount of content was developed and collected, which was very important seeing as the NHSM Campaign cut across CoE sectors. This learning was a great input for the actual NHSM Campaign and for forging linkages between people, sectors and organisations for new forms of collaboration.

However, the preparation phase was not concluded by an (internal) evaluation for clear conclusions leading to focus and a clear work plan and communication plan for the NHSM Campaign. Meaning that at the time of the official launch of the NHSM Campaign, these plans for the NHSM Campaign were merely shared ideas between stakeholders instead of a SMART planning for the leading management of the NHSM Campaign. Such a lack of consistent planning eventually led to uneven outcomes, which is one of the conclusions of the evaluation.

The values of the CoE are human rights, democracy and rule of law. The NHSM Campaign has in direct sense concentrated more on the values of human rights than on the other 2, as shown in the list of outputs of the campaign (Annex 4). However, indirectly the value of democracy is served by Citizenship and human rights education and youth policy.

3. Outcomes and achievements assessed

This section will examine achievements and outcomes of the NHSM Campaign by looking at the level of agreement, achievability and consistency of objectives specified in Annex 2. Outcomes of the NHSM Campaign will be assessed in terms of how successful objectives of the NHSM Campaign were reached. Outputs of the NHSM Campaign are listed in Annex 4.

As stated above: Evaluators have heard many testimonies of outcomes, but the amount of statistics provided by the different stakeholders was too limited to give more than an educated guess in this report. For impact measuring the final evaluation is too early, although there are many signals that indicate that awareness of hate speech online has increased among direct beneficiaries.

In 2012 an online survey was sent out to young people to measure their understanding of hate speech. This questionnaire gathered 1 274 responses. The same questionnaire was sent out in February 2015. The second survey will have towards 6 000 respondents (they had gathered 5 000 respondents, as at March 25, 2015). Presumably, people different from those who responded 3 years ago answered the second questionnaire, what means that comparing the two has limited value. Evaluators could not take this survey into consideration, as results will be known after closing of this evaluation.

General concluding remarks

Assessing the achievements of the NHSM Campaign shows a mixed picture. The feeling of many respondents is that the work is not yet done. The sense of urgency for the topic is overwhelming. Respondents said that the NHSM Campaign has made progress especially on awareness raising, but that it has missed a lot of practical application in the 47 member states. The relatively low number of full campaigns in motion (18 out of 47 CoE member states = 38%) confirms this. There are signs that suggest that the potential to augment this figure has not yet been exhausted, at least 7 more states were well underway.

There was an overwhelming consensus that the NHSM Campaign focused on an important topic and that the NHSM Campaign is extremely important for countering modern socio-political trends. That young people play an important role in combating hate speech online seemed undisputed. It was iterated that young people work well with social media networks and helped draw attention to the issue of hate speech online. In regard to this conviction, the NHSM Campaign online focus had merit.

The NHSM Campaign connected people, organisations and institutions for a common goal: Combating hate speech online. Figures on what this represents can be found in the annexes. The overall assessment on creating a cohesive group for combating hate speech online, however, was less positive: There was an imbalance of outreach to and commitment by stakeholders, including registered online activists and NCCs. On one hand, there was a sense of frustration about the lack of centralized, financial and/or political support. On the other, some felt an abundance of centralized decision-making and lack of freedom for own decision-making in terms of activism and national actions.

There was a general lack of ownership and confusion about the objectives of the NHSM Campaign and how to reach them. Shared and disputed areas of ownership may have caused confusion, but indicates, at the same time, richness of the NHSM Campaign in that a variety of stakeholders could easily relate to the NHSM Campaign and its cause.

On the offline/online relationship there was an imbalance as well. Though one of the main goals of the NHMS Campaign was to combat hate speech online, the online elements were seen as mere campaigning tools for creating awareness and discussion. However, some suggested that the offline and online spheres are interconnected and that they cannot be seen as separate worlds. NCCs and online activists who suggested that the online sphere mirrors the offline reality deemed a focus on both the offline and online spheres necessary. It was suggested, however, that offline actions had most impact, which may argue against the need for a strong online presence (more on this in chapter 4, 'Strategies and tactics employed: Outreach online').

Therefore, evaluators concluded that there was a blur between the subject or the topic of hate speech online and the method and the educational approach, learning how to recognise and how to act. Since most learning takes place in face-to-face contact through peers or informal educators in workshops or in formal education curricula, evaluators conclude that this offline teaching was underserved in the NHSM Campaign.

Justifications

a) Outreach

Each CoE member state and observer received an invitation from the Director General of Democracy of the CoE (December 2012) to set up NCCs. Guidelines for setting up an NCC could be found on CoE's website page dedicated to the NHSM Campaign[23]. These guidelines stated that membership to the NCC should be voluntary and that it should include governmental and non-governmental organisations, youth-led or not. A document should be drafted defining the role and responsibility of the NCC, its mandate and its structure and decision-making process. A national campaign plan should be drawn up and accepted by the NCC. The guidelines also stated that the Council of Europe was responsible for providing the framework and main tools of the European Campaign.

An unexpected result was that Belarus, Canada, Mexico and Morocco were active participants. Evaluators applaud their involvement, as Human Rights issues are universal, not solely European. In 2013, 5 NCCs were set up and 11 were set up in 2014 plus 2 in non-member states (see in Annex 5 a list of NCC involvement). Due to lack of documentation, it is unclear whether Sweden set up an NCC when they launched their campaign website in May 2014. In Germany and France, there was a lack of political support for the NHSM Campaign, so national campaigns were dependent on the goodwill of NGOs and activists. Official documentation[24] suggests that the Youth Department of the CoE was assisting them in setting up the NCC, but official feedback from both countries is missing at the time of writing (March 2015).

There are, however, 25 NCCs with coordinators registered with the Youth Department of the CoE. Of these, evaluators know of 23 active European NCCs plus the Mexican campaign (see Annex 5 for the level of involvements of all countries). Each NCC is made up of member organisations. Most members are NGOs or

(part of a) governmental body. Evaluators regularly came across the situation that there is an NCC Coordinator, but not an NCC. An NCC should be created first and then a person should be elected among members to be the coordinator. Several countries have coordinators who are not linked to national networks, which is far from the initial concept.

At the end of the NHSM Campaign, there were 33 registered online activists coming from 23 countries registered with the Youth Department of the CoE, excluding permanent and temporary staff members (see Annex 1 point 7).

Several European youth organisations and other NGOs expressed interest in being associated with the NHSM Campaign. Interested organisations could express their support to or partner with the Youth Department of the CoE for the NHSM Campaign. The list with the 47 International Partners was made available on the CoE institutional website of the project[25].

International Partner organisations range from youth organisations to rights organisations and cover a wide range of topics, indicating that the aims of the NHSM Campaign resonated with a wide audience. As such, European Youth Card Association (EYCA) dispersed specific NHSM cards among their members in 36 countries. Members of the Follow-up Group of the NHSM Campaign included 2 International Partners, namely EYF and EEA and Norway Grants. All respondents to the online questionnaire engaged in activities in support of the NHSM Campaign.

b) Mobilization of stakeholders

Most NCC members have been part of the NCC in their country since set-up of the NHSM Campaign in their country, 1 or 2 years, which shows that NCCs have been relative constant. Out of all CoE member states and observers, 18 countries (38 %) have an NCC Coordinator and an active NCC and online presence. Of the 9 NCCs that responded to the online questionnaire (indicated in bold in Annex 5 in relevant table) 6 NCCs stated that their main activity in support of the NHSM Campaign was to disseminate campaign information, tools and materials. Active NCCs generally took part in meetings and organize actions.

In the structure of the NHSM Campaign, the NCC constituted a vital link between the European and national levels. In some instances, the link extends to online or local activists. In total 62 activists have been mobilized since the launch of the NHSM Campaign. In total 33 activists were registered at the Youth Department of the CoE at the end of March 2015.

Though evaluators do not neglect the possibility of there having been more active activists, only those who were registered with the Youth Department of the CoE will be taken into account. Observation, e-mails, feedback and documentation indicate that 15 online activists were active at the end of the NHSM Campaign of which only 1 has remained active since the first TC for Bloggers in 2012. All other online activists took part in the TC for Online Activists, November 2013.

Among respondents to the online questionnaire sent to International Partners 5 knew of the NHSM Campaign, which indicates there has been some outreach extending the network of the Youth Department of the CoE. However, an analysis of the websites shows that 4 links (8,5%) provided online are faulty, which suggest a lack of follow-up from the Youth Department of the CoE. Also, on the CoE Institutional website the link to the NHSM Platform was faulty.

The NHSM banner is not shown in any of the websites, even in cases where the NHSM Campaign is specifically mentioned. This analysis thus foregoes the use of the NHSM banner, but takes into consideration only the visibility of the No Hate logo (NH logo). Table 1 in Annex 7 provides an overview of how International Partners relate to the NHSM Campaign on their websites.

Even though the Youth Department of the CoE expected International Partners to put the NHSM banner on their website, only 7 (16%) organisations had done so. 9% of links provided were faulty, which, it may be argued provides a questionable front of international support to the NSHM Campaign. Table 1 in Annex 7 shows that there were 43 (91,5%) working links amongst the 47 International Partners.

c) Policy and political support

Limitations to campaigning are prominent on the national level there where there is a lack of governmental support. Overall, the NHSM Campaign has benefited from an uptake on the European level

due to an endorsement by Thorbjørn Jagland, Secretary General of the CoE[26] following terrorist attacks on the Charlie Hebdo offices.

An internal task force was installed November 4, 2013 to coordinate contributions of the various sectors of the CoE for the NHSM Campaign[27]. During 2014 another 3 meetings of the internal task force had been held (20/1, 14/4, 2/12). A following meeting was planned in April 2015. A review of official documentation[28] shows that links were made and actively followed-up in various sectors of the CoE, albeit on a political level and in the form of lobby and advocacy.

Separately, the NHSM Campaign has reached the Parliamentary Alliance of the Council of Europe (PACE). During the meeting held on Thursday January 29, 2015 in Strasbourg, the No Hate Parliamentary Alliance[29] was officially launched. The No Hate Parliamentary Alliance builds on the Parliamentary Assembly Resolution 1967 (2014). During the launch Parliamentarians signed the Charter of Commitments for membership in the No Hate Parliamentary Alliance[30].

In total, the No Hate Parliamentary Alliance counts 35 members as at March 2015. These members will be accountable to each other on taking a stand against hate speech in their country. Arguably, the NHSM Campaign has not only reached national levels, but has reached and mobilized support on the European level. By doing so, it has potentially strengthened the link between the European and national levels.

d) Financial contributions

Governments of CoE member states were invited to contribute voluntarily to the NHSM Campaign. As stipulated in the financial overview in Annex 3, 5 countries contributed financially to the NHSM Campaign amounting to a total of €168 000, which with the €55 473 transferred from old VCs amounts to €223 473, or roughly 1/4 of the total NHSM Campaign budget 2011-2014. There was a lack of sense of ownership generated in the beginning of the NHSM Campaign. As such, financial contributions, which affected the NHSM Campaign budget, remained low.

From financial data obtained, it is unclear how much was contributed in-kind. In-kind contributions included the organization and hosting of, for example, conferences. Each national campaign, however, was expected to pay for its own expenses.

The EYF and the EEA and Norway Grants provided important funding sources for organisations, which indicates the ease of which the topic of hate speech was adopted by other organisations:

> The EEA and Norway Grants provided important funding sources for civil society organisations working on hate speech. Under the NGO Programme, over 35 calls for proposals were organised across all 16 beneficiary states of the Grants, funding more than 500 projects tackling hate speech, hate crime and discrimination. Programme Operators of the Grants also contributed to the No Hate Speech Campaign through developing training toolkits for schools, mobilising youth activists against cyber-bullying and training for bloggers. In total, 352 youth bloggers received training in how to identify, report and address hate speech online. Programme Operators in Poland, Spain and Hungary translated the Bookmarks manual into local language, while Operators in Poland, Bulgaria and Lithuania also conducted and published surveys on hate speech attitudes. The grants also contributed to one conference in Strasbourg and financed one meeting of NCCs in Poland. Though there were synergies between the NHSM Campaign and programmes of the EEA and Norway Grants, the Grants' focus on hate speech was not dependent on their partnership with the Youth Department of the CoE. The latter led to frustrations among some NCCs, who mistakenly believed that they would receive funding from the Grants independent of the quality of their applications. Unfortunately, these proposals were not scored highly enough to receive grants.
>
> The EYF had identified 'Young People Combating Hate Speech' as a priority programme. In 2015, EYF will continue to pay particular attention to pilot activities dealing with hate speech online. EYF funded 41 pilot projects in 19 countries since the launch of the NHSM Campaign (see Table 2 Annex 7)[31]. The 9 funded projects in 2012 were limited to schools. Though NHSM Campaign funding and direct costs were limited to European level, it is clear that the outreach of the NHSM Campaign was not limited to funding potential of the Youth Department of the CoE.

Funding opportunities were larger due to the support of national governments, in-kind support and the two key funding organisations as described in this chapter. The latter allowed mutual support of programmes. However, beneficiaries of these funds were required to apply and so external funding was not limited to or specific to NCCs or organisations affiliated with online activists. Arguably, this has encouraged wider outreach and impact than the framework of the NHSM Campaign would have allowed.

e) Visibility and impact on direct beneficiaries

Table 3 in Annex 7 shows an overview of trainings, seminars, workshops and conferences held with at least 1 400 direct beneficiaries. During the preparation phase of the NHSM Campaign there had been no outreach to direct beneficiaries until June 2012.

EYC and EYF structures provided a wider outreach to beneficiaries of other seminars, workshops and trainings held or supported by the Youth Department of the CoE. Both parties set the NHSM Campaign and hate speech as a priority. In addition, 10 conferences provided an opportunity for outreach to extend further than the Youth Department of the CoE network.

It is therefore reasonable to assume that a larger number of young people than those directly involved in the NHSM Campaign were exposed to the topic and message of the NHSM Campaign. Whether there has been behaviour change due to participation in these seminars and workshops remains uncertain as no evaluation for this purpose has been done.

The NHSM Campaign sought to expand its activities to formal education, thus 1 training for francophone countries was organized. In total 21 professionals from 7 countries participated[32]. The report on the training indicates that participants came up with the idea for a francophone network to combat hate speech in continuation of the NHSM Campaign, which is said to be very successful. Unfortunately, there is no official documentation that refers to an evaluation of the final results of this training for professionals in French, so it remains unclear what trainees did with the information and whether or not/how the Youth Department of the CoE followed up on the trained professionals.

f) Awareness-raising

In the beginning, the notion and concept of hate speech was relatively unknown among the wider public. At the end of the NHSM Campaign an overall consensus of a working definition of hate speech had been reached. One of the main successes of the NHSM Campaign is that hate speech has been put on the NGO and online activists' map and is now being used by governmental bodies, organisations and individuals. Hate speech has become a recognised issue that must be dealt with and is easily linked to existing, yet, seemingly unrelated topics.

A basis for this awareness creation was undoubtedly the studies initiated in 2011. The 3 preliminary studies set the tone for the NHSM Campaign and the framework for action. Similarly, Bookmarks provided an easy-to-use and comprehensive tool for incorporating the topic of hate speech in non-formal and formal education. The Bookmarks manual was used for providing content in trainings, workshops and seminars organised by the Youth Department of the CoE. The manual was among one of the most disseminated materials in the NHSM Campaign.

g) Consolidation of results

Various bodies have supported the NHSM Campaign in different ways, which benefited the NHSM Campaign. However, existing political priorities and institutional frameworks generally limited financial and political support on the national level. Feedback provided suggested that this made it difficult and slowed the process for NCCs and other organisations to implement actions on the national level.

The challenge of NHSM Campaign was to realize impact. Impact starts with reaching intended targets. However, it was deemed difficult to engage a wider public, which questions the added value of the NHSM Campaigns online aspect as it was structured in the NHSM Campaign. The NHSM Campaign, however, has successfully achieved engaging a wide range of stakeholders, organisations and individuals, but has most likely failed to engage the specified 50 000 activists and other young people on the European and national levels. And even more difficult to trace is how many people's behaviour online has changed indeed.

An analysis of the overall measures of success, as set by the Youth Department of the CoE (see in Annex 2 a list of measures of success), along with feedback from NCCs, NCC members, online activists, International Partners and other data sources, indicates that the there is a general sense that some of the NHSM Campaign objectives have been met, especially on creation of awareness of the topic of hate speech online and that others have not. The NHSM Campaign stimulated 16-23 active national campaigns. Each national campaign was important for the country concerned, but it is a far cry from the expected 40 member states' involvement as aimed at.

4. Strategies and tactics employed

A list of outputs from the Campaign 2012-2014 can be found in chronological order in Annex 4. This section looks at strategies and tactics employed for reaching NHSM Campaign objectives and goals.

General concluding remarks

In many aspects, the strategies applied for the NHSM Campaign do not differ much from those of earlier campaign executed by the Youth Department of the CoE. More specifically, evaluators point at strategies for fundraising, setting goals and priorities, partaking of national NCCs who select an NCC Coordinator, lobby on European level and youth focus. Therefore, it was surprising to the evaluators that the NHSM Campaign had failed to convince on the national level. Similarly, it was surprising that funding remained as low as it did, when it was clearly known from the beginning that the NHSM Campaign was a vast undertaking.

Understandably, new areas added to the NHSM Campaign needed time for strategies and tactics, such as online campaigning and dealing with the crosscutting issues within the CoE, to mature. The Youth Department of the CoE did okay in inventing this wheel. Evaluators suggest to the Youth Department of the CoE, that at the end of the NHSM Campaign, they write down the lessons learned and in regard of the protocol for working with the member states. It is reasonable to assume that this will be part of all campaigns to follow.

In general, the quality of tools for online outreach are mixed. Arguments were raised that suggest that the online and offline spheres are interconnected and that the online world reflects the offline reality. Suggestions were made that offline actions are more effective than online actions, but that online elements are a way of communicating specific issues and make things happen. As such, online elements may not constitute the NHSM Campaign, but are just campaigning tools. Though offline activities were said to be many, yet, immeasurable, evaluators take note that the balance between online and offline campaigning was commendable.

Much information on the NHSM Campaign was provided online only in retrospect of the actions and events and there was limited active online outreach. In addition, HS Watch is a tool for online reporting of hate speech. Questions arise as to whether this tool was well thought through. Opportunities for reporting hate speech remained limited to HS Watch and the Android app for reporting hate speech.

The list of expected results (Annex 2) indicates that some original ideas were never realized. Online activists and NCCs each carried a large part of the NHSM Campaign, but rarely in unison. Though online activists are a passionate group, they are not supported by national structures conducive to ongoing activism. Though levels of the NHSM Campaign are linked, they were not mutual dependent. To grow into a campaign that supports real behaviour change, strength is in numbers and a sense of ownership.

Around 1 400 direct beneficiaries from across Europe were reached through trainings, workshops, seminars and conferences. To combine this number with data from online outreach through Facebook and Twitter (Annex 6) concludes that roughly 33 700 people have been reached directly by the Youth Department of the CoE. Although the actual number of people reached may have been higher through undocumented actions, it seems unlikely that the target of 50.000 has been reached.

However, there have been some successes. The expected number (6) of EADs was reached, and exceeded. Likewise, it seems that the target for 6 translations of Bookmarks was well underway by the official end of the NHSM Campaign[33]. Translations in 4 languages were ready at this point: Armenian, French, Hungarian,

and Norwegian. Translations were still underway in 9 languages: Greek, Icelandic, Finnish, Macedonian, Montenegrin, Polish, Russian, Swedish and Ukrainian.

The NHSM Platform was a hub, which could have been very bubbly and interactive. However, the NHSM Platform could have been more interactive and easier to navigate. It need not contain much information, but it should be concise and encourage users to take action. How the NHSM Platform evolved these last 3 years had a sphere of 're-inventing the wheel', which could easily have been avoided.

Important to note is that the number of people reached does not say anything about what they did with this new awareness. Therefore, evaluators stayed away from a focus on outcomes and impact.

Justifications

a) Strategies

The learning on content was a clear strategy. Many efforts have been done to gain consensus on definitions and implications for NHSM Campaign activities. Different types of parties were invited to contribute, also through creative ways, such as the essay competition on online hate speech by the European Law Students Association (ELSA). This has delivered a true asset in knowledge. Much of that is transformed into tools and course materials, including Bookmarks.

The NHSM Campaign largely focused on young people aged 18 to 30. Later the age minimum was set to 13 years[34]. This was to avoid excluding young people who were just entering cyberspace. Bookmarks was made for learners aged 13 to 18. Evaluators have not found an educational differentiation set up for the NHSM Campaign (online and off-line) setting different learning goals for different age groups, in line with changing needs and periods of transition.

Lobby and advocacy on European and national governmental level for stimulating young people to combat hate speech online was one of the purposes. However, evaluators have not found a special strategy outline for that in official documentation. Such lobby and advocacy has happened, but on an ad-hoc basis, making more use of the occasion than it being deliberate.

The NHSM Campaign was meant to be a campaign of campaigns, but the strategy to accompany and stimulate the member states was neither developed very well nor applied. This was part of the Campaign Coordinator's job description, but this position was filled very late and by somebody who had no previous experience in campaign accompanying before.

Evaluators observed the debate on whether or not the Youth Department of the CoE should have executed the NHSM Campaign throughout the preparatory phase and NHSM Campaign. The unrest this debate provided was clear. Arguably, it could have been more strategic to rely on an NGO, provided a clear mandate and room to react was given. Annex 1 shows that also victims of hate speech were considered beneficiaries of the campaign, but evaluators have not found traces of activities in that direction.

b) Tools applied

Juniors between the ages of 13 and 17 and seniors between the ages of 18 and 30[35] were invited to submit a photo for the EAD against Islamophobia and religious intolerance. Around 100 photos were submitted. The photo competition was a great way of encouraging young people to express their artistic side for combating hate speech. Some national organisations affiliated with winners of the photo competition spread the news, thus indirectly spread awareness about the NHSM Campaign.

Shortly after the launching of the photo competition, a video competition was launched. The small number of entries received (feedback provided, but none documented) indicates a lack of ownership of the NHSM Campaign, accountability and actions. Unfortunately, winning photos' online presence were limited to the NHSM Platform. Largely offline, photos and videos fall short of potential awareness creation online. It thus remains unclear what the overall aim of the competitions was.

c) European Action Days and European Action Weeks

The Online Campaign Manager supported online activists in planning and organizing actions for 14 EADs and 4 EAWs. Themes and slogans (see table in Annex 4) for the centrally organized days of action cut across CoE values[36]: Human rights, democracy and rule of law.

Though centrally organized and mandated to the Online Campaign Manager, planning and organization of EADs and EAWs have generally been claimed as a success. The benefit of the EADs and EAWs was that it created direct communication with stakeholders - other than direct beneficiaries - that it created an opportunity for a more specialized focus on a topic and increased visibility of the NHSM Campaign overall. However, the high frequency of themed EADs and EAWs sometimes only allowed for a week of planning, including feedback and official go-ahead.

NCCs were kept in the loop regarding upcoming EADs, but feedback suggests they were rarely involved in the planning of actions. An average of 7,5 partners involved in 8 EADs and 2 EAWs indicates an achievement in itself and shows that the NHSM Campaign was able to convince organisations to contribute, even in its early phases. NCCs took part in two EAWs for which they contributed the post card action[37]. At the end of 2014, 6 NCC teams[38] had provided support. During the EAW against Racism and Discrimination in March 2015 observation indicated NCCs' involvement was actively encouraged and NCCs submitted 5 videos. See Annex 4 for details.

Actions and reporting of the EADs and EAWs can be found on the NHSM Platform, CoE institutional website and some NCC websites (see further analysis in 'Outreach online' below). A number of online actions were constant (see a list in Annex 4). Other online actions were specific to the EAD, but were limited to 12 actions. Arguably, EADs may also have inspired offline actions on the national level.

Facts and figures about the work of the community in 2014[39] stated that there had been 50 Google Hangouts. See Annex 7 for a list of online content created (period 2013 - 2015) apart from constant actions produced by online activists.

d) NHSM Platform

The NHSM Platform[40] has been a central point of reference for the NHSM Campaign. Those interested in the NHSM Campaign could find more information on the topic. It is a place where materials and tools were kept, including a blog and discussion forum. Other features of the NHSM Platform are reviewed below. The NHSM Platform, as it was at the end of the NHSM Campaign March 2015, became fully functional in July 2014[41]. Prior to this, the website had a different look.

The NHSM Platform is difficult to navigate and specific information may be difficult to find. The NHSM Platform home page is cluttered and does not provide clear and adequate information about what hate speech is: It seems that the NHSM Platform assumes pre-obtained knowledge of the NHSM Campaign and hate speech. Out of 20 links to NCC websites 4 (20%) of links to NCC websites. The NHSM Platform therefore does not allow users to link easily with their NCC, should they wish to engage.

The NHSM Platform neglects to provide information on current (national) actions, such as EADs. In addition, it often neglects to add news about the European campaign. For a campaign that should be flexible and reactive, the NHSM Platform is quite static. Arguably, outsourcing the management of the NHSM Platform has caused a delay in aggregation of information and mobility. The company Latte Creative was itself new to the field of online campaigning, as was the Youth Department of the CoE. Too much learning while doing caused an in-built delay in a near structural way, albeit multiple consultancies had been part of the design process. This in itself helped to develop concepts and ideas amongst participants, but was not such an efficient process.

e) Hate Speech Watch

The HS Watch is a tool on the NHSM Platform that the public may use to report hate speech online. Latte Creative developed this tool in the early phases of the NHSM Campaign on demand from online activists. In the beginning of the NHSM Campaign, a task force of online activists supported the HS Watch. However, this stopped as the focus of the NHSM Campaign became more directed towards EADs.

The HS Watch has remained a feature of the NHSM Platform since then, but was sparsely used. Since the onset of the HS Watch, 373 instances (as at 19 March 2015) of hate speech have been reported (see Table 6 Annex 7). The number of reports per month and per year shows that HS Watch was most used in 2013. The number of reports of hate speech decreased from then on. This may be due to lack of transparency of what is done after hate speech has been reported: Reports are not followed up.

That reported hate speech is not followed-up may be due to lack of legal responsibility, uncertainty of whose responsibility it is - national bodies or the CoE - language barriers and/or differing national legal structures. Neglect to take responsibility and disregard for ethics may lead to all sorts of paradoxes, such as putting the person who reported hate speech in danger of hate crime and cyberbullying. This is ironic, as these are exactly the things the NHSM Campaign aimed to combat.

f) Outreach online

Contacts were established with Google, Facebook and Twitter, which undoubtedly contributed to the outreach on social media. Trusted Flagger Status was given to 1 online activist, which meant that her reports of hate speech on Facebook were given priority. Observations made, however, showed that 3 examples of hate speech were compiled in a Google document following the nomination of the Trusted Flagger. Evaluators found no signs of anything having been done with the Google document. There are no signs that the special Trusted Flagger status was exploited, albeit the Campaign Coordinator and Online Campaign Manager advocated for it. However, online activists continuously reported hate speech as a continuous EAD action (see in Annex 4 a list of EAD actions).

Weak links between the Youth Department of the CoE and NCCs became clear from the onset. These weak links are highlighted by the lack of follow-up and accompanying, a lack of up-to-date information of actions, events and EADs or EAWs on campaign websites. The focus of reflection online tends to be retrospective and neglect calls for future actions.

Opportunities for spontaneous actions and activism are limited, unless NCCs and online activists dedicate resources and encourage planning of actions themselves. Though NCCs manage their own website, the Youth Department of the CoE had a hand in encouraging NCCs to add news and calls to their website. While the website http://nohate.ext.coe.int works, the links featured on the website do not. Most probably, this happened after changed the structure of the central website in July 2014 and the links have been out-dated since then.

Out of 20 NCC website links provided 4 (20%) were incorrect, which again indicates lack of communication and uneven information on the national and European level. Arguably, it may not be necessary to develop an entirely new website for the NHSM national campaign, but online presence and calls for action in an online youth campaign is a must.

Out of 23 NCCs with online presence 23 (100%), including the Youth Department CoE, have a Facebook page and/or Twitter account. The added value of a Facebook 'like' or a tweet is a topic of discussion, but seems arbitrary for meaningful behavioural change. Presence on social media may create the momentum needed for online awareness raising and outreach, but there are other online channels that could have been exploited (more) during the NHSM Campaign.

g) FlashNews and Newsletter

FlashNews and Newsletters incorporated news about recent actions undertaken or news about the NHSM Campaign (see Annex 4 for the outputs). The purpose of the FlashNews was to link campaign management with NCC Coordinators and activists. Statistics are unavailable, though it is known that it was difficult to collect information for content. This was mostly because of lack of online reporting, possibly even reporting fatigue, by NCCs and other partner organisations.

A newsletter intended to promote the NHSM Campaign and spread news about actions and was open to subscribe, including for partners and sympathisers. Analytics show that roughly 1 in 5 people opened the newsletter (see more details in the list of outputs in Annex 4). Links provided in the newsletter were opened less than 1 in 10. Arguably, the Youth Department of the CoE overestimated the potential of the newsletter. This begs to question whether a different communication tool should have been used. However, the difference between total open rates and unique open rates suggest that between 1 and 2 unique readers opened the newsletter a second time.

h) No Hate Logo

The NH logo depicts a red heart with the words 'No Hate' written in the middle. The NH logo is not registered and so is vulnerable to abusive use or misuse. The Youth Department of the CoE noted that the design period of the NH logo was relatively long and involved various stakeholders' views and opinions.

The look and feel design of the NH logo received mixed reception: It was neither universally popular, nor unpopular.

There was a feeling both inside and outside the Youth Department of the CoE that suggested that the NH logo confused people in that it resembled a logo fit for a blood bank or a campaign for spreading love. Online activists suggested the NH logo could have been more provocative. In this case, the earlier version of the logo, which read 'Hate me' was considered by some better for the NHSM Campaign.

The concept of the 'Hate me' slogan was to challenge people to hate them as well, if they agreed with the NHSM Campaign cause. The concept was to signify bravery of the NHSM Campaign followers. This could have functioned well for online actions, but it is questionable whether it could have worked offline. An added reason as to why the NH logo struggled may have been because of the large political burden it carried.

The NH logo, however, has been the only constant amidst the ad hoc approach of the NHSM Campaign. Guided by strict guidelines, the NH logo preserved the value and unity of the NHSM Campaign's visual identity. The NH logo was widely identified with the NHSM Campaign even when the text had been translated into the national language. This concludes that the NH logo has become a solid symbol that has come to represent the NHSM Campaign: It has come to serve its purpose.

i) Trainings and workshops

Trainings (3), seminars (9) and workshops (23) were held during the NHSM Campaign, each based on their own concept and driven by specific objectives. The educational side of the NHSM Campaign brought together around 1 400 direct beneficiaries from across Europe.

The Youth Department of the CoE's Educational Advisors designed trainings, seminars and workshops for young people or teachers very creatively and in a flexible way. As such, content was created for content, which generated a specialized approach to the educational aspect of the NHSM Campaign. However, the challenge of the trickle-down effect[42] was not tackled in a structured way. Therefore, the sustainability of the learning and the application of it in changed behaviour are doubtful. On this level a lot of potential was underused.

The Youth Department of the CoE concentrated on informal learning and on her own activities as we see in the list of outputs (Annex 4). Though, of course, the manual Bookmarks was intended and capable to be used in both informal and formal settings. However, the NHSM Campaign hardly reached both educational sectors. In Norway, Bookmarks is being introduced in formal education, which should allow for greater impact among young people.

If more time was available in the NHSM Campaign the Youth Department of the CoE could have stimulated other member states to also link informal to formal education. Evaluators encourage such linking, but warn that education does not equal behaviour change or action[43]. This process of change is easier to obtain through a longer-term involvement with the youth group concerned. There is thus merit for an emphasis on formal education, at least as much as on informal. In the latter, follow-up must be secured.

j) Other tools and materials

The Youth Department of the CoE developed some materials, such as Bookmarks, a tool used most among NCCs. But a large part was developed by NCCs, distributed and used in other national contexts as well. Respondents to the online questionnaire suggested that the board game (developed by the Belgian francophone NCC) and the Mascot panda Myliu (developed by the Lithuanian NCC) was most known.

Bookmarks, originally written in English, has been translated into Armenian, French, Hungarian and Norwegian. The English and French versions are available online[44]. Translations in additional 9 languages were in process by the official end of the NHSM Campaign March 31, 2015, namely in Finnish, Greek, Icelandic, Macedonian, Montenegrin, Polish, Russian, Swedish and Ukrainian. . The Youth Department of the CoE funding restrictions have prevented subsidizing the translation costs, which forced NCCs to look for other funding sources.

Arguably, the funding source need not be the Youth Department of the CoE, but the availability of a funding source for partly subsidizing translations could have incentivized more NCCs to translate

Bookmarks and in an earlier stage. Since now for most of the countries Bookmarks could not so much play her potential important role within the campaign period. After all, it is widely known that there is a strong correlation between motivation and budget.

A list of tools and materials developed by the different countries and known to the Youth Department of the CoE can be found in Annex 5. The same annex shows a list of tools and materials developed by NCCs: They developed at least 13 tools and materials, outside the knowledge of the Youth Department of the CoE. Evaluators assume that non-responding NCCs might have developed additional tools and materials as well.

However, online activists reported no use of these tools and materials other than in their own country. Again, this is an indication of uneven knowledge of the activities and indicates a lack of communication and coordination between the different levels of the NHSM Campaign. There is a great deal to be gained from working together, but it seems parties gave individuality higher priority.

5. Structure, organisation and management

General concluding remarks

The NHSM Campaign had a 15-month preparatory phase prior to its official launch in March 2015. Such a long run-up was beneficial to the NHSM Campaign to elaborate more on content/definitions and getting the crosscutting partners on board. However, a concluding moment on how these preparations have contributed to a solid and focused campaign-design was lacking. A precise operational planning for the whole of the campaign period was lacking as well. Also the lack of description of the zero-measuring point/baseline conclusive report, which constitutes the base for measuring progress, made it difficult to measure successes.

The NHSM Campaign was large in its scope in that it intended to cut across CoE sectors. Such an approach is commendable, but only if the executing body is able to link the various sectors and organisations inside the CoE. A thematic cross-sectional advisory group could have supported the Youth Department of the CoE in reaching this aim.

The Youth Department of the CoE was aware that they lacked experience in coordinating on online campaign. Yet, managerial priorities did not allow for timely allocation of a Campaign Coordinator knowledgeable on online campaigning. Similarly, planners were aware that decision-making takes time in an institution as large as the CoE. Due to its large size and slow decision-making processes, it begs to question whether the CoE was the right institution to run an online and fast moving campaign for young people, who are a highly mobile group. Evaluators do not deny CoE's expertise in human rights, or on campaigning, but its structure and limitations must be taken into account when planning for a youth online campaign.

Permanent staff members were made to carry the load of the NHSM Campaign, including the planning, launch and execution of the NHSM Campaign. Permanent staff was overloaded. The turnover of temporary staff was relatively high throughout the NHSM Campaign, which prevented solid relationship building with NCCs and other stakeholders and arguably hurt the NHSM Campaign and national campaigns.

Online activists came together in a disciplined way for short periods during the NHSM Campaign. These short periods were quickly followed by periods of individual action, which led to periods of lost momentum. Similarly, the monitoring aspect of the NHSM Campaign was done regularly, but not often enough. Monitoring was inconsistent and the lines between the monitoring, executing and decision-making bodies had become blurred. For the process to work, each body should keep to their mandate. If mandates are not respected, the process soon becomes disrupted. This created confusion and led to ad hoc campaigning.

Justifications

a) Overall set-up

The CoE is a large institution that is dependent on many sectors, which makes it hierarchical and time-costly to agree on a plan. The set-up of the NHSM Campaign incorporated all values of the CoE. In addition, various organizations, each with their own values, contributed to the NHSM Campaign. Therefore, the

NHSM Campaign was large in its scope. These were the charms and at the same time the NHSM Campaign's pitfalls: To really obtain expected results, there must be a lot of control.

Many NCCs and online activists argued that the impact of the NHSM Campaign might have been more profound if its set-up had been different. It was suggested that there should not only have been more focus in terms of theme, but also in the NHSM Campaign drive and management. Perhaps this could have been achieved by mandating the management delegation to another body.

The NHSM Campaign had a 15-month run-up to its official launch on March 22, 2013. Arguably, it is the first time the Youth Department of the CoE coordinated an online campaign and so they should be granted time to learn and adjust, no problem. But management-wise, indicators for the preparation period were not set out very clearly. A long run-up is only worthwhile if it means that the framework for campaigning is clear at point of launch. A lack of planning tools and therefore the lack of a clear framework, lack of communication and coordination as well as lack of clear direction since launch has led to ad hoc campaigning, uneven information and mixed outcomes.

In addition, a lack of annual planning based on the overall framework or plan at the beginning of the NHSM Campaign makes it difficult to know when successes have been reached. Official documentation served in the agendas of the Follow-up Group-meetings, shows, that many ideas were generated, but most were not realized.

b) Management and decision-making

In the preparatory phase of the NHSM Campaign, the Youth Department of the CoE was well aware that they lacked the experience of coordinating an online campaign. However, managerial bodies made decisions that might have proven unproductive in hindsight, such as the slow fundraising and the untimely appointment of key temporary campaign staff.

Arguably, the CoE is a large institution and complex in its decision-making structures. It is a highly political institution with member states across regions. It is therefore understandable that decision-making is slow. But all parties involved were aware of this and could therefore have anticipated the time it was to take. The question is whether the CoE was the right institution to run an online and fast moving campaign for young people, due to its large size and slow decision-making processes.

A Campaign Coordinator was introduced relatively late, in the beginning of 2014, when the NHSM Campaign had already been launched nearly a year before and had already started to gain momentum. Reasons provided for the late appointment were unclear. The Youth Department of the CoE pointed to 'lack of funding', but evaluators suspects it was a question of priorities and that it was a management decision. This position should have been filled in the preparatory phases. Arguably, the NHSM Campaign could have reached better results if an experienced Campaign Coordinator had been appointed at an earlier stage.

Fixed Youth Department of the CoE staff put in considerable time (see in Annex 3 an estimation of time allocated to the NHSM Campaign). These staff members were the constant factor for the Campaign but were limited due to other responsibilities. Their salaries are paid from the normal Youth Department of the CoE budget. In contrast, temporary campaign staff (called Temporary Reinforcement of the Youth Department) is paid from the NHSM Campaign budget.

Such budget division may not be a problem as long as the budget is well calculated. For the NHSM Campaign, however, it was a problem in that their turnover of staff was very high. Key functions were filled too late, such as the Online Campaign Manager who worked on the project since May 2013. Important to note, however, is that the Online Campaign Manager was the only campaign staff part of the project since its onset until the very end. His contract will end in July 2015.

The Youth Department of the CoE should have foreseen the importance of a fixed campaigning team, consisting of an experienced Campaign Coordinator, an Online Campaign Manager and a Communications Officer. Similarly, the Youth Department of the CoE had poor internal monitoring on staff level due to a lack of personnel. This had caused a lack of traceable figures or figures to not even exist.

c) Monitoring

External monitoring was done by a monitoring group of the NHSM Campaign called the Follow-up Group. In line with the Terms of Reference of the Follow-up Group[45] as revised and adopted at the 30th meeting of the CMJ in 2014, 3 members of the CDEJ and CCJ, respectively, had to participate in the Follow-up Group. CCJ members serve a two-year mandate. The Follow-up Group composition includes up to a maximum of 4 observers, possibly including International Partners and NCCs.

Analysis (see relevant table in Annex 1) shows that members of the CCJ and CDEJ were not constant and that the mandatory number of members of the CDEJ and CCJ were present at 2 Follow-up Group meetings out of a total of 8 meetings. The mandatory number of CCJ members was present at 3 meetings. The mandatory number of CDEJ members was present at 2 Follow-up group meeting. This suggests that monitoring of the NHSM Campaign was inconsistent. From the Follow-up Group meeting in April 2014, 1 online activist was present.

The Follow-up Group mandate states that they are a monitoring group. Their power should therefore be limited to giving advice and provide recommendations on how to stick to the purpose and reach the expected results as decided by the appropriate bodies, as executed by the management and fixed/temporary staff of the Campaign. During the 8th Follow-up Group meeting, evaluators noted a bit of a blur between the functions decision-making, executing and monitoring. Such confusion contributed to processes going slower than needed. In official documentation, the Follow-up Group seemed to be more of a thematic advisory group.

d) Cross-cutting issues

A thematic advisory group was missing regarding another aspect: The NHSM Campaign intended to cut across CoE's different sectors/organisations. However, there was from the onset no entity installed to guarantee everybody's involvement and to determine go/no-go areas. An interdepartmental advisory team for the campaign could have done this work and could have sped up the process of internally working together for the same cause, instead of depending of the ad hoc lobby from the executing Youth Department.

It should be pointed out, however, that the Youth Department of the CoE has done a great job supporting the cross cutting aspect of the NHSM Campaign. The internal Task Force was in fact installed by the Director General as a group that aimed to mobilize other sectors of the CoE to support the implementation of the NHSM Campaign and its objectives; her crosscutting function could, however, barely materialise due to only have had 3 meetings in 2014 after her installation end 2013, when the NHMS Campaign was already well underway.

6. Mobilisation, messaging and communications

General concluding remarks

The Youth Department of the CoE has a long tradition in education/training for human rights, generally in mobilizing participants and providing input on learning. But if it comes to working with member states 2 points catch the evaluators' eye:

- Little attention is paid to the tricky area of the trickle-down effect. This area should have been given more attention: Trickle-down of knowledge to others is not automatic. This needs explicit teachings and tools for the first learners.
- The art of accompanying was lacking. This is really another art than that of education. Accompaniment means that the Youth Department of the CoE supports a member state to be part of the European campaign, to coach and to guide them through obstacles and cultural adaptations and help them reach national goals. These goals should fit their own context, but should stay within the boundaries of the European campaign as outlined in the plan.

Clear points, like decisions made or new initiatives were often not communicated in time to NCCs and other stakeholders so that they could plan their participation in it. Sometimes, these decisions affected other parties. Such decisions included those made regarding the structure of the campaign before official launch and the dates of closure of the campaign. For example, evaluators observed unrest amongst online activists in mid-December 2014 regarding uncertainty about the end of the NHSM Campaign. Although the

CMJ had decided in March 2014 at its 30th meeting that the NHSM Campaign would run until March 31, 2015, these facts and its consequences were not yet clearly communicated in December 2014.

Online activists came together in a disciplined way for short periods during the NHSM Campaign. These short periods were quickly followed by periods of individual action, which led to periods of lost momentum. While such a structure could work, it would need a more empowering campaign culture to ensure continued activity.

Justifications

a) Structural support on various level

One of the strategies employed was the outreach to CoE member states to encourage political support for setting up NCCs to carry the NHSM Campaign on national level. In some cases connected to the NCC, but in most cases not, online activists played a key role in the national campaign. Despite the European level and the national level both playing an important role in the NHSM Campaign, links between actors were weak and could arguably have been set as a higher priority.

In 2014, 2 NCC meetings were held with the aim of bringing together key actors of the national campaigns in order to co-ordinate the national and European levels of the NHSM Campaign. Arguably, these meetings contributed to a better relationship between NCCs and the Youth Department of the CoE. Despite the availability of the reporting tool online from 2014, the tool was sparsely used. Thus knowledge of specific activities on the national levels was oftentimes lacking at the European level. This resulted in uneven knowledge across levels and encouraged decentralized campaigning.

The Online Campaign Manager provided support and guidance to online activists in planning and organizing actions for the EADs and EAWs through e-mail lists, Google Hangout and Google Groups. The Online Campaign Manager also actively coordinated and provided content to the Facebook Page. An online activist was responsible for outreach on Twitter.

The Online Campaign Manager was observed to be a passionate activist and supportive towards online activists. Questions arise as to whether activists would have been as active online if it had not been for his support. It might have been more conducive to the outcomes of the NHSM Campaign if the Online Campaign Manager had been employed as a permanent staff member.

Another observation is that the mandate of the Online Campaign Manager was not about including NCCs to work online. Evaluators consider this a missed opportunity: The European and national levels could have been linked more closely online, than what was achieved.

b) Preparation, support and role of online activists

A small close-knit group of active online activists created content in line with the NHSM Campaign and its cause, specifically for the EADs and EAWs. Arguably, if content is of high quality and strategically placed as evaluators have observed, there need not be a need for many online activists to disperse information and materials online for effective impact. However, even better results may have been accomplished if a larger number of online activists had been part of setting the agenda in the online community.

Table 4 in Annex 7 provides an overview of activity in the Google Group, which counts 37 members, excluding temporary and permanent staff, NCC coordinators and Assistant Online Community Manager. This overview shows that online activists initiated the majority of topics (58,80%). It is no surprise, then, that the most frequent poster was an online activist (207 posts, compared to 200 posts by the Online Campaign Manager). However, response to topics initiated by the Online Campaign Manager was higher (46%) than responses to posts initiated by online activists (30%). The high response rate to posts initiated by the Online Campaign Manager plus the character of these posts indicates a clear leadership role of the Online Campaign Manager. This was conducive to a highly centralized approach to activism and drive within the online activists' group.

Online activists were recruited as volunteer actors for the online side of the NHSM Campaign, with a heavy duty around the monthly EADs and EAWs. This carried the NHSM Campaign for at least 65%, in line with indications made by respondents. In April 2014, 1 online activist became a member of the Follow-up Group. However, questions were raised as to how beneficial it was to rely on volunteers to carry the NHSM Campaign. Volunteers are only indirect accountable for the work done; yet, they were made to

carry a big responsibility. A disadvantage of relying on volunteers is that there is nothing that ties them to the Youth Department of the CoE in an official way, which made their input less sustainable and replicable.

There is little incentive for prioritizing the NHSM Campaign and actions, which makes working with them unpredictable. In addition, from an organisational point of view, investment in the learning of this group has been high; when leaving, a volunteer takes this capital with him/her, and this is a loss for the organisational know-how and organisational memory. Online activists can hardly be blamed for falling through. However, this does not take away from online activists' observed passion for the NHSM Campaign and its cause.

c) Communication

Embedded in such a complex campaign, evaluators wondered how the communication with so many partners, organisations and networks has been managed without a communication plan or a Communication Officer. Permanent staff members were overloaded, and temporary staff turnover was too high. These are all ingredients that have led to the communications gap observed by evaluators. Communication could have been much more efficient and could have included clear management of expectations, i.e. who does what and when.

Various actors had been mobilized during the NHSM Campaign, which indicates that the No Hate message resonated with a large audience. Communication was largely centralized, yet, uneven among stakeholders. Many tools and materials have been developed, which could have been shared far more between parties themselves. There was no strong system in place for measuring outcomes. It was thus often by accident that the Youth Department of the CoE found out that there was more than they thought. Various respondents had made this clear to evaluators.

Evaluators observed 3 examples of regional networks: The francophone, CIS and Balkan regional networks. In these language oriented/neighbour country coalitions for the NHSM Campaign, training/education and communication was easier, more adequate and more productive. Human rights issues often have a geographical touch, around which collaboration for the NHSM Campaign was organised with more focus. Working regionally and cross border, as a strategic approach including appropriate management tools and measures was, however, not applied, even though such an approach is often cheaper and the NHSM Campaign could benefit from a huge culture/language benefit.

7. Other aspects

General concluding remarks

The number of actions undertaken with limited financial and human resources is commendable. The NHSM Campaign has proven that a campaign in itself need not be supported by a large budget, but a small budget limits in large its possibilities in quantity and quality. That was clearly visible in the NHSM Campaign. However, it is paramount that the strategies and tactics should fit the available budget, what in this case was not done.

In terms of what constituted success for many - the involvement of online activists - set against certain activities and its contributions to outcomes, the picture is less convincing. From the 33 online activists registered with the Youth Department of the CoE at the end of the NHSM Campaign, only 15 online activists were active. This is a far cry from the expected 50 000 activists and supporters. Online activists were the main beneficiaries of the educational aspects of the NHSM Campaign. Their education has been a large investment considering the dividend derived from it.

Overall, there were very few opportunities for learning and sharing experiences. In addition, these were largely focused around Follow-up Group members. Arguably, it is the linking of the various levels and stakeholders that contribute to the (continued) success of the NHSM Campaign. The sharing of expertise and learning has been uneven and fragmented. Thus, it has allowed for the innovation and creativity that could have been reached, though the potential was present among stakeholders and at each level. The NHSM Campaign would have done well to benefit more from this.

This chapter will look at other aspects of the NHSM Campaign, including value for money and levels of resourcing and learning.

Justifications

a) Value for money

The number of actions undertaken with limited financial and human resources is commendable. Even though not all NHSM Campaign outcomes and outputs can be attributed to the efforts of the Youth Department of the CoE, many of the commitments would unlikely have happened without centralized support.

Actions on the national level were in principle often dependent on funding from governmental bodies or organisations and therefore on their own national commitment and motivation. The Youth Department of the CoE did not financially back a large part of the NHSM Campaign, its outreach and possible impact on national levels might thus be attributed more to NCCs. It may be argued that the extension to the PACE was a great success, but this was achieved through lobby and advocacy, for which specific costs were not allocated in the NHSM Campaign budget.

There is little need for an extensive budget, if outputs sought are limited to fit that budget. Governments, organisations and individuals supported the NHSM Campaign and its purpose, but perhaps the Youth Department of the CoE was too ambitious in the number of tactics and strategies adopted, and a good starting capital was missing to get into the flow.

In terms of what constituted success for many - the involvement of online activists - set against certain activities and its contributions to outcomes, the picture is less convincing. Seminars, trainings and online support for campaigning constituted 22% of the total budget over the whole of the NHSM Campaign (see the financial overview in Annex 3). Out of this total training budget 32% was used for directly engaging bloggers and online activists. The Youth Department of the CoE engaged 30 bloggers in the TC for bloggers in 2012, 37 participants in the TC for bloggers in 2013 and 30 participants during the EAW in December 2014 in Strasbourg. Seeing that a small group of only 15 registered online activists had remained active at the end of the NHSM Campaign, this huge input was little value for money in that the number of participants counted 87of the total of 1.400 trainees. If we count online presence and EAD/EAWs, this little group from diverse corners of Europe has carried an enormous part of the entire online campaign from the onset.

In addition, there has been no known follow-up for evaluation purpose with the trained participants. There is little use for training, if it remains unknown what is done with the knowledge afterwards. Self-evaluation is commendable, but hardly enough. Follow-up supports improvements in the project and for training, not only for trainings related to the NHSM Campaign but also for others.

b) Learning now

The overall purpose of the PMEL component of the NHSM Campaign was to get an overall idea of the impact of the NHSM Campaign and what its successes and challenges have been. Some monitoring has been done, but questions arise as to how the learning has fed back into later strategies, tactics and actions.

The space for reflection was concentrated around the 8 Follow-up Group meetings. The space for adjustment was thus often squeezed into the short time before and after each Follow-up Group meeting. A systematic approach to reflection and learning was in place, but spaced too far apart and limited to Follow-up Group members.

In conclusion, there were very few opportunities for sharing good practices and lessons learnt between NHSM Campaign levels and stakeholders. Only 2 NCC meetings and 2 trainings for online activists allowed for their reflection. Stakeholders have been compounded into separate groups, each prioritizing their own actions without regard of others. Arguably, it is the linking of various levels and stakeholders that make a campaign a success and increases chances of continuation on national or regional level.

c) Linking and learning

European, national and local levels were introduced in the NHSM Campaign and each was active to a certain extent. There was great potential on each level, which the Youth Department of the CoE could have benefited from far more. Evaluators observed a huge amount of unused potential. When CoE member states come together for a campaign, the process and activity can help increase capacity. This is especially important for online activists and national organisations and institutions. The sharing of expertise and learning that this linking offers has been uneven and fragmented, thus not creating the innovation and

creativity that could have been reached across the board. In isolated areas there were some bubbles, but they were not enough to create a wave.

The NHSM Campaign contained the word 'Movement', but in the true sense of the word the NHSM Campaign was not a movement. A movement or a wave is built on critical mass: A large amount of people must be reached with the message and must infect others enough that they join the movement. If the low number of beneficiaries and little pinpricks of activities per country are considered, it calls for more efforts, since the cause motivated and united parties to stand up for human rights online.

d) Learning from the past

The NHSM Campaign consciously built on past campaigning experiences. Reflection on past campaign evaluations[46] show that ideas for the operational structures and campaign framework have been recycled. There is no reason why the NHSM Campaign should re-invent the wheel, but it must learn from previous experiences. Otherwise there is little use for an evaluation. If lessons are not learnt, there is a limit to how many times a similar campaign can be launched before stakeholders grow tired of it. It would be a shame to reach this point. The only exception to this was the online aspect; this was indeed new for the Youth Department of the CoE and needed to be invented as it was going.

IV. Lessons and recommendations

Introduction

This section of the report is different from the other sections: The other sections were meant to provide a true picture of the NHSM Campaign 2012-2014, as observed, read and heard by the evaluators. Section III, the findings and analysis are based on this research.

This section, however, will reflect on the evaluators' own interpretation and way of seeing things after analysis of the findings. These reflections are formulated in the form of recommendations. Based on the same findings however, one can come to different conclusions and recommendations depending on the point of view and maybe with supplementary knowledge not provided to evaluators during their research.

Therefore, the Youth Department of the CoE should make its own document containing recommendations that make most sense to them. The Youth Department of the CoE is the only one that knows which recommendations match its needs. They may also choose to add other recommendations from other sources. The evaluation conference scheduled for May 2015 is an opportunity to incorporate further input. All recommendations should be consolidated.

Section IV is divided into two parts:

1. The first part reflects on campaigns of the Youth Department of the CoE when dealing with the European Youth Sector in general.
2. The second part reflects on how the results of the NHSM Campaign can be made more sustainable, plus some ideas for follow-up

For the first part it is important to say that key groups as well as the Youth Department of the CoE should take lessons and recommendations forward. The implications for future campaigns are, however, limited by two factors:

- The degree to which the findings and lessons will be replicable in future socio-political contexts: External factors change. Therefore, a campaign's reaction on this external environment must change accordingly.
- Each future campaign will be different in terms of scope, structure, ambition and target.

For the second part, the evaluators depart from the idea that the NHS Campaign will most probably be enhanced and extended by 3 years (2015-2017). Evaluators therefore include recommendations for keeping successes, learning from challenges and engaging in unexplored potential, in case such a campaign is set in motion. This part relates heavily with what was noted in section III.

To make the interlinking between the Sections as easy as possible without repeating, the same headings as used in section III will be repeated in Section IV. These are:

1. Campaign purpose and objectives
2. Preparation of the Campaign
3. Monitoring of outputs, assessing of outcomes (here 'Outcomes and achievements assessed')
4. Strategies and tactics
5. Structure, organization and management
6. Mobilisation, messaging and communications
7. Other aspects

1. Lessons and recommendations for future campaigns

For future campaigns of the Youth Department of the CoE evaluators formulated following lessons and recommendations:

1.1 Campaign purpose and objectives

Zero measuring - Mapping studies

1. Each campaign needs quantitative and qualitative mapping studies to determine the departure point on European level, called the zero measuring point.

2. Studies should include regional/national analyses on the topic of the campaign as well as regional/national stakeholders' analyses.

3. Such studies should be done prior to designing the project and should be concluded in one document indicating the departure point for the campaign.

4. Based on this departure point, expected results and indicators for change in a certain time-frame should be set, which evaluators may base their evaluation on.

Strategic plan

1. Taking into account this departure point, the external environment, available funding and the goals the Youth Department of the CoE has set herself, should support the Youth Department of the CoE in determining the right strategies for reaching their goal. Such strategies should fit the timeline and parties involved.

2. The strategic plan must clearly describe the role and expected input from each party. It should be clear, which the mother campaign and which the decentralised (or daughter) campaigns are. Each daughter campaign should be made to carry its own responsibility. Each of the parties should distinguish its own area of concern and area of influence.

3. Part of strategies and management should be the accompanying processes: How a campaign/a human rights topic moves from centralised to decentralised, yet, remains one campaign. Both topic and structure should unite the different parties. This process management is just as important as output management and should be part of the design. Process management requires manpower and finance so should be included in the budget.

4. Lobby and advocacy on strategic level in the Youth Department of the CoE levels should always be part of the design of a Youth Department of the CoE campaign, as much as the harmonization and alignments with other sectors. The Youth Department of the CoE should take into consideration that these two points require manpower and finance as well.

Youth as part of the project design

1. Youth can benefit and add value to the design and preliminary design and planning process.

2. To include a youth focus, in relation to other actors' could be beneficial. The campaign management team should not group young people as being separate from other actors, but should focus on incorporating young people in each aspect of the campaign as supporters.

3. Considering that young people learn best from peers, an aspect to consider could be peer-to-peer education and for activism.

4. The Youth Department of the CoE should consider defining the role they would like young people to play in a future campaign. For example, the Youth Department of the CoE could consider generating stronger links between NCCs and activists. NCCs could, for example, nominate activists for trainings at the EYCs, which some did, but others did not.

Balance online and offline spheres

1. The Youth Department of the CoE should rethink the balance between online and offline campaigning. Whatever the campaign subject, evaluators recommend that in future campaigns the offline aspect should be given more focus than the online aspect. This as impact for awareness raising and stimulation for changing behaviour is expected to be greater offline. The online aspect could then be used to emphasize offline efforts as well as campaigning. Both spheres should be used in a complementary way.

2. A lesson from the NHSM Campaign is that the offline sphere should not be underserved. Even if the topic of a future campaign is related to online behaviour of young people, the style of campaigning/the method and approach should represent a balance between the two spheres.

Priorities

1. Planning and priorities should be in line with available budget and campaign partners.

2. The NHSM Campaign had a relatively small budget. It was too small for what it wanted to achieve. In itself there is nothing wrong with a small budget. However, the campaign's tactics and strategies for reaching expected results cannot be more than the budget allows. The Youth Department of the CoE should consider defining a future campaign's scope and outcomes in line with the available budget. That means that budget precedes the determination of a campaign's expected results.

3. This means that the budget for a future campaign should be determined beforehand, as much as possible, and for the total duration of the campaign. This will allow for effective planning. If VCs are needed, the Youth Department of the CoE should consider reaching out to member states well before the preparatory phase and certainly before the launch of the campaign. VCs are typically given roughly once a year. When or if needed, the Youth Department of the CoE should be more strategic about when they send a call for VCs.

4. Similarly, strategic partners and funders must be approached during the design phase and certainly long before the preparation phase and the launch of a campaign, so that they may give an indication of how much they are willing to contribute. This may then be added to the budget.

5. It is often better to focus on clear impact that fits the budget than aiming for quantity, resulting in uneven outcomes and low quality. Small can be beautiful!

1.2. Preparation of the Campaign

This section assumes that the project as such is already defined and designed. Preparation should allow a practical application of work.

Expectation management

1. Prior to launch or perhaps right after launch of the campaign, the Youth Department of the CoE should schedule regional preparatory meetings. These should aide in streamlining efforts and generate consensus of understanding of the outlined objectives and expected outcomes.

2. Caution should be applied, however, that this does not mean that the focus should be enlarged, or that the campaign's design should be diffused for the purpose of pleasing the public.

3. A key learning is that clear communication at an earlier stage for the involvement of partners, NGOs and governmental organisations would have helped in building the campaign's momentum. Such communication must be balanced and timed correctly in order for the Youth Department of the CoE to retain control throughout a future campaign.

4. The NHSM Campaign included 3 different types of direct beneficiaries. Each and every one of them could potentially have been a greater resource to the Youth Department of the CoE. For a future campaign, the Youth Department of the CoE should focus on defining beneficiaries' roles and communicate the roles to them prior to the launch of the campaign. Similarly, the role of International Partners should be more defined within the framework of the campaign.

Regional

1. If a regional campaign was set-up during the NHSM Campaign, it was done on their own initiative. For effective campaigning, yet, a strong sense of belonging, the Youth Department of the CoE should encourage regional campaigns or regional coalitions in a future campaign.

2. Advantages of a regional focus are that it tends to be cheaper and combined potential exceeds national potential. In addition, regional campaigns may focus on regional topics vis-à-vis the campaigns' focus. Such a focus tends to make for a more vivid and meaningful campaign as a sense of shared local challenges tends to motivate more than European challenges.

3. Similarly, if the Youth Department of the CoE decides to launch regional campaigns or regional coalitions in a future campaign, they should consider hiring Regional Campaign Officers. This as accompanying of a network is specialised work.

1.3 Monitoring of outputs, assessing of outcomes

Logframe as a planning tool

1. A logframe should clearly distinguish outputs, indicators for success and expected outcomes and results. Such a distinction should prevent confusion during a new campaign and should streamline potential outcomes when reaching the end of the campaign.

2. To best be able to learn from efforts, a monitoring and evaluation framework should be in place from the start of the campaign; including who is responsible and what that involves. Different parties should be connected through linked monitoring systems, so as to follow an activity to the output it contributes to. Result-based management linked to the monitoring system could be enhanced.

3. For a future campaign to be able to adapt itself to changing needs and/or challenges, a mid-term evaluation, either executed by an internal or external body, should be included in the plans. If the campaign is too short for a true mid-term evaluation, then at least a good evaluation after the preparation phase should be done, to allow for adjusted and realistic annual planning of the actual campaign.

Monitoring

1. An external monitoring group (such as the Follow-up Group for the NHSM Campaign) should never replace or reproduce the internal monitoring by the Youth Department of the CoE. Rather, it is the internal monitoring of the campaign management who should steer the actions towards the outputs and provide as many possible facts and figures.

2. Since an external monitoring group is a controlling body, they should meet more regularly and have a fixed membership. Such fixed membership should allow for more continuation and a closer view on new developments. The external monitor groups' suggestions should always point towards achieving expected results.

3. The internal monitor system of the Youth Department of the CoE and the monitoring system of a campaign, which is a separate project, should clearly be distinct and not be mixed. A campaign is a project, which needs special attention to keep on track and which should be evaluated in the end. While fixed staff partake in several projects of the Youth Department of the CoE at any time, temporary campaign staff does not.

4. Each body (decisive, executing, controlling) has a function and this should be respected.

1.4 Strategies and tactics

Social media

1. Social media channels fall in and out of fashion. A campaign would do well to ride the social media wave. Links with social media channels are commendable, but should not limit online actions to only those channels. In the event of a future campaign, the Youth Department of the CoE should first explore which social media channels are popular among young people. They can then be exploited for the purpose of the campaign.

2. If the structure of a future campaign includes an online focus for awareness creation, more effort must be made for encouraging online activism. Not only central to the campaign, but - and especially - decentred. The campaign success is in numbers.

National Campaign Committees

1. It is apparent that the availability of an NCC Coordinator does not equal an active NCC. An NCC must do the selection of an NCC Coordinator, not the other way around. This process of setting up a vivid

NCC needs far more attention than the evaluators have observed was put into the NHSM Campaign. Such attention from the onset is a long-term investment for quality and in quantity.

2. The Youth Department of the CoE should stimulate and guide the NCCs for effective campaigning. For this, the Youth Department of the CoE should consider a lower turnover of staff. This should allow for an effective relationship building that may lead to the NCC feeling accountable to the Youth Department of the CoE and increased ownership on the national level.

3. To allow increased independence from centralized structures, online activists should be supported by NCCs. The Youth Department of the CoE could facilitate the linking of the online activists to the NCCs. In their turn, NCCs could consider engaging online activists in their activities and actions and build an activist group on the national level.

4. If it comes to working with member states and member states' organisations, the Youth Department of the CoE core campaign team should deal with representatives. On that point, evaluators suggest to give far more attention to the trickle-down effect: It is not automatic that a learner/participant of a workshop/seminar knows how to pass on a message, which is given in another language and another culture. Even when they know how to pass on a message, they do not always do it. The trickle-down effect needs explicit teachings and tools and must be follow-up by the Youth Department of the CoE.

Age and target group

1. The Youth Department of the CoE will always target youth for its campaigns, but the concept of youth is a too wide. Online activists of the NHSM Campaign (those who responded) were between 26 and 30 years old. Targets for youth workers and educators were not worked out.

2. It is advised to describe the beneficiaries of a future campaign in segments and for each level both online and offline

3. This includes setting learning goals for the different age groups between 13 and 30, as young people express changing needs and periods of transition depending on age and social development. An example of segmentation could be by age, 13-17, 18-23 and 24-30.

Formal and non-formal learning

1. In most countries, formal and non-formal learning are parallel structures that do not necessarily cross each other. If a European campaign wants to influence both, it needs two streams of activities tailored to the ways of formal and non-formal education.

2. Formal educational systems differ in CoE member states. Only from the inside out can a certain human rights topic become part of a curriculum. This interlinking of formal and non-formal systems needs special attention of the Youth Department of the CoE as on what is involved; the campaign team could provide a general checklist, but the specifics will depend on national departments for education and should be made by each NCC and their national stakeholders including the department for education.

3. For the non-formal learning, all starts with creating awareness on the topic for behaviour change. A one-off message is quickly lost, so it needs a chain of repetition. This should be included in the design of the campaign. The level where the awareness should change, should be defined clearly, like grassroots local groups, a national youth organisation, parliamentarians, Department so and so of the CoE, etc.

4. If somebody is invited as a representative of an organisation or a group due attention should be paid during this seminar or workshop as to how this newly gained knowledge can be passed on to others. Participants need to receive for this specific tools/methods, in order to replicate and transmit actively.

Central and de-central

1. Learning suggests that many different types of organizations and individuals provide potential for a widespread campaign. However, though campaigns may be de-centralized, it should not cost the campaign its identity as a European campaign.

2. As such, the Youth Department of the CoE should consider keeping some actions or action days that are centrally organized. But the number should be far less than in the NHSM Campaign since time will be needed to prepare together with the member states in order for all to be interlinked at the same moment for the same topic.

3. If the Youth Department of the CoE decides to focus more on regional campaigns or regional coalitions, they should consider hosting regional conferences for encouraging learning and stronger campaigning.

4. Campaigning on the national level is beneficial to a European campaign. Future campaigns should consider emphasizing national efforts for encouragement of other national campaigns, which could be done on the regional level and greater visibility of outcomes.

1.5 Structure, organization and management

Financial ownership

1. Financial ownership is an indicator of purpose and content ownership. Thus awareness raising on financial contribution follows awareness raising for gathering strengths for a certain cause. The order of actions to get partners on board should reflect this reality. Such awareness-raising activities need manpower as well as money in its early stage.

2. The Youth Department of the CoE should consider creating purpose and content ownership before expecting financial VCs. That means that the order is reverse: A future campaign should first work on motivation, getting member states on board and convince potential stakeholders. Then costs may be divided amongst all participants, with one project-budget known to all, followed-up with clear financial reports to contributors, etc.

3. If at all possible it would be profitable to have a 'campaign-starting-fund' somewhere in the Youth Department of the CoE to do the work named under the point above. When the campaign has gained momentum, this money should be repaid from VCs or other budgets and given back to the campaign-starting fund. It is obvious that the initial convincing of partners to participate in a European campaign will require resources from the onset, but it is also true that the Youth Department of the CoE's fundraising arm needs time to set things up.

Staff, fixed and temporary campaign related

1. The Youth Department of the CoE should reflect the appropriate balance of contemporary skills to deliver a European campaign. This does not need to be at the expense of a strong centralized structure, but could be encouraged by appointing a knowledgeable Campaign Coordinator in far earlier phases of the project, already in the preparation phase.

2. Contracts with temporary campaign staff should be in line with the whole duration of preparation and campaign period as much as possible. Too much turnover is not good for any team or for strengthening external relationships with clients, providers, stakeholders and colleagues.

3. This entire evaluation report underlines the need for a much stronger alignment from the campaign staff with the member states and NCCs than was put into the NHSM campaign. The All Different – All Equal Campaign had a specific NCC Manager, which seems logical. Remember that representation is different from management. This requires a person who is capable of management as well as of accompanying partners.

4. In a campaign team, consisting of a combination of fixed and temporary staff, a clear division of roles and responsibilities should be put into a campaign organogram from the onset. The organogram should be known to and respected by all parties involved.

Relation staff and voluntarism

1. Too much of the NHSM Campaign (around 65 %) was carried by volunteers, especially a small group out of the 33 registered online activists. The balance between volunteers and staff was off (as explained in Section III), and the Youth Department of the CoE should not repeat this. While

voluntarism in itself should, of course, always be applauded! But sustainability and replicability are at stake.

2. By relying on voluntarism, temporary campaign staff runs the danger that they do not contribute enough to organisational learning. Where turnover is high, the risk of not learning from mistakes is high on organisational level. The combination with low internal monitoring and lack of organisational lesson learning and recording may hamper the growth of the organisation or sector. Paying attention to these mechanisms and preventing them by including a steadier human resource policy would be beneficial.

National Campaign Committees - Campaign of campaigns

1. Each Youth Department of the CoE campaign will normally have a European and a member state component; in that sense each campaign is a 'campaign of campaigns'. It is worthwhile to have this linking worked out from the onset of a campaign since much of the campaign's impact is reached through national campaigns: The mother campaign creates the outputs. What member states do with output in their national campaign is outcome. What outcome creates in awareness and behaviour change in the public is impact.

2. The Youth Department of the CoE should not only build on the existing networks in its member states, but should encourage the set-up of an NCC prior to defining an NCC Coordinator. This will protect the Youth Department of the CoE from false information regarding active national campaigns, if they choose to measure success in this way.

3. In order for the sense of ownership to increase among NCCs, the NCCs should actively be encouraged to follow and support implementation of actions. A member of the Youth Department of the CoE may support this with a clear set of measures (as already mentioned under 'staff').

4. For the Youth Department of the CoE to build good relations with NCCs and activists, they must be relatively steady. For this, there should be a low turnaround of staff prior to the campaign launch and during the campaign.

5. For NCCs to play an important role in a future campaign, NCCs should be called on before the launch, perhaps so that they may be present during the launching event. This will create a sense of community and belonging from the start of the campaign, rather than expecting it to grow during the campaign.

Young people

1. The Youth Department of the CoE's focus is young people and those who work with them or reach out to them. To generate stronger outcomes across the whole spectrum of young people, the Youth Department of the CoE should consider segmenting young people. Each group should receive special focus and support specifically tailored to them.

2. Each campaign consists of activists. The pool of online activists would need to be much larger and focus more on creating an online community, which new online activists would feel comfortable joining.

3. In general, evaluators suggest it is a nice opportunity for young people to get a taste of Europe and feel as European citizens through a Youth Department of the CoE campaign. But for sustainability and behaviour change it is far more important that young people can relate to each other in their national context and become part of a national network around the human rights topic of the campaign. In addition, combined online and offline spheres can reinforce learning and actions. Language dominion is a pre-condition for young people to participate, which calls for involvement of the mass of young people in the national rather than in the European campaign; that is for the happy few. A national youth network creates a sense of belonging, in a context where young people find this important.

4. The number of national and European Youth organisations reached in the NHSM campaign was only a fraction of those that exist. Detection of the nation's youth network is the duty of the NCC, but the Campaign staff could help them by providing tools as to how they may set up a youth network. This

network may be based on stakeholders' analysis, counting big and small, and include an assessment of push and pull factors, such as power and gender issues and political differences.

1.6 Mobilisation, messaging and communications

Communication with NCCs

1. Communication with NCCs is important as it creates an overview of what is being done on national levels. Infrequent use of the online reporting mechanism in the NHSM Campaign indicated that this form of reporting should change. The online reporting mechanism should be edited to resemble less of a questionnaire and avoid the word report. A single question with suggested aspects for information gathering may encourage NCCs to report more often. If still not used, the Campaign Coordinator should reach out to NCCs by phone.

2. Decisions on the European campaign are taken on the appropriate European management level. All decisions made should be communicated to NCCs and other stakeholder clearly and in time to those who may be affected by these decisions. This includes decisions made regarding the structure and duration of the campaign before official launch. The implication for the NCC and other stakeholders should be mentioned as well as what is expected from them on the issue.

Communication means

1. If monitoring shows that a newsletter is not being read as much as it should be read, alternatives for providing news should be sought. A dynamic and up-to-date future campaign website should always be a good starting point.

2. Communication should be short and frequent.

3. If the Youth Department of the CoE were to choose to launch studies in preparation for a future campaign, they should not only be limited to the Youth Department of the CoE, but should be shared actively with the public. NCCs, activists and International Partners may benefit from these studies as well.

Campaign website

1. A campaign's website should be flexible and interactive and must respond to actions and news quickly. The Youth Department of the CoE should therefore consider including in the core campaigning team a website designer who understands the politics and parameters of the future campaign.

2. Online reporting is beneficial to the Youth Department of the CoE, but it should be easy to handle and for segregated users.

Communication starts during the preparation phase

1. After designing the campaign, a communication plan and Communications Officer should be appointed as early as possible in the preparation phase.

2. For a future campaign to be a success, the campaign's framework, set-up and design should be in place before the preparation phase of the campaign and should be respected throughout. It is not inconceivable that there will be a change or addition to the framework, but the Youth Department of the CoE should take into account that national and regional structures also need time to prepare and settle. The Youth Department of the CoE would thus do well to communicate the set-up to member states as early as possible.

1.7 Other aspects

Linking and learning

1. European, national and local levels were introduced in the NHSM Campaign and each was active to a certain extent. There is great potential on each level, which the Youth Department of the CoE should use for the benefit of a future campaign.

2. When CoE member states come together for a campaign, the process and activity often helps to increase capacity. This is especially important for online activists and national organisations. Therefore, participants' policy should consider whether this person is a recognised representative with a clear mandate of his/her organisation, government or scene and has the power or is in a position to replicate learning and campaign issues. This demands a more proactive invitation than just an open 'call for participation' on a website.

3. The sharing of expertise and learning that linking offers should be prioritised in a future campaign. Deliberately building on existing linkages and expanding on them as part of the strategy employed will create national, regional and European innovation and creativity.

The geographical scope

1. The reach of the organization itself as well what the budget will limit the geographical scope of a campaign. For a future campaign, the Youth Department of the CoE should remember that quality beats quantity: They should define the geographical scope in terms of what is viable.

2. Regarding the participation of non-CoE member states in campaigns of the Youth Department of the CoE, evaluators applaud that neighbouring or other countries/observers took part in the NHSM Campaign. In the case of the NHSM Campaign it is counted as an unexpected result that Mexico, Canada, Morocco and Belarus were active states. But when the leading purposes and expected results are described in terms of the 47 member states to reach a certain common goal in Europe, monitoring and accompanying should concentrate on this in order to keep focus. This is especially true where manpower and finances are scarce.

Protection related to a sensitive or politicized campaign

1. If the message of a future campaign may be sensitive or politically heavy, the Youth Department of the CoE should act in a way that does not potentially put young people in danger. The Youth Department of the CoE should protect young people from harm.

2. For future campaigns, especially when the topic of campaigning is politicized, the Youth Department of the CoE must consider registering the campaign logo.

2. Lessons and recommendations for follow-up of the current NHSM Campaign

Introduction

Information and experience has accumulated since the NHSM Campaign was introduced. This has been enforced by the links made with national NGOs, governmental institutions and online activists. Such a network is an added value and could be exploited more in the coming years for the cause of combating hate speech.

If the Youth Department of the CoE wishes to do so, and seeing that the NHSM Campaign officially ended on March 31, 2015, evaluators see two possible ways forward:

1) Keeping a low profile:

1. Let the NHSM Campaign end as a campaign and help all concerned to get into the flow of a real NHS Movement, with characteristics of a movement.
2. This implies the following actions in the aftermath of the campaign:
    - Keep momentum through intensifying communication with stakeholders on decisions, way forward, options and invitations and stimulate stakeholders to keep going.
    - Provide support to the now functional NCCs to transform into a real national movement.
    - Changing the current NHS Platform into a more static resource library.
    - Which also means that all the knowledge, tools, materials and ideas for action to combat hate speech online should be de-contextualised and made useful for a large public for a longer period (easy downloadable, in as many languages as possible).

3. For this option, it is imperative that the Youth Department of the CoE reaches out to NCCs, activists and International Partners and communicate the end of the NHSM Campaign. If there is no plan to be made public, the Youth Department of the CoE should not neglect contacting stakeholders and thanking them for their efforts.

4. Albeit national campaigns and individual actions in this option may continue as separate from the Youth Department of the CoE, it would be beneficial to remain in contact with the network already built. Evaluators learned that from the former All Equal – All Different Campaign nothing was left to build upon for the then new NHSM Campaign. This was a shame. It led to destruction of capital, which the Youth Department of the CoE should avoid in the future. Campaigning for human rights is a core business to the Youth Department of the CoE as it is to the whole of the CoE. Topics may vary, but network structures should be more stabilised.

2) Keeping a high profile:
1. Re-design the current NHSM Campaign into an NHS Campaign
2. Reshuffle all the elements
3. Use for the above two points the remaining of 2015, so that all is set to start a future campaign on January 1, 2016

The focus of the rest of this Section IV will be on keeping a high profile. If the NHS Campaign will be enhanced and extended for 3 more years (2015-2017), it is important that the Youth Department of the CoE's key messages should encourage the continuation in the right direction and as soon as possible after the closure of the NHSM Campaign of March 31, 2015. Waiting till ideas of the evaluation conference of end of May 2015 are digested into one concluding document and then many entering summer/holiday season, may create a gap of uncertainty and loss of momentum.

Use of this chapter
Therefore, evaluators propose that the Youth Department of the CoE uses this evaluation report (amongst other inputs) to prepare for the evaluation conference. Preparation may be done in such a way that the outlines of the new campaign are prepared before the evaluation conference and that the goal of the conference becomes to get feedback and practical input on the execution of that new outline, future oriented and to encourage stakeholders to get on board.

Tips
Below are recommendations for keeping up the good elements and changing for the better other elements. Also, some elements have had their day, whilst other ones should be explored more. This chapter relates heavily with what is said in section III and should be read in line with that.

2.1 Campaign purpose and objectives

Name and logo

1. The red heart with 'No Hate' in it should remain the same and should be registered by the Youth Department of the CoE; though the Youth Department of the CoE should consider changing the name from NHSM to No Hate Speech (NHS) as a movement is different from a campaign.

2. In case the concept and therefore design of the logo changes, the design of the NHS Campaign should change as well. This will ensure a clear and consistent concept of the NHS Campaign, in line with all its elements.

3. The project's name should change as well. For the NHSM Campaign, the project was called 'Young People Combating Hate Speech Online'. The Youth Department of the CoE should consider giving it a name that reflects the crosscutting character of hate speech, which also needs a crosscutting approach. Including a recognized balance between online and offline in the name should be considered as well.

4. However, evaluators strongly advise that the Youth Department of the CoE keeps young people as a focus for the following reasons:
    - Young people constitute the biggest population group in Europe
    - Young people are the future and the present

- Good and bad behaviour patterns normally are ingrained in the process of becoming an adult
- Also very many adults are motivated to contribute to young people's lives and can be inspired when reached with messages for youth
- Parents can also be given insights into the young people's realities regarding hate speech and can support prevention.

Focus

1. Hate speech is a concept that is widely applicable. This made the NHSM Campaign's scope very wide. If there is any continuation of the current campaign in whatever form, the Youth Department of the CoE may consider narrowing the campaign's scope to focus on one aspect of hate speech. For example, the Youth Department of the CoE may choose to focus the campaign on consequences of hate speech or types hate speech victims.

2. If the campaign extends over several years, the Youth Department of the CoE may choose to focus on a specific aspect with a clear start and a clear end as a spearhead in each campaign year. This may help the campaign stay fresh, focused and inspirational for the cause. Variation on the same theme is never boring if it is done timely and creatively.

3. At the same time, the main purpose of the campaign may stay constant. For this, the Youth Department of the CoE may aim to change European and national policy. Though focus is needed, the campaign must recognise that European countries have different contexts and communication needs.

4. Regional priorities could be taken into account, meaning that structure and way of working of the European campaign focuses more on regions than on countries. Countries within the regions can support each other. This includes continued efforts in working with the existing francophone network, the CIS and the Balkan networks, but proactively helping to create other additional regional networks.

5. As said before, a European focus means that non-European countries are welcome to copy/use/imitate whatever they feel is useful for them, but that the Youth Department of the CoE does not count them in its management or monitoring. Copying is a non-expected outcome and does not require manpower/time/money. It is different from an outcome in line with the campaign's logframe/expected results, which requires managerial and financial input.

Design

1. Re-designing the NHSM Campaign into an NHS Campaign, might lead to a slightly different playing field for stakeholders. The Youth Department of the CoE should conduct a stakeholders' analysis during 2015, in an as early phase as possible. There should be no automatism in this stage, nor should participation be taken for granted.

2. It is very common to underline commitments with a contract. Commitments of collaboration and with clear divisions of roles and responsibilities of the parties involved prevent a lot of unrest. In addition, it may help the Youth Department of the CoE move quickly after launch in line with good expectations.

3. The online sphere of human rights education and hate speech continues to need a lot of attention. In fact, it has just started, as has learning on the role of digital communication and Internet governance in general. This learning regarding human rights online should continue to be a big part of the new campaign. The Youth Department of the CoE should make sure that educators and parents obtain the right instruments to guide young people in both online and offline aspects when dealing with hate speech. Since for young people social media and real life are heavily interlinked, the learning on how to combat hate speech should also address the interlinking of the spheres as well as the two spheres separately. Be the subject of the campaign online and offline hate speech behaviour, the awareness raising/teaching/training should - far more than during the NHSM Campaign - also take place during offline activities. Additional tools, instruments and materials should be made for that as well.

4. Evaluators suggest keeping the focus on young people. It would therefore make sense to give the Youth Department of the CoE the steering role, including mobilizing all youth networks available for the cause. The campaign management should, however, receive a clear mandate to make the crosscutting set-up far more visible and workable than the level it was at during the NHSM Campaign.

For this, evaluators propose that the Youth Department of the CoE sets up an advisory group on content (see point 'Monitoring and advice' below).

5. The NHSM tools, as evaluated in Section III, are not all the useful for continued use in the NHS Campaign. It is better to drop that, which is not working. Please read the relevant section for details.

6. EADs and EAWs required a lot of efforts from the online activists. Online activists produced commendable results to make the campaign visible online, but NCCs were largely excluded from online campaigning. Evaluators therefore suggest skipping EADs and EAWs as a core business: They have served their goal. At this stage there should be a more continuous, spicy, prickling materials on offer, which would be more beneficial for NCCs to use. These materials should be easy to translate without protocol.

7. Not neglecting online activists, the Youth Department of the CoE should consider giving them a new and important role. Perhaps, online activists could become the NHS Young Ambassadors, spearheading national youth movements combating hate speech online and offline. The group of 15 online activists should be augmented as to have at least one person per country that is active in campaigning and with strong relations with the NCC. As a group they should be monitored and guided by the Youth Department of the CoE. These national movements of NHS Young Ambassadors should be a sustainable result of the future campaign, capable to move on after the campaign is over. To that end investment in youth leadership for the cause of combating hate speech is something NCCs should not hesitate to free funds and manpower for.

8. The short course 'Combating Hate Speech Online' was promised to appear online, but never materialized. Evaluators encourage the Youth Department of the CoE to revisit this idea, as short online courses are a very nice, cheap and sexy way to learn. The short course should be made available in all languages and put on the national campaign websites.

2.2 Preparation of the Campaign

Website

1. Evaluators urge the Youth Department of the CoE to start the process of building a new website as soon as possible.

2. Prior to this, however, the Youth Department of the CoE should decide on the logo, a callout next to the logo and a short description of the campaign.

3. The website should be translated in all national languages before launch of the NHS Campaign.

Key stakeholders

1. Since the evaluation conference is scheduled for end of May 2015, the Youth Department of the CoE should find out which stakeholders are willing to participate in the NHS Campaign, to what extent and how. This should allow for integration of reflections and opinions from key stakeholders in an early stage.

2. Prior to deciding on a framework for a future campaign, a consultative meeting should be held with key stakeholders like current activists, partner organisations and functional NCCs from the NHSM Campaign.

Timing

1. Evaluators suggest the preparation should start as soon as possible after the closure of the NHSM Campaign as of March 31, 2015. The preparatory phase should conclude with a document indicating the starting point of the campaign (the zero measuring point). This should allow future evaluators to measure progress and success.

2. The NHS Campaign should be launched on January 1, 2016 accompanied by a very structured and SMART two-year plan. The plan should regard each layer and describe each outcome and expected

results in terms of outputs and indicators of success. The more detail is included in the plan, the better focus and results - at least if results based management is applied.

3. Evaluators advise not to keep the NHS Campaign beyond 2017, as the logo, name and cause will have served 5 active years by then. In 2017, the Youth Department of the CoE should consider a change, not because hate speech as a concept should no longer receive attention, but in order to keep campaigning fresh and vivid. New stakeholders and interests may be generated through new campaign approaches.

Clear expectations

1. The Youth Department of the CoE should know the outline of the plan and NHS Campaign in sufficient detail before it is communicated.

2. Important is that the Youth Department of the CoE sticks to the plan and framework for consistency and that they focus on expectation management.

3. A contract may commit NCCs to their commitments.

2.3 Monitoring of outputs, assessing of outcomes

Self-reflection, logframe and annual plan

1. An internal organizational assessment was not part of this assessment, but it would not come as a surprise if a lot could be gained from more precise result based management. Evaluators observed that most staff was very much content-oriented and indeed very knowledgeable on the content. However, much of a campaign's success is management related.

2. Organizational learning could be a good investment for the NHS campaign and should therefore include a budget-item in the planning. The Youth Department of the CoE should encourage more structured self-reflection by installing a workable set-up for an interrelated PMEL system. In this case, learning is organizational learning.

Tools for measuring success

1. A campaign with this many players needs close monitoring. Monitoring supports executers to readjust in order to have good outputs leading to the desired outcomes. To that end data-collection must be streamlined. Some formats for data collecting and data analysis have already been developed and proved its good use. But many formats for data collecting were lacking and should be developed for the wider circle of different parties. This will make consistent and comprehensive monitoring easier. Tools for measuring success should be ready and explained to their intended users prior to the start of the NHS Campaign.

2.4 Strategies and tactics

Website

1. A toolkit of materials as developed during the NHSM Campaign in support of action and training, could benefit many more users. However, these tools and materials must be edited to become context-neutral. The Youth Department of the CoE should consider translating the tools into at least 5 languages: English, French, German, Russian and Turkish. These 5 languages cover the languages spoken and understood most among CoE member states. They should be available online, free to download and free to adjust. Perhaps an approach could be to pick and contribute, i.e. take one and deposit one.

2. A continued presence of the NHSM Platform will be beneficial: As a central point of reference and where tools and materials are kept. However, the NHSM Platform should be redesigned and slimmed down for easier oversight and more efficient use.

3. Apart from that, the Youth Department of the CoE must set up her new website for the NHS Campaign. This website should clearly present the new features and be usable not only for young people in general and human rights activist, but also for educators, national (youth) organisations, International Partners, etc.

Bookmarks

1. A key learning of the NHSM Campaign is that education is an important aspect of a campaign that aims to raise awareness on a newly formulated topic. Bookmarks is available in 3 languages (English, French and Hungarian) and in process of being translated, which will make it more broadly available to organisations and institutions on the national and perhaps, regional level. Other languages should be added the coming years.

2. The Youth Department of the CoE should encourage active use of the manual in non-formal and formal education. How to do that depends on national educational departments' specifics, but the case of Norway shows that it is possible.

3. Bookmarks is a great tool that should be used more extensively for generating awareness on the issue of hate speech online. The Youth Department of the CoE should consider financially supporting translations of Bookmarks for speeding up the process. A shorter version should be considered for easier access and use in various contexts.

Development of materials

1. A wealth of tools and materials was developed on different places, countries or organisations during the NHSM Campaign, which need to be consolidated into a toolkit online. The work of collecting all of them has not yet been done to the full and is worthwhile finishing. Tools and materials developed for an eventual NHS Campaign should build on the content already created. In addition, new tools and materials should be developed for specialized use during trainings, seminars and workshops.

2. An area, which was less developed in the NHSM Campaign but which is indispensable, were tools for lobbying and advocacy for civil society organisations at respective governmental bodies. Such tools should also be developed for NHS Young Ambassadors.

3. The Youth Department of the CoE is also advised to develop materials for Train the Trainer on both the educational and content sides.

4. Each tool and material should be tagged for use by specific groups of users, such as youth organisation, parents or Parliamentarians. In addition, tools and materials should be tagged for age group targets.

Online and offline

1. The NHSM Campaign incorporated two spheres: Online and offline, but the offline sphere was underserved. For the NHS Campaign it would be wise to rethink and specify which sphere is handy and appropriate to use with what action, tool and/or material. The online and offline spheres should complement each other.

2. NCCs should also take into consideration the complementarity of the two spheres. For example, NCC campaign websites should at least contain contact addresses and provide information in the national language(s) on the campaign. In addition, users should easily be able to find out how they may become part of it and the NCC campaign website must have a working link with the central NHS Campaign website.

3. If tools and materials will continue to be stored on the NHS Platform, dysfunctional links on the Youth Department of the CoE website must be corrected. Links to central campaign sites must be checked regularly.

Relation between the European Campaign, National/Regional Campaigns and governmental bodies

1. Member states' Parliamentarians should be encouraged to play an active role from the beginning of the new NHS Campaign and should continue efforts started by the No Hate Parliamentary Alliance as launched January 2015. This will allow for greater chances of political support in CoE member states. These Parliamentarians need to be fed with information, topics and inspiration in order to be a good ambassador for the cause.

2. In general, the NHSM Campaign did not link with local and regional authorities. In the NHS Campaign, local authorities should play a larger role in combating and preventing hate speech. Mother campaign,

national campaigns and local and regional authorities should reinforce and complement each other. The Youth Department of the CoE needs to invest in accompanying these types of interlinking relationships and monitor determined complementary actions from close by.

2.5 Structure, organization and management

Fixed and temporary staff

1. A large focus of the NHSM Campaign was on online campaigning. As recognised in the analysis, the Online Campaign Manager was a great support to online activists and ensured much of the output. It could be worth looking into possibilities for employing an Online Campaign Manager as a full-time staff member.

2. In addition, to strengthen the model of leadership, the Online Campaign Manager could support the Youth Department of the CoE in reaching out and engaging NCCs and regions on their online work.

3. Temporary staff of the NHSM Campaign has become experts on the topic of an NHS Campaign, which the Youth Department of the CoE would do well not to let go too easily. The more current temporary campaign staff is already in place and adequate to continue, the better.

4. Added to this, evaluators strongly recommend employing a Communications Officer.

5. The preparatory phase of the new campaign will be hard work. It should not be underestimated. That means that funding must already be made available from somewhere to make the preparation truly work and to hire on time (temporary) campaign staff.

National Campaign Committees

1. Existing NCCs and online activists responded that continued support is necessary for continuation of their national campaign. The Youth Department of the CoE must thus provide continued support in kind for planning and implementation of actions.

2. The many non-active NCCs need another approach. It is worth replacing them and to work with other national partners to form a new NCC, with a functional NCC Coordinator. Time is too short to make nominal, non-active NCCs active. The Youth Department of the CoE has no entry-point for that. The Youth Department of the CoE could also provide support to NCCs who are really motivated and willing to be actively involved, but until now were not able to come up with clear actions and national results. They could be given a second chance.

3. It could be very profitable for both parties to link the existing and new NCCs to Parliamentarians who are a member of the No Hate Parliamentary Alliance in order to lobby and advocate for combating hate speech online and offline and attending to national priorities. It is recommendable that the Youth Department of the CoE develop tools and instruments in support of NCCs and Parliamentarians to work together for a common cause.

Monitoring and advice

1. The Youth Department of the CoE should consider installing an external monitoring group and a content advisory group.

2. The monitoring group controls the annual plan in relation with the projects purpose. They should also monitor whether activities and outputs work towards expected results, in relation with the financial input. They are process oriented.

3. The advisory group are content oriented: A larger inter-institutional team, which is set up in earlier phases of the preparations of the NHS Campaign. This means they should start as soon as possible.

4. Expertise and learning could thus be part of the process whilst working towards further support of national campaigns after the official launch of the new project. Such an advisory group could be instrumental in keeping all the potential, possible contributions and complementary networks balanced, especially where hate speech is a crosscutting issue in the CoE and where the CoE is a large institution made of various sectors and organisations.

5. A single shared goal and framework should be the departure point, in order to transform bubbles into one big wave.

Involving young people and activists

1. See under point 1 general tips for future campaigns

2. For the activists see 'Design' point 2.1.

2.6 Mobilisation, messaging and communications

Communications with NCC's

1. It is apparent that NCCs lacked a sense of connection with the Youth Department of the CoE. It is a pitfall to think that this connection is made easier in a stage of continuation of the old campaign. On the contrary: A new design and new appearance of the NHS Campaign is like a reorganisation, in a situation that many NCCs to-be were not installed and functional. Therefore, news on the continuation should be communicated to NCCs in a very clear and structured way.

2. As stated, the work with new NCCs should be intensified. Communication must be tailored to experience, existing and new national campaign networks. Such a communication strategy calls for a Communications Officer who can distinguish these different needs and is proactive in addressing them appropriately.

Communication in general

1. Neither internal nor external communication was the strongest point of the NHSM Campaign. The Youth Department of the CoE should give communication priority attention.

2. Specific recommendations for this have been provided under various points.

2.7 Other aspects

The Youth Department of the CoE should consider applying the recommendations as given under point 1.7 of this Section, also to the new NHS Campaign. These recommendations treat points regarding linking and learning in regional networks, geographical scope and protection.

Notes

[1] DDCP-YD/CHS (2015) 55 Second Meeting of National Coordinators, 10-11 November 2014, Warsaw, Poland
[2] Report of the seminar of the Online Activists of the No Hate Speech Movement (7-11 December 2014) in the EYC Strasbourg, DDCP-YD/CHS (2014) 64
[3] Draft Evaluation Plan, DDCP-YD/CHS (2014) 16
[4] Call for Evaluators NHSM, DDCP-YD/CHS (2014) 29
[5] Consultant Contract C 157/2014 DDCP-YD, FIMS PO Nr.448884, CEAD Nr. 38600
[6] Recommendation No. R (97) 20 of the Committee of Ministers to Member States on 'Hate Speech', adopted on 30 October 1997 at the 607th meeting of the Ministers' Deputies.
[7] Page 25 of 'Tree studies about online hate speech and ways to address it' of Dr. Gavan Titly, Ellie Keen and László Földi , as printed end 2012 in 'Starting points for combating Hate Speech Online'.
[8] See for the full document: http://eeas.europa.eu/delegations/documents/eu_human_rights_guidelines_on_freedom_of_expression_online_and_offline_en.pdf
[9] Recommendation of the Committee of Ministers to member states on measures to combat discrimination on grounds of sexual orientation or gender identity, Recommendation CM/Rec (2010) 5
[10] Report of the Consultative meeting (30 January - 1 February 2012), in the EYC Strasbourg, DDCP-YD/Cons Mtg CHS (2012) 2
[11] See DDCP-YD/CHS (2012), all three are downloadable from the site. In hard copy the 'Tree studies about online hate speech and ways to address it' of Dr. Gavan Titly, Ellie Keen and László Földi. Printed end 2012 under the title 'Starting points for combating Hate Speech Online'.
[12] Consultative meeting (30 January - 1 February 2012), in the EYC Strasbourg, DDCP-YD/Cons Mtg CHS (2012) 2
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[17] Ellie Keen and Mara Georgescu (2014) Bookmarks: A manual for combating hate speech online through human rights education, Council of Europe. Available on http://nohate.ext.coe.int/Campaign-Tools-and-Materials/Bookmarks in English and French, as accessed on 13 March 2015.
[18] See http://blog.nohatespeechmovement.org/who-are-we/, as accessed 18 March 2015
[19] Message of the Forum to the Council of Europe (12 October 2014). Available online < http://www.coe.int/t/dg4/youth/Source/News&Calls/News/NHSM%20Forum%20Gabala/Message_NHSM_Forum_to_CoE_Final_EN.pdf>, as accessed on 18 March 2015.
[20] Report: Consultative meeting (30 January - 1 February 2012), DDCP-YD/Cons Mtg CHS (2012) 2
[21] Dr. Gavan Titley, Ellie Keen and László Földi (2014) Starting points for combating hate speech online, Council of Europe.
[22] Young people combating hate speech in cyberspace: Consultative meeting report, DDCP-YD/Cons Mtg CHS (2012) 2
[23] Guidelines for setting up national campaign committees. Available at < http://nohate.ext.coe.int/National-Campaigns/Guidelines-for-setting-up-national-campaign-committees>, as accessed on 18 March 2015.
[24] Progress report 2014 of the eighth Follow-up Group meeting (2015), Doc. Num. DDCP-YD/CHS (2015) 61.
[25] List of international partners. Available at: http://nohate.ext.coe.int/Partners-Links, as accessed on 18 March, 2015
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[27] Report on Task force meeting (2 December 2014), Council of Europe, DDCP-YD/CHS (2015) 60
[28] No Hate Speech Movement: Task Force Meeting (20 January 2014); Report on Task force meeting (2 December 2014), Council of Europe, DDCP-YD/CHS (2015) 60
[29] No Hate Parliamentary Alliance, Council of Europe, DDCP-YD/CHS (2015) 58
[30] Charter of commitments for membership for membership of the No Hate Parliamentary Alliance, AS/Ega Inf (2014) 17
[31] 2014 overview (October 2014), prepared by the secretariat of the European Youth Foundation, Youth Department, Directorate for Democratic Citizenship and Participation.
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[34] Bookmarks is suitable for young people from the age of 13. The NHSM Campaign target group was defined in 2013, as young people from the age of 13 are allowed to register on Facebook.
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[36] Available on: http://www.coe.int/en/web/about-us/values, as accessed on 18 March 2015.
[37] A Ukrainian activist and cartoonist developed post cards for the European Action Week for Human Rights, 8 - 15 December 2014. A search shows they are not available online.
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[39] Report of the seminar of the online activists of the no hate speech movement (7 -11 November 2014), DDCP-YD/CHS (2014) 64
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[41] Presentation and evaluation of the 14th European online Action Day for victims of hate crime (22 July 2014), Council of Europe, DDCP-YD/CHS (2014)
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[43] Newsletter No. 29, October 2014. Available on http://blog.nohatespeechmovement.org/newsletter-n29-october-2014/, as accessed on 13 March 2015.
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Annex 1: Campaign organogram

1. The structure of the Council of Europe in short

The Council of Europe (CoE) is the continent's leading human rights organisation. It includes 47 member states, 28 of which are members of the European Union (EU). All CoE member states have signed the European Convention on Human Rights, a treaty designed to protect human rights, democracy and the rule of law.

The Parliamentary Assembly elects **Secretary General (SG)** for a 5-year term at the head of the Organisation. He/she is responsible for the strategic planning and direction of the CoE's work programme and budget. He leads and represents the Organisation.

The Parliamentary Assembly, in an election separate to the one held for the Secretary General, also elects the **Deputy Secretary General** for a 5-year term.

Committee of Ministers (CM) is the CoE's decision-making body and is made up of the ministers of foreign affairs of each member state or their permanent diplomatic representatives in Strasbourg. The CM decides CoE policy and approves its budget and programme of activities.

Parliamentary Assembly (PACE) consists of 318 members of Parliament from the 47 member states; PACE elects the SG, the Human Rights Commissioner and the judges to the European Court of Human Rights; it provides a democratic forum for debate and monitors elections; its committees play an important role in examining current issues.

Congress of Local and Regional Authorities is responsible for strengthening local and regional democracy. It comprises of 636 elected representatives representing more than 200 000 local and regional authorities.

European Court of Human Rights is the permanent judicial body, which guarantees for all Europeans the rights safeguarded by the European Convention on Human Rights. It is open to states and individuals regardless of nationality. The 47 member states of the CoE are parties to the Convention.

Commissioner for Human Rights independently addresses and brings attention to human rights violations.

Conference of International Non-Government Organisations (INGO) includes some 400 INGOs. It provides vital links between politicians and the public and brings the voice of civil society to the CoE. The CoE's work benefits extensively from the INGOs' expertise and their outreach to European citizens.

Global co-operation: The CoE works in close partnership with the EU, and co-operates with the United Nations (UN), the Organization for Security and Co-operation in Europe, and with partner countries in its neighbourhood and worldwide.

2. The Council of Europe and Young people

The CoE wants to encourage more young people to get actively involved in strengthening civil society in Europe and to defend the values of human rights, cultural diversity and social cohesion. It also wants to promote and develop youth policies, putting special emphasis on the participation of young people. The Youth Department of the CoE already regularly brings together young people, youth associations and networks, government agencies and experts for discussions and feedback on current policies and future objectives. It also encourages the development of youth associations, networks and initiatives, and promotes international co-operation.

The CoE sets a bi-annual programme for the youth sector. These projects are pursued through activities ranging from training courses, study sessions, seminars, expert meetings and research, publications and advice on youth policy development. The European Youth Centres (EYC) in Strasbourg and Budapest and the European Youth Foundation (EYF) all play a vital role in implementing these activities through seminars, training courses and visits by experts to specific countries.

3. Decision-making structures

The CoE's commitment to fostering greater youth participation can be demonstrated through its system of co-management. This involves representatives from youth non-governmental organisations (NGOs) sitting

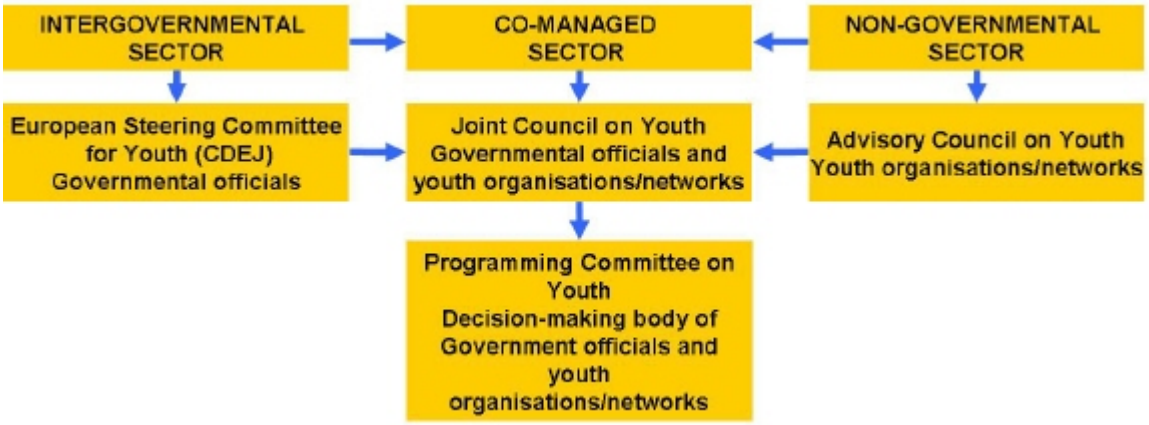
down in committees with government officials who together then work out the priorities for the youth sector and make recommendations for future budgets and programmes. The CM, the CoE's decision-making body, then adopts these proposals.

The European Steering Committee for Youth (CDEJ) brings together representatives of ministries and organisations responsible for youth matters from the 50 States Parties to the European Cultural Convention. It encourages closer co-operation between governments on youth issues and provides a forum for comparing national youth policies, exchanging best practices and drafting standard texts such as Recommendation R(97)3 on youth participation and the future of civil society and the Convention on Transnational Voluntary Service for Young People. The CDEJ also organises the Conferences of European Ministers with responsibility for youth matters and drafts youth policy laws and regulations in member states.

The Advisory Council on Youth (CCJ) is made up of 30 representatives from youth NGOs and networks who provide opinions and input on all youth sector activities. It also ensures that young people are involved in other activities of the CoE.

The Joint Council on Youth (CMJ) brings the CDEJ and the CCJ together in a co-decision body, which establishes the youth sector's priorities, objectives and budgets.

The Programming Committee on Youth is a subsidiary co-decision body made up of 8 members each from the CDEJ and CCJ. It establishes, monitors and evaluates the programmes of the 2 EYCs and of the EYF.



4. Monitoring of the project 'Young People Combating Hate Speech Online'

A Follow-Up Group did monitoring of the project 'Young People Combating Hate Speech Online'.
The group was created in January 2012[1] at the initiative of the CMJ to advise and support the implementation of the project 'Young People Combating Hate Speech Online'. The group worked under the authority of and reports to the CMJ. The CMJ decided the composition of the group on Youth as follows:

- 2 members of the CCJ;
- 2 members of the CDEJ;
- 1 representative of the YFJ

If relevant, other experts and/or stakeholders could be invited to the meeting.

Revision: According to the Terms of Reference of the Follow-up Group, as revised by the CMJ, Budapest, March 2014, DDCP-YD/CHS (2014) 13, the Composition has changed**:**
The membership of the group should, as far as possible, reflect a balanced geographical distribution.
Members
The Follow-up Group shall comprise 6 members from the CoE youth statutory bodies, as follows:

- *3 members representing the CDEJ*
- *3 members representing the CCJ*

Observers

- *European Youth Forum (YFJ)*
- *European Youth Information and Counselling Agency*

- *European Youth Card Association (EYCA)*
- *The EEA and Norway Grants (NGO programme)*
- *One representative of the online activists and moderators*
- *One member of the Steering Committee on Educational Policy and Practice*

The Follow-Up Group has had the following meetings and participation/presence as recorded:

	Date		YD of the CoE	CCJ	CDEJ	YFJ	EYF	International Partners/ observer	Online Activists	Other	Total
Nr.1	2012	Jun. 21-22	4	1	-	1	1	-	-	1	8
Nr 2		Sept. 10-11	3	1	-	1	2	-	-	1	8
Nr.3	2013	Jan. 22-23	7	3	3	-	1	2	-	2	18
Nr.4		May 21-22	9	2	1	1	1	2	-	2	18
Nr.5	2014	Jan. 14-15	10	2	2	-	-	3	-	-	16
Nr.6		Apr. 15-16	6	3	1	-	-	3	1	-	14
Nr.7		Oct. 23-25	7	1	2	-		3	1	-	14
Nr.8	2015	Jan. 28-30	4	3	2	-	-	4	1	1	15

5. Management and Execution of the NHSM Campaign

The management and execution of the NHSM Campaign (as the project popularly was re-named in her logo) was confined to the Youth Department of the CoE. Roughly 6 fixed staff members have contributed over a period of 3 years on average 20% of their time to the NHSM Campaign. During 2013 and 2014 (and some of 2012) 3 to 4 temporary campaign staff were added to that.

The Youth Department is part of the Directorate of Democratic Citizenship and Participation of the CoE. The Department elaborates guidelines, programmes and legal instruments for the development of coherent and effective youth policies at local, national and European levels. It provides funding and educational support for international youth activities aiming at the promotion of youth citizenship, youth mobility and the value of human rights, democracy and cultural pluralism. It seeks to bring together and disseminate expertise and knowledge about the life situations, aspirations and ways of expression of young Europeans. Statutory bodies are the CDEJ and the CCJ.

The Youth Department of the CoE makes use of 2 important instruments:
European Youth Centres
EYCs in Strasbourg and Budapest are permanent structures for the implementation of the CoE's youth policy. They are international training and meeting centres with residential facilities (up to 90 in Strasbourg, 112 in Budapest), hosting most of the youth sector's activities. They provide a flexible and modern working environment for international activities, with meeting rooms equipped for simultaneous interpretation, audio-visual and computer facilities. The professional staff includes an advisory team giving educational and technical assistance in preparing, running and following up activities. The CoE finances many of the EYCs' activities. Governments and non-governmental organisations and services can also use the centres for their activities on a self-financed basis. The CoE established the EYC in Strasbourg in 1972; the EYC in Budapest was inaugurated in 1995.

The European Youth Foundation
The CoE's EYF provides financial support for European youth activities, with an annual budget of approximately €3 million. The EYF is a powerful tool for European youth co-operation. It supports European youth activities organised by non-governmental youth organisations, networks and initiatives, primarily international youth meetings, but also campaigns, exhibitions, publications, audio-visual material, websites and pilot projects. The EYF also provides grants for the development and administration of international non-governmental youth organisations and networks. More than 300,000 young people aged between 15 and 30 and mostly from member states, have benefited directly from EYF-supported activities since 1972. In 2010 the EYF supported some 340 projects involving close to 17 000 young people.

6. Spreading the Campaign: Volunteers and committed network organisations

Official Partners[2]

As official partners in the project the following organisations were named in the Project Logframe: Youth organisations in member states, European Wergeland Centre and YFJ.

Benefitting countries[3]

And cited from the same logframe, the benefiting countries are considered to be: Albania/Armenia/Azerbaijan/Bosnia and Herzegovina/Croatia/Georgia/Republic of Moldova/Montenegro/Serbia/the former Yugoslav Republic of Macedonia/Turkey/Ukraine. Caucasian countries: Southeast Europe/Algeria/Belarus/Egypt/Morocco/Tunisia/Kosovo. Multilateral State Parties to the European Cultural Convention (the convention has been ratified by all 47 member states of the Council of Europe; it has also been ratified by Belarus, the Holy See, and Kazakhstan).

Target groups[4]

The campaign's main target groups are the public at large and online activists. "Victims" and "Haters" will also be considered through specific measures and through the wider project.

Target groups	Personal and interpersonal sphere	Civil society	Broader social context	Legislative aspect	Political and policy domains
Victims	Empowerment	Methods for inclusion of victims	Social and cultural inclusion	Stronger legal protection	Better minority policies
"Haters"	Alternatives for expression opinion	Other ways of involvement	Stronger social pressure	Consequent legal approach	Less political justification
Activists	Counter arguments and practical tools	Stronger networking	More support and recognition	Legal support for prevention and measures	More political recognition and more support
Public	Awareness	Dynamic civil society involvement	Stronger public opinion against hate speech	Clearer agreement among governments	Less political extremism, more democracy

7. Special volunteers - Online Activists

At January 2015 a list of 33 registered activists from 23 countries was provided to the evaluators. This list comprised of online activists who were registered with the CoE as at January 2015; they are members of the Google Group who upon inscription participated in the making of online content for EADs and EAWs.

There was 1 registered activist from each of the following countries (total 14):
Albania, Belgium, Bosnia Herzegovina, Canada, Cyprus, Finland, Georgia, Lithuania, The former Yugoslav Republic of Macedonia, Norway, Portugal, Russia, Slovak Republic and United Kingdom.

There were 3 registered activists from each of the following countries (total 24):
Armenia, Germany, Hungary, Ireland, Italy, Romania, Spain, Switzerland, 3 registered activists were from France and 4 were from Turkey (total 7).

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[1] See DDCP-YD/CHS (2012) 5

[2] The Log of changes, last modified 21/08/2014 (rolling 2011/DG II/VC/2705)

[3] Idem

[4] As mentioned at http://nohate.ext.coe.int/The-Campaign, on the main site under Campaign

Annex 2: Measures of success: The NHSM Project logframe

1. Objectives of the campaign

In an understandable way the Objectives of the campaign[1] are described on the No Hate Speech Movement (NHSM) Platform as follows:

- To raise awareness about hate speech online and its risks for democracy and for individual young people, and promoting media and Internet literacy;
- To support young people in standing up for human rights, online and offline;
- To reduce the levels of acceptance of online hate speech;
- To mobilise, train and network online youth activists for human rights;
- To map hate speech online and develop tools for constructive responses;
- To support and show solidarity to people and groups targeted by hate speech online;
- To advocate for the development and consensus on European policy instruments combating hate speech;
- To develop youth participation and citizenship online;

However, a project within an organization needs indicators of success as a planning instrument (logframe). The Council of Europe (CoE) describes her planning bi-annually. This was also done for the project 'Young People Combating Hate Speech Online'. The 2012-2013 and 2014-2015 planning describes the expected results & indicators as follows (as evaluators have received these in scan from the Secretariat on December 16, 2014):

Council of Europe Programme and Budget 2012-2013 (only the part/expected result related to the NHSM Campaign):
Expected Result 3
Youth work practices and policy measures to address discrimination affecting young people, focusing on vulnerable groups such as young migrants, asylum seekers, refugees and Roma, are developed and supported. Youth organisations receive training to launch a media campaign against hate speech in cyberspace.

Performance Indicators 2012-2013:

- 2012: 2 publications on the situation and rights of young asylum-seekers and migrants are prepared. An Internet media campaign against hate speech and human rights violations in cyberspace, run by non-governmental youth organisations, is prepared. Young online activists are trained. A Roma Youth Action Plan is developed.
- 2013: The media campaign is launched and 4 seminars on a safer Internet are organized. The Roma Youth Action Plan is implemented through study sessions and a seminar. Policy guidelines for the social integration of young asylum-seekers and migrants are developed. The 'Living Library' activities are developed

Council of Europe Programme and Budget 2014-2015 (only the part/expected result related to the NHSM Campaign):
Expected result 4
Member States and non-governmental partners have actively committed themselves in the youth NHSM Campaign.
Performance Indicators 2014-2015:

- Number of member States that took over the organisation of the campaign and its related activities at national level (The NHSM Campaign is developed in at least 40 member States through national committees and at European level through an Internet platform and social media involving 50 000 activists and supporters.
- Degree of commitment of the member States.
- 6 national and European seminars organised for 300 activists.
- 6 Europe-wide online action days organised around hate speech targeting Roma, LGBT people, religious communities, national minorities, migrants and refugees.
- The action pack for schools to promote education about Internet safety and cyber bullying is translated and adapted in at least 6 languages.

- Degree of co-operation with public and private sector in view to working towards standards for protection and promotion of human rights online.

A more extended planning document for the project 'Young People Combating Hate Speech Online' evaluators have found in the following rolling logframe (updated regularly):

The Log of changes, last modified 21/08/2014 [2]:

Intervention Logic	Performance Indicators	Sources of Verification	Assumptions
Project Objective **To contribute to the democratic governance of the Internet and to make a safer public space by mobilizing young people to defend human rights online, launching a media youth campaign against hate speech in cyberspace and elaborating guidelines.**	A network of young bloggers and online activists is formed and trained on human rights. An Internet campaign is prepared and launched with youth organisations. A system of reporting hate speech online by young people is developed. Guidelines for combating hate speech online are developed. 3 pilot seminars are organized in member states.	Number of bloggers applying and attending the courses; projects of bloggers and readership; reach of the Internet campaign (number of visitors, users, petitions signed); number and types of hate speech reports; interest in guidelines and seminars.	Influential and active young bloggers will get involved in the project; the Internet campaign is accessible and attractive; member states and other partners take a direct interest in the project.
Expected Result 1 **The notion, dimension and forms of hate speech online are clarified and made applicable to on-line space. Strategies and tools for a media campaign are made available to on-line human rights defenders.**	Mapping of forms of hate speech online and ways to address them; developments of internet platform and social media tolls for human rights defenders and activists; campaign tools and materials are developed and made available.	Publications and studies. Suitability of Internet platform and tools for social media (through evaluation of users); numbers of requests, feedback and registered users.	Suitable common approaches to combat hate speech and human rights violations online. Accessibility and up-to-date online tools set up in time and with the expected level of quality.
Expected Result 2 **Young bloggers and online human rights are trained on defending human rights online; they initiate a network of core activists against hate speech online and take the lead in the internet campaign.**	At least 60 young bloggers and online human rights defenders are trained and remain active through the project; 180 activists are brought into an European network; they will start at least 30 projects within the Internet Campaign. Tools and applications for online speech reporting will be made available and facilitated through a variety of social networks and platforms.	Number of interested bloggers in the project; evaluations of the training; membership and activity of the network; number and usage of the tools developed; number of cases of hate speech report and denouncing; number of downloads and applications.	Young bloggers' interest and availability for the project. Technical and financial resources for the media campaign and tools.
Expected Result 3 **Guidelines for protecting human rights on-line and for combating hate speech online are developed, together with human rights and Internet governance experts, and disseminated in pilot seminars in member states and study sessions at the EYC.**	Results of a joint expert seminar with DGHL expert. Suitability and usage of the guidelines by both legal and human rights experts and by young human rights defenders. Countries and partners interested in hosting and co-organising pilot seminars at national and regional level and study sessions at the EYC.	Interest in attendance of the experts' seminar and evaluation of its results; development and adoption of the guidelines interest in attendance of seminars and study sessions, their results and evaluations.	Feasibility of guidelines that combine the protection of human rights online and freedom of expression. Interest of member states and other national partners in the guidelines and their promotion at national level.
Expected Result 4 **Young people contribute to Internet Governance processes and to making**	Youth organisations are consulted and involved in Internet Governance processes and documents.	Opinions of the CCJ attendance of meetings and consultations processes by/with youth	Openness of Internet Governance actors to youth participation; broader consensus on

the Internet a safer space for youth participation. Young people develop a sense of responsibility on Internet usage articulated with freedom of expression and human rights.	Youth organisations are mobilized and take actions during the Safer Internet Day. Internet governance principles and codes of conduct are adapted to youth friendly versions and applications for smartphone and similar devices. Two study sessions of youth organisations are held.	organisations; number of downloads of applications and tools; results and evaluations of study sessions of initiatives on Safer Internet Day.	Internet Governance Principles.
Expected Result 5 **Online human rights defenders from the Balkans, Caucasus, and South Mediterranean initiate regional media campaigns on fighting intolerance and ethnic hatred; visibility is given to positive role models of young people as active rights defenders.**	30 young activists from those regions are trained and develop region-specific projects against anti-Semitism, antigypsyism, aggressive nationalism and religious extremism. Regional media campaigns and tools are developed. 10 pilot projects of young people are supported and monitored online. 3 regional campaign events will be organized in Turkey, Serbia and Tunisia.	Number of applications for the training activities and their evaluations. Media feedback on the regional campaigns; applications and tools downloaded; interest in the seminars; participation and connections with existing campaigners and bloggers.	Supportive freedom of access to and usage of the Internet in some countries; effectiveness of regional and language-specific tools (e.g. Arabic, Russian).

The following **NHSM Strategic Objectives as at January 21, 2015** are presented by the Secretariat to the 8th meeting of the Follow-Up Group[3]:

The NHSM Campaign cuts across the programmes and priorities of the CoE youth policy as adopted by the Joint Council on Youth (CMJ), including: Human Rights Education and Youth Participation, Roma Youth Action Plan, Intercultural Dialogue; Fighting discrimination and inclusion of vulnerable groups, Youth policy development, Recognition of youth work and non-formal education.

It furthermore covers issues dealt with in other policy areas of the CoE in the human rights, democracy and rule of law pillars. Its objectives and expected results should therefore concern the whole organisation.

The various sectors of the CoE active in and responsible for work in these areas have been involved in the campaign preparations. (…)

Given the transversal nature of the work and the issues, which have been brought to the forefront in the campaign, it is apparent that further work should be done*, inter alia,* in order to leave a lasting legacy from the campaign. The Follow–up Group (a working group mandated by the Joint Committee on Youth to follow the progress of the campaign) adopted strategic objectives, which in their opinion should serve as a basis for this lasting legacy. A number of them will be carried out within the Youth Department, but others require input and action from other sectors of the organisation.

The following table[4] sets out these objectives, the necessary conditions and the actors concerned (here only the objectives):

1.Human rights; combating racism, discrimination and intolerance
Strengthening the efforts made by the CoE (e.g. ECRI and HR Commissioner) promoting the Ratification by member states of the Additional Protocol to the Convention on Cybercrime (concerning the criminalisation of acts of a racist and xenophobic nature committed through computer systems)
Support the preparation and launching of an ECRI General Policy Recommendation on combating hate speech (including online hate speech).

Preparation of a Recommendation of the CM to member states on guidelines to address hate speech online, focusing on national monitoring mechanisms and educational strategies Charter or "code of conduct" to be agreed or endorsed by social media networks and service providers CoE "Hate Speech Watch", as an online database to report, discuss and monitor hate speech, particularly in political and public discourse (online and offline).

2. Citizenship and human rights education, youth policy

Inclusion of media education and Internet literacy in programmes and strategies for EDC/HRE in formal and non-formal education

Support to online and offline educational resources against hate speech online, including cyberbullying
Development of online youth work and non-formal education, including a virtual (European) youth centre
Development of information and education about how human rights and democracy apply to the ways that Internet is governed and organised

Development of training modules on digital competence related to democracy online for teachers, non-formal education trainers and youth leaders

Promotion of July 22 as European Day of Remembrance for Victims of Hate Crimes (and related activities)
To support, recognise and enlarge the network of the online human rights activists leading the online campaign

To support the dissemination of the Guide to Human Rights for Internet Users

3. Youth participation and Internet Governance

Consultation and inclusion of youth representatives in Internet governance projects
Internet governance issues to be placed in the youth policy agenda(s)

4. Freedom of expression, safety online

Guidelines for warnings of hate speech and offensive content in computer games Development of children and youth-friendly policies on content, privacy and reporting of harmful content by major social networks.

Dissemination and updating of the human rights guidelines for online games providers, together with stakeholders of the gaming industry.

Development of "Trusted site" standards with national stakeholders and Internet businesses *(following processes led by other stakeholders)* Too ambitious

Development of online games and human rights-friendly gaming communities (low priority)

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[1] http://www.nohatespeechmovement.org/campaign
[2] Rolling 2011/DG II/VC/2705
[3] The complete Table NHSM strategic objectives and expected results, 21 January 2015 can be read in DDCP-YD/CHS (2015) 63; see also DDCP-YD/CHS (2014) 45 in which the cross-cutting table of 6 November 2014
[4] Idem

Annex 3: Council of Europe Budget and Expenditure for the project

The project 'Young People Combatting Hate Speech Online' has started her expenditure in 2011. Data is from February 2015. Some expenses must still be recorded or regularized. Subject to modification after the approval of the accounts by the European Commission.

Budget allocated	**2012**	**2013**	**2014**	**End 31-03 2015**	**Total**	***% of total***
Total – Campaign Programme Budget ER3	**€355.000**	**€360.100**	**€159.700**	**???**	**€876.800**	***100%***
Member States Voluntary Contribution to the CoE/NHS Campaign (contracted)	From old VC's transfer 55.473 (2011[1]) 20.000 8.000 25.000 **Total €**108.473	In kind:Norway NHSM Conference in Nov. 30.000 15.000 20.000 **Total €**65.000	In kind: Azerbaijan organised Forum in Gabala 50.000 **Total €**50.000		€223.473	*25%*
Youth Department of CoE , budget as allocated by the Joint Council on Youth	€246.527	€295.100	€109.700		€653.327	*75%*
Fixed and temporary staff of NHS Campaign						
Fixed staff , with other CoE-tasks alongside. Their NHS devoted time out of their total hours, % per year (costs were covered by normal budget CoE Youth Dep. Division Education and Training)	Estimation (per year) 1 management - 20% 1 management - 30% 1 educational advisor - 30% 1 educational advisor - 15% 1 educational advisor - 10% 1 admin - 15%			??		
Staff paid by NHS Campaign budget (Temporary Reinforcement of Youth Department)	*1 admin support (2 months) *1 online manager (2 months)	*4 persons admin support (totaling 25 months' work) *1online manager (3 months)	*5 persons admin supp. totaling 19 months'work *1 campaign manager 9 month *1 online manage-12 m	??		
Expenditure (based on received records of spending on NHSM Campaign 2012-2014 by year, but regrouped to match headings of ADAE evaluation '09)						
1.European Campaign activities European Conference 2013	€0	€79.491	€0		**€79.491**	*9%*
2.**Staff costs- temporary** and consultants- as paid by NHS Campaign	€30.299	€59.368	€194.310		**€283.977**	*32%*
3.Activities with NationalCampaignComm. 1st meeting nation. coord. '14 Launch Istanbul Launch Ireland NCC coord. meeting Warsaw NCC Varsovie NCC Nordic	€0	€0	€1.370 621 741 1.377 479 555 **Total €5.143**		**€5.143**	*1%*
4.Information and publications: visibility, website, (online) educational material	€0	€73.374	€34.358		**€107.732**	*12%*

5.Travel and networking	€0	€24.538	€18.248		**€42.786**	*5%*
6.Education/Training/Confer.						
Bloggers training/ Confer. 2012	15.257					
Workshops/Confer'. Budapest 12	2.017					
Seminar HS effect on youth '13		€24.876				
Regional trai. seminar Belgrado 13		3.289				
Training course for bloggers 2013		40.334				
Regional seminar 2014			€ 564			
Regional tr'.Bookmarks/Belg'.'14			14.739			
Global Forum Gabala, Azerb. 2014			42.889			
Living Library workshop 2014			11.434			
Regional Seminar Ukraine 2014			6.158			
Regional Seminar Hungary 2014			3.342			
Seminar on Islamophobia, 2014			16.921			
Seminar on LGBT challenge 2014			9.826			
Action weekactivists,Strasb.dec.14		**Total**	8.413			
	Total €17.274	**€68.499**	**Total €114.286**		**€200.059**	*22%*
7.Monitoring and evaluaton		Nr.3	Nr.5 € 3.288	Nr.8		
- Follow-Up Group meeting		€ 8.053	Nr.6 € 4.627			
		Nr.4	Nr.7 € 4.463			
- Final evaluation	Nr. 1 €??	€ 3.887	Final Eval. Part			
	Nr.2 €??	**Total**	2014 8.886			
		€11.940	**Total € 21.264**		**€33.204**	*4%*
8.Miscellaneous other cost items	€644	€121.960	€19.327		**€141.931**	*16%*
Total expenditure (minus Jan.-March 2015)	**€48.217**	**€439.170**	**€406.936**	**??**	**€894.323**	***100%***

Plus the expenditure for 2011 related to NHSM: total € 5.500[2]

[1] The year 2011 was financially very important for fundraising and stimulating stakeholders in advance to reserve in time for Campaign activities in their own (national or organizational) budgets. But since for 2011 income was only 20.000, and expenditure only the mapping studies, we have consolidated 2011 and 2012 in one column.
[2] Mapping studies hate speech on-line and in Europe: British Institute of Human Rights €3.500 & Titley Gavan Study €2.000.

Annex 4: Outputs of the NHSM Campaign

The outputs of the project 'Young People Combating Hate Speech Online' have been reconstructed below in order of time, based on the documents of the monitoring group, the Follow-up Group - restricted area[1].

The project 'Young People Combating Hate Speech Online' is fully part of the programme of activities of the Youth Department of the CoE for 2012 and 2013 and as well of the programme of activities for 2014 and 2015. Each bi-annual programme of activities has its own description of expected results, indicators and budget, even when it is one project (see Annex 1 for the expected results and indicators, and see Annex 3 for the Campaign Budget consolidated).

Some key-points of the preparations of 2011 are mentioned in the list below. Also (most of) the activities in 2012 had a preparatory nature in the run-up to the official launch on March 22, 2013:

- Developing a better understanding of the issues and how to approach them
- Preparing partners and activists
- Informing, advocating and mobilising resources (for financial overview of the project see Annex 3).

Preparation phase (15 months, mid 2011 to March 20, 2013)

2011	Outputs	Additional comments
	The Advisory Council on Youth (CCJ) proposal for the project 'Young People Combating Hate Speech Online'	
	The Programming Committee set aside 100.000 euro for the project to get started	This together and in line with the programme of activities for 2012-2013, what had been already approved by the Programming Committee before the first meeting of the Follow-Up group of June 2012
	The first Voluntary Contributions (VC) have been received	
	A partnership with EEA and Norway Grants is developed.	EEA and Norway to fund projects of participants mostly through the support of their NGO programmes on projects addressing hate speech.
	Line of funding to be launched in September concerning micro-grants to develop innovative ways of dealing with hate speech	In co-operation with Department of education

2012	Outputs	Additional comments
Jan. 30-Feb. 1	Consultative meeting	Formulated recommendations for the improvement of the project and its implementation.
May	1st Residential course for 30 bloggers, Budapest	Followed up till December by -E-learning for same participants (to further develop their competences) -Bloggers initiatives: monthly actions online on specific human rights issues, collective blog, Facebook page. www.purplecouches.com and https://www.facebook.com/speaknohate.
June	Workshop at the EuroDiG conference in Stockholm	The Youth Department took this workshop also to the New Media School organised by the European Youth Forum (YFJ)
	Meetings for the preparation of partnerships for the campaign	European Youth Foundation (EYF)
	Capacity building for addressing hate speech in the campaign	EYF
21-22	Nr.1 meeting of Follow-up Group	*Identification/revision of objectives and expected outcomes of the campaign. *Two mapping studies have been concluded and distributed to the members of the group; the 3rd is in process (ready August 2012). *Agreed programme plan for 2013

Sept.	Received 3 proposals/offers in response to the call for tenders for branding of the online campaign	Only 3 offers due to internal setbacks in sending out the call.
10-11	Nr. 2 meeting of Follow-up group	
Oct. 4-5	Budapest Conference on Cyberspace	Some 100 young people participated in the Forum
10-12	Preparatory Seminar	Young experts and youth workers from all around Europe developed ideas and projects for the campaign, in order to consult potential partners for the campaign and to agree on common guidelines for the campaign preparation and implementation. More than 70 participants produced close to 100 recommendations.
6-8	Internet Governance Forum, in Baku - 45 international participants from all around the world	Workshop to explore the tensions and dilemmas of human rights online activists who use the Internet to promote a culture of universal human rights and, at the same time, are confronted with various forms of hate speech online
22-24	Workshop on Acting and Campaigning, Budapest - 50 participants, 15 lecturers and resource persons and was facilitated by 4 trainers	Carried out with the support of the EEA Norway Grants. At the end of the 3 days, the participants developed ideas for future actions they would like to organise against hate speech online and offline, linked to the project and produced guidelines and quality criteria for such types of projects
27-28	Conference 'Tackling hate speech: Living together online' jointly co-organised by the Council of Europe (CoE) and the EEA and Norway Grants	The Secretary General (SG) announced the No Hate Speech Movement (NHSM) Campaign at the conference and invited other partners and institutions to join and support the campaign
Dec.	Member states are invited to initiate the setting up of a national campaign	Letter sent by the Director General of Democracy to all European Steering Committee on Youth (CDEJ) members structures
	2 Study sessions 1.: Responding to hate – learning to protect human rights online 2. Step In! Be active against racist propaganda and hate speech	Study sessions discussed ways of getting involved in the campaign and made several proposals on content and activities. The participants can play an important role in national and European activities
	Online survey (in English, French and Russian) for young people regarding their online hate speech experiences and behaviour	1 274 respondents
	Special (pilot) projects supported by EYF. Out of the 51 applications received, 36 were approved for a total budget of €160 300.	Projects were meant to prepare the campaign at national level through the preparation of partnerships and through learning about hate speech online.
	The 3 preliminary studies are published for the public.	Available in hard copy and downloadable from the preparatory website www.coe.int/act4hre. Conclusion: Very few projects are known that intersect the three main definitions of the NHSM project: hate speech, online and youth.

2013	**Outputs**	**Additional comments**
Jan.	Activities for the Visualization of the campaign	-Introductory video - First version of a brochure about the campaign - Two meetings with the project coordinators from Latte Creative - Educational online tools under preparation: Online learning tool on hate speech and Campaign Toolkit for organisations
	The State of affairs of the National Campaign Committee (NCC) Coordinators is documented for the first time.	
22-23	Nr. 3 meeting of the Follow-up Group	
27-3 Feb.	Study session together with Service Civil International (SCI): - "Occupy Peace Online"	European Youth Centre (EYC) Strasbourg

Campaign period (2 years: March 22, 2013 – March 31, 2015)

2013	Outputs	Additional comments
Mar. 22	Launch of the NHSM Campaign	At the occasion of the Spring session of the Parliamentary Assembly of the Council of Europe (PACE)
Apr.	Presentation of the campaign at a hearing with members of the Committee on Culture, Science, Education and Media	PACE
14	Entries closed for ELSA essay competition "Online hate speech: hate or crime?"	Its topic focused on who is responsible for online hate speech and what legislation exists that can be applied to react, counter or punish forms of hate speech online?". http://www.elsa.org/projects/onlinehatespeech/ec.html
21-28	Study session: European Youth Press - "World Perspectives: Minority Voices"	EYC Strasbourg
	Finalised a simple statement for INGOs to join the NSHM Campaign	As at 4th Follow-up Group meeting, not yet used for technical and managerial reasons
May 9-10	European Youth Event (EYE) with 5 000 young people from all over Europe	CoE Actions: 2 Panels on Human Rights in the Internet, 4 Workshops Hate Speech No Thanks, Living Library (no hate and for diversity), Stand-interaction with activists.
17	European Action Day (EAD) Nr. 1 against Homophobia and Transphobia	
21-22	Nr. 4 meeting of the Follow-up Group	
	Connection with the programmes of the chairmanships: Andorra and Armenia	International Network Against Cyber Hate (INACH) should make them eligible for a "most wanted" partner status. Insafe is a project of European School Net which promotes broader awareness on Internet safety and literacy to children and young people
	Exploration of various possibilities for cooperation	*Presenting the campaign at Summer University in Maribor. *International youth organisations sitting in the CCJ should be invited to "systematically" subscribe as "official partners". This should be visible in their websites. Invitation sent out. *Partner organisations are also be invited to forward the campaign newsletter to their member organisations, alternatively, the newsletter may be sent directly to their email addresses * Open Society Foundations, exploration set in motion * Reaching other online activists
June	Presentation at the Conference of Non-Governmental Organisations (NGO) In order to invite them to be associated with the NSHM Campaign.	To be reviewed after presentation at conference - http://www.hateprevention.org
20	EAD Nr. 2 for Refugees and Asylum Seekers	
27	Presentation of the NHSM Campaign at the Committee of Current Affairs conference "Communicating Diversity, walking on eggshells? Changing the perception of diversity through effective Communication Strategies"	Congress of Local and Regional Authorities, Ankara
27-30	1st Regional Training Seminar, Belgrade	Co-organised with the Ministry of Youth and Sport of Serbia, gathering around 25 members, each country being represented by four participants. The training helped raise awareness, exchange experiences and practices and helped in thinking of ways to make the campaign more specific to the Balkan area.
	As an outcome of the seminar, a regional coordination committee for the campaign was set up	It is expected to meet for the first time in February 2014.
Jul. 22	EAD Nr. 3 for Victims of Hate Crime	
Aug. 12	EAD Nr. 4, Youth Powers, Migration	
Sept. 21	EAD Nr. 5, Speak Peace No Hate; September 21 is dedicated as No Hate Speech Day	The NHSM was represented at Peace One Day's Live Global Moment on Violence Against Women and Domestic Violence on YouTube 21 September.
22-29	Study session - Game over Hate. Brought	To discuss and develop actions and recommendations on how to

	together 33 young gamers, representatives of gamers' organisations in Europe and beyond, game developers and human rights activists	create better and more inclusive game communities. Addressed the issue of hate speech and hate fuelled harassment between players, in the game design and within online communities constituted around different games. Participants developed follow-up projects that vary from development of tools for in-game action and player rating to further development of ethical guidelines for game developers, all to be followed up within the framework of the NHSM Campaign and by the organisers.
27-28	International Forum for NCCs in Azerbaijan. Gathered around 150 participants form Azerbaijan.	Launched the NHSM Campaign in Azerbaijan, also attended by 10 international participants, mostly NCC coordinators. The objectives and results of the Azerbaijani campaign were set, the issues encountered by other national committees were presented and a group of youth activists, journalists and bloggers was put in place
Oct.	The Campaign in Action blog on the NHSM Platform started and launched.	
9-10	Campaign Workshop for NCC Coordinators in Brussels	29 national campaign co-ordinators discussed the NHSM Campaign, shared experiences and concerns.
14-20	European Action Week (EAW) Nr.1 for Local Democracy	
21-22	High Level Conference in Yerevan the Capital of Armenia, to combat racism, xenophobia and intolerance in Europe.	The session 'Combating hate speech and racial stereotypes on the social networks and media' specifically focused on hate speech online. The forum acted for open and inclusive dialogue to address contemporary forms of intolerance. Invited state representatives, independent experts, representatives of international organisations had the opportunity to reflect on proposed topics. The Yerevan conference concluded that: it is important to address the root causes of hate speech and hate speech online; Human rights education plays a central role in combating and preventing hate speech; Media education and Internet literacy must be included in education programmes and curricula for human citizenship and human rights education.
Nov. 4	First meeting internal Task Force, as installed by the Director General	A group that aims to mobilize other sectors of the CoE to support the implementation of the NHSM Campaign and its objectives; important, since the subject of the NHSM Campaign is crosscutting
4-6	Seminar for Online Activists in Strasbourg. In total 37 participants evaluated the work in 2013 and made proposals for the future of the campaign.	Google groups have supported easier and better communication among activists. Online activists have organized themselves in Task Forces (on Social Media, Blog, Forum and HS Watch)
7-9	European Campaign Conference, with 212 persons attending, and 13 workshops focusing on the different NHSM strategies.	Participants are members of NCCs, coordinators, online activists and bloggers, Council of Europe officials, NHSM partners and representatives from social media networks Twitter, Facebook and Google.
27-29	World Forum for Democracy in Strasbourg	Lab 20 on the 28th: 'No freedom without responsibility' In addition to a stand and presentation in the main hall of the forum, a laboratory about the campaign was co-organised with the city of Strasbourg. The laboratory brought together some 100 people, mostly from Strasbourg institutions and organisations
Dec. 3-8	ELSA hosted a conference on the NHSM in Oslo, Norway.	The conference included lectures and workshops on the online human rights concept, combating hate speech and shared important tools for activists.
10	EAD Nr. 6 for Human Rights Online	
11	New partner: Beat Bullying	NHSM partnered with BeatBullying, who are running the biggest anti-bullying campaign in Europe from December 11, 2013 to 25 March 2014. The Big March is a digital demonstration against bullying that takes place across websites instead of tradition demonstrations taking place offline. BeatBullying is aiming for one million people to sign up across Europe and you are invited

		to join this initiative.
16-17	International seminar in Portugal	
	The Campaign Toolkit is in its final edit and will be available early 2014.	Valuable to those implementing the campaign at first stages and for those who want to know more about how to promote the campaign at national level using social media. However: until March 2015 the button Take Action on http://www.nohatespeechmovement.org/campaign still shows: -Educate yourself by doing a short course online (coming soon!) -React against hate speech online on blogs or social networks you are visiting – learn how (coming soon!)

2014	**Outputs**	**Additional comments**
Jan.	Bookmarks is in last stages of production	And several national committees have initiated the process for translation (and here after: to introduce Non-formal educators and trainers to the manual; training activities could be organised with national committees)
	Campaign Action Guide is now being prepared for the Internet site	
	Movie and guide "Ce qui vous regarde", produced by Loupiotte, is finalised	Follow Up Group recommended that these tools be presented to Campaign Coordinator who would be invited to make proposals and recommendations about how best to introduce them to youth workers and education facilitators
14	Start of new functionary: Campaign Coordinator	Appointment by the Director General of Democracy; her appointment is a sign of the commitment of the SG to the campaign
	Campaign in Action blog and the Join the Discussion Forum are new tools	The idea is that the platform needs to be used and improved, but the main features should not change. The forum is not very popular. New: short explanatory video to explain to visitors what they can do in the platform
	CMJ agreed to extend the campaign for the entire year 2014, with a possibility to run until 2015	
13-14	Nr.5 meeting Follow-up Group	The main activities of 2013 were reviewed, and a tentative plan of activities for 2014 discussed. Follow-up Group reviewed the strategic objectives as proposed by the secretariat following feedback at the meeting of the CMJ and of the European Campaign Conference. New version of the objectives, to be revised and updated by the secretariat, should be presented at the next meeting of the CMJ Meeting. More attention should be paid to education and training activities; youth policy agenda should look more deeply into Internet governance.
20	Internal Task Force meeting Nr. 2	
Feb. 11	EAD Nr. 7 for Safer Internet	The public was also invited to connect with INSAFE, INHOPE and European Schoolnet on this topic to promote a Safer Internet Day for children and young people online.
Mar.	New brochure of the NHSM Campaign is downloadable	
	The official version of Bookmarks, the manual for the educators in schools and youth workers, is now available on the CoE website.	Guidelines for translation of Bookmarks sent to some NCCs (translation is bound to be formal).
21-28	EAW Nr. 2 against Racism and Discrimination	
24-26	The 30th meeting of the CMJ	Decision to run the NHSM Campaign until March 2015.
31	Regional meeting of Nordic and Baltic coordinators, Helsinki	Among others, the meeting served also to prepare upcoming Action Days on 17 May and 20 June
April 1	Regional meeting of Nordic and Baltic coordinators, Helsinki	
2-3	Preparatory meeting: Forum of the NHSM	Report of the preparatory meeting sent to the members of the Follow-up Group
6-8	Seminar on the same topic as the EAD5, at EYC Budapest. The meeting gathered a total 20 participants from national	Participants interested in the topic, online activists with experience and interest in addressing this topic and Roma youth activists and representatives of Roma youth networks and

	campaign committees	organisations interested in combating antigypsyism and in being further involved in the NHSM campaign.
8	EAD Nr. 8 for Solidarity with Roma people	
8-12	Regional training course for trainers and youth workers for combating hate speech through human rights education. In Louvain-La-Neuve, Belgium.	In French
	Appointed an assistant to the Campaign Coordinator.	
	Contacts established with Google, Twitter and Facebook	Resulted in new possibilities for the promotion of the NHSM Campaign through Tweets for Good and Facebook ads
	NHSM Platform –site is now fully functional	Regular updates and improvements are implemented by Latte Creative
	Other visuals are finalised:	*Videos have been developed both at European and national level * 4 TV spots that will be used in support of EADs *Campaign newsletter received by 3500 readers *Online reporting tool added online. The tool allows for anyone organising campaign activities to provide information about them. * Campaign guide is being made available on the campaign Internet site. * Updated campaign brochure
14	Internal Task Force meeting Nr. 3	
15-16	Nr. 6 meeting Follow-Up Group	For the first time one of the online activists participates as observer representing the group of online activists. CMJ adopted the revised terms of reference for the Follow-up Group, which has met for the first time in its new composition.
25	NCC Belgium reflection/awareness-raising day, hosted at the Parliament of the Federation Wallonia-Brussels. Together with teachers, parents and young people, experts and youth work practitioners.	Educational materials served the francophone part of the NHSM Campaign, for ex.:*Ce que vous regarde - series of videos accompanied by a guide for the classrooms has been developed by Loupiote
	Bookmarks published, the manual for combating hate speech through human rights education aiming at 13-18 years.	Translations are under way or being planned into Armenian, Finnish, French, Icelandic and Macedonian.
28-29	Regional Conference on hate speech in Budva, Montenegro	This event showcased the development of the European campaign and some NCCs: Serbia, Croatia, Slovenia, Republika Srpska, Montenegro and 'The Former Yugoslav Republic of Macedonia'. Discussion groups were also organised on the themes of online and offline activities that could be put into place in the framework of the campaign, as well on the regional co-operation among national committees.
	Seminar to present the campaign, Belarus	
	Highlighted challenges	*Keeping up with information and developments in national committees and campaigns *Securing presence and visibility of the campaign in the countries not yet involved, especially France, Germany and the United Kingdom; *Following up effectively the research and evaluation dimensions of the campaign; *Mobilising additional resources to implement and evaluate the campaign properly.
May 9-14	EYE - 5000 young people from all over Europe in Strasbourg attended.	The activists of the NHSM Campaign were active and the campaign was very visible and talked about! A stand was dedicated to the Movement itself and some workshops and panels were aimed at discussing the importance of tackling hate speech. A Living Library was organized by the EYC and was a great success, with more than 700 young people "reading" the books.
12-14	1st Meeting of national coordinators and online activists	Held in Wépion, Belgium, with 40 participants.

17	EAD Nr. 9 against Homophobia and Transphobia	In relation with this day, a three day seminar on the same topic took place in the EYC of Budapest, 15-17 May
June 12-13	EuroDig held its annual European Forum, this time in Berlin. The NHSM led a debate called 'Hate speech and its consequences for human rights online'.	This Conference is seen as very important to secure support for the results and consolidation of the campaign in the whole organisation.
20	EAD Nr. 10 for Refugees and Asylum seekers	
July 15	The new version of the landing page was launched a week before the action day of 22 July	The campaign platform gained 2 additional features: A map and list of NCCs with links to their websites, Facebook and Twitter pages, and the list of partners associated to the campaign and their websites. These lists are constantly and systematically updated. The NHSM Platform is adjusted to the EAD.
22	EAD Nr. 11 for Victims of Hate Crimes	The petition to have the 22 July officially nominated as a European Day for Victims of Hate Crime did reach 3523 signatures.
Aug. 2	Day of Remembrance of the Roma Genocide was adopted as an informal action day by the online activists	The NHSM Campaign was also present at the event 'Look and don't forget' that brought together more than 1 000 people in Auschwitz and Krakow.
27	A 9-day Regional Tour of the No Hate Speech Bus; Starting August 27th in Budapest and ending September 4th in Belgrade	The bus brought together 50 volunteers from 7 countries and toured Hungary, Slovakia, Austria, Slovenia, Croatia, Bosnia and Herzegovina, Montenegro, "The former Yugoslav Republic of Macedonia" and Serbia.
Sept. 7	Photo Competition's deadline	Around 100 photographs submitted.
21	EAD Nr.12 against Islamophobia and Religious Intolerance	-EAD was preceded by a seminar on Educational responses to Islamophobia and Intolerance against Muslims in Europe, held in Budapest from 17 to 19 September. - This EAD included the publication of the winners of the photo competition.
21	Winners of photo competition announced	Winning photos put online.
30 + 1/10	Living Library, in the Palais d'Europe in Strasbourg. More than 70 parliamentarians of PACE took part.	In the same PACE meeting a recommendation has gone out to the CM of the CoE to declare 22 July as the European Day for victims of Hate Crime (2014: 3 years after the massacre at Utøya and the bombing in Oslo). The signing of the petition to make this happen is March 2015 still open on the NHSM Platform.
Oct. 2-5	Forum of the No Hate Speech Movement in Gabala, Azerbaijan, with around 250 participants representing 40 countries (NCC Coordinators, online activists, other stakeholders of the NHSM Campaign).	Resulted in a Message from the Forum towards the CoE, see http://blog.nohatespeechmovement.org/message-of-the-no-hate-forum/ (message of October 16, 2014)
15-19	1st Training Course on the Bookmarks Manual in Namur, Belgium, with 21 participants from 7 countries.	As a result of this, an event with 140 professionals was organized in Toulouse (in French) on November 27 entitled "Cyber hate – how intolerant messages are spread on the internet".
20	Presentation of NHSM Campaign by the Campaign Coordinator on the annual conference INACH	INAVH unites organisations around the world to counter and address all forms of online discrimination.
23-25	Nr.7 meeting of the Follow-Up Group	
Nov. 4	Input of the NHSM Campaign during World Forum for Democracy, November 3-5 in Strasbourg (one of the labs).	Lab was entitled: No to Neo-Nazis, No to Hate Speech
9	EAD Nr. 13 against Fascism and Antisemitism	
10-11	Meeting of NCC Coordinators held in Warsaw. Around 40 participants[2] including CoE staff, members Follow-Up group, and online activists.	Topics: Summarize the achievements of the European Campaign this far; prepare the next EAD; share educational tools; discuss the campaign-evaluation procedure including the evaluation conference; and sharing the expectations of NCC s for the remainder of 2015.
	Video competition is launched.	In collaboration with the NCCs.
21	The Evaluators are contracted for the 2014 part of the Final Evaluation of the NHSM Campaign	Starting December 2014 the evaluation was in full swing including some days in Strasbourg during EAW 2.
Dec. 2	Internal Task Force meeting Nr. 4	

6-12	EAW Nr 3 for Human Rights Online	participation 20 online activists, in EYC Strasbourg. Topics: Preparing actions around the International Human Rights Day on December 10; Planning of the work until the end of the campaign in Mar. 2015; Discussion on the continuation hereafter.

2015	Outputs	Additional comments
Jan. 28-30	Nr. 8 meeting of the Follow-Up Group	
29	Official launching of the No Hate Parliamentary Alliance. Parliamentarians signed the Charter of commitments for membership in the No Hate Parliamentary Alliance	Signatories committed to take an open, firm and pro-active stands against racism, hatred, and intolerance on whatever grounds and however they manifest themselves. The No Hate Parliamentary Alliance counted 35 members in March 2015 who will be accountable to each other on following up on the promise to take a stands in their country.
Feb. 10	EAD Nr. 14 for Safer Internet	
Mar. 16-22	EAW Nr. 4 against Racism and Discrimination	
19	The No Hate Parliamentary Alliance held their second meeting	NHSM coordinator was present. NCC coordinators (3) made presentations about their work.
23	Bookmarks in Hungarian	
Apr. 15	Closure of the Final Evaluation	Feedback discussion on draft evaluation report (as sent April 1, 2014) between the evaluation group of the Follow-up Group and the 2 evaluators, based on written comments collected by the Head of Education and Training Department.

The European Action Days and Weeks since launching the NHSM-campaign[3]

Action	Date	Slogan	Number of actions	Number of partners/NCC invited to join
EAD 1	17.05.2013		7	
EAD 2	20.06.2013	Refugees Welcome!	7	
EAD 3	22.07.2013		5	
EAD 4	12.08.2013		3	
EAD 5	21.09.2013	Speak Peace, Not Hate!	4	
EAW 1	14-20.10.2013	Participate, No Hate!	5	
EAD 6	10.12.2013	We stand for Human Rights Online	6	
EAD 7	11.02.2014		5	11
EAW 2	21-28.03.2014	I am not racist, but…?	5	2
EAD 8	08.04.2014	Respect the Roma! Europeans for eight centuries.	6	1
EAD 9	17.05.2014	Challenge Homophobia, Speak up for Human Rights!	6	4
EAD 10	20.06.2014	Refugees deserve refuge, not hate!	5	3
EAD 11	22.07.2014	Many	8	2
EAD 12	21.09.2014	All Different – All Equal. Muslims Included.	9	4
EAD 13	09.11.2014	Antisemitism? Not on my Internet!	6	4
EAW 3	6-12.12.2014	Human Rights. Always On!	6	
EAD 14	10.02.2015	Are you safe from hate speech online?	6	1
EAW 4	16-22.03.2015	No Race, No Hate! I am racist, but…?	7	5
Average			6	7,5

A 15th EAD for Victims of hate crime is planned for 22.07.2015.

Constant actions of the Action Days[4]:

- Report hate speech to the Hate Speech Watch (HS Watch)
- Upload media to the NHSM platform
- Writing blog posts and publishing on the NHSM Blog
- Visual identity of the action day (logo, cover photo)
- Report and counter argue (selected reports on hate speech)
- Cooperating with other campaign actors

Recurring actions of the Action Days:

- Creating MEMEs and Infocards
- Producing short videos

- Organising thunderclap
- Factsheets and Infograms
- Online quiz
- Promotion of educational activities
- Promoting offline flashmobs
- Organising seminars connected to the action day
- Request to contact decision-makers
- Collection of useful links
- Online streaming
- Pickabadge or 'change your profile/ cover photo

Plus per EAD/AEW on top of this list some other special recommended actions. Examples:
- Petition to be signed
- Photo competition
- Video competition
- Online newspaper
- Hall of Fame
- Text of solidarity
- Online postcards (common action of NCCs)

Newsletters

Since the launching of the NHSM Campaign bi-weekly newsletters have been published online on the NHSM Platform and sent to inscribers on the mailing list (consisting of a total of 3.500 mail addresses by February 2015). A total of 36 Newsletters were published, of which the Nr. 5 was published September 18, 2013[5] and the last December 22, 2014. A 37th newsletter was published April 29, 2015.

FlashNews

Published every Monday; the FlashNews was intended to share quick and recent information on NHSM Campaign developments to the national coordinators, activists and partners. The members of the CMJ also received a copy.

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[1] Evaluators were given access to the restricted area of the Follow-Up Group as well as to the Google mailing group from December 2014 to March 2015 as part of the accompanying element of the evaluation.
[2] See report: DDCP-YD/CHS (2015) 55 Second Meeting of National Coordinators, 10-11 November 2014, Warsaw, Poland. Citing page 3 of the report: 'In total, … National Coordinators were present …'. Evaluators frequently noticed such absences of figures, which complicated the reconstruction the NHSM Campaign.
[3] All EADs and EAWs are fully reported and a list of EADs and EAWs was provided by the Online Campaign Manager. However, data and reporting was confusing and inconsistent. Evaluators decided to base their analysis on the list provided.
[4] Per EAD/EAW on average 6 online activists (out of 15 active online activists), inscribe to contribute voluntary. In Google Hangout the creation of these constant, recurrent and special actions are invented, and coordinated by the Online Campaign Manager.
[5] In total, there were 33 Newsletters. Only the first 4 newsletters were not available online at http://blog.nohatespeechmovement.org/category/newsletter/. It starts with nr. 5 published on 18 Sept.2013.

Annex 5: Level of involvement of the different countries

The following 47 countries are member of the Council of Europe:

Albania, Andorra, Armenia, Austria, Azerbaijan, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Liechtenstein, Lithuania, Luxembourg, The former Yugoslav Republic of Macedonia, Malta, Moldavia, Monaco, Montenegro, Netherlands, Norway, Poland, Portugal, Romania, Russia, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom.

All member states were invited to participate in the No Hate Speech Movement (NHSM) Campaign. Their level of involvement in the NHSM Campaign is described in this annex.

The information on the level of involvement within the different countries is not easily traceable by lack of overall and comprehensive statistics of the national level of the NSHM Campaign. This is because reporting regularity was in general very low. The figures underneath are correct (as much as the underlying documentation provided by the campaign management is correct), but evaluators doubt it is complete; evaluators expect there are more in real life.

CoE member states (n = 47) and level of involvement:

Level of involvement (as at January 1, 2015)					
Campaign Coordinator	National Campaign Committee	Social Media	Total	Percentage (47 = 100%)	Country
No	No	No	9	19	Albania, Austria, Denmark, Estonia, Germany, Liechtenstein, Luxembourg, Monaco, San Marino
Yes	No	No	7	15	Cyprus, France, Greece, Iceland, Malta, Romania, Slovenia.
Yes	No	Yes[1]	6	13	Netherlands, Poland, Russian Federation, Spain, Sweden, Turkey[2]
Yes	Yes	No	7	15	Andorra**, Armenia,** Azerbaijan, Georgia**,** Latvia**,** 'The Former Yugoslav Republic of Macedonia'**, Norway**
Yes	Yes	Yes[3]	18	38	Belgium[4], Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Finland, Hungary, **Ireland**, Italy, Lithuania, Republic of Moldova, Montenegro, **Portugal**, **Serbia**, Slovak Republic, Switzerland, **United Kingdom, Ukraine**
Total			47	100	

Additional countries (n = 5):

Level of involvement[5]					
Campaign Coordinator	National Campaign Committee	Social Media	Total	Percentage (5 = 100%)	Country
No	No	No	-	-	-
Yes	No	No	2	40	Belarus, Morocco
Yes	No	Yes	-	-	-
Yes	Yes	No	1	20	Canada
Yes	Yes	Yes	-	-	-
Yes	Yes	Yes[6]	1	20	Mexico

Launching national campaigns in the time[7]:

2013

March	Belgium
April	Portugal
11 September	Latvia

18 October	Poland
31 December	Georgia
2014	
17 January	Croatia
11 February	Switzerland
11 February	Norway
13 February	Lithuania
27 February	Republic of Moldova
26 June	La Féderation-Wallonie-Bruxelles
May	Sweden launched the NHSM website
9 July	United Kingdom
22 August	The Republic of Srpska/Bosnia and Herzegovina
24 September	Ireland
27 September	Mexico
11 November	Italy
29 November	Morocco

Educational Tools for NHSM, developed in different countries[8]

Poland:	Mobile application for reporting Hate Graffiti, introduced recently
Montenegro:	Anonymous message box in schools where children can put messages
Slovenia:	Big red heart with NH logo
Macedonia:	Crowd Map for Hate Speech
Romania:	package of educational materials printed, possibility to translate in English to be confirmed.
Belgium:	Board game, video film and accompanying manual
Portugal:	manual 'How to deal with Trolls online Exhibition of pictures by no hate ninjas ' Speak love not hate'. The exhibition is travelling around Europe
Finland:	Package material bank for education not only schools The exhibition "how does it feel to be tackled". Package info 'How to create criticism and raise it.'
Norway:	book on how to be an activist; adapting Bookmarks to a version more suited for teachers Algorithm with which a computer can detect hate speech
Ukraine:	Encyclopaedia for Human Rights
Czech Republic:	handbook for bloggers - the safer Internet
Slovakia:	videos and pictures from schools, stickers
Lithuania:	book for journalists on how to recognize hate speech; educational manual to peer-to-peer education; Panda mascot
United Kingdom:	Exhibition on hate crime
Hungary:	In cooperation with Facebook: leaflet On how to fight cyberbullying Application for android combating hate speech and cyberbullying (developed also in English and can be used to report hate speech)

In addition: National Campaign tools developed and applied, as mentioned in the written evaluation answers[9] (as at February 12, 2015):

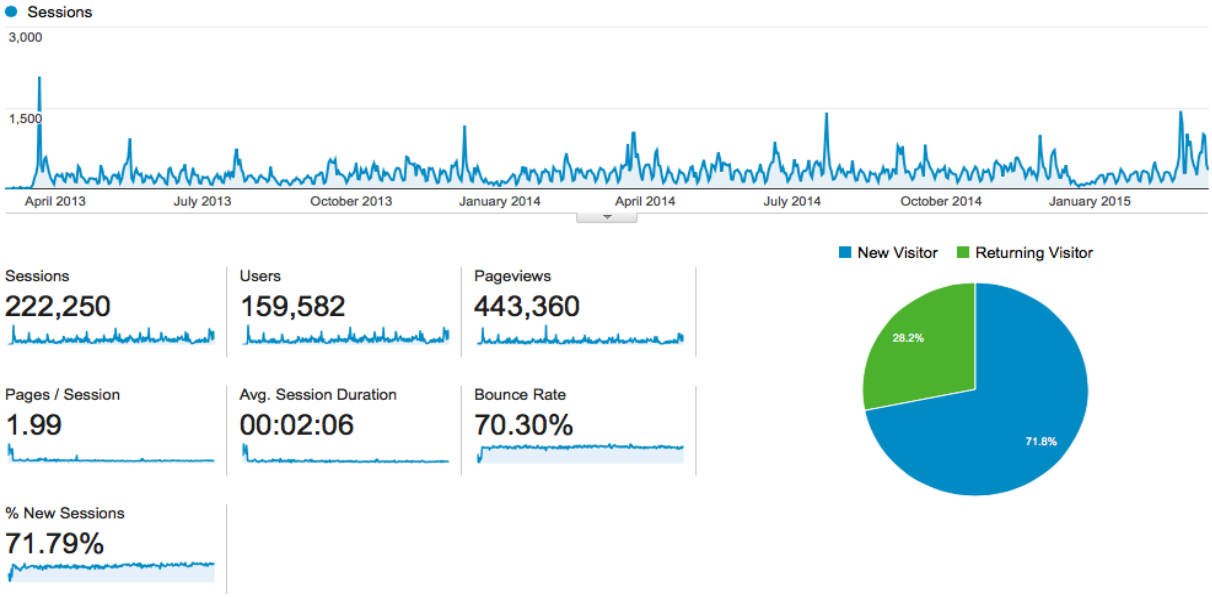
Norway	Under development: Website focusing on ways of responding to hate speech from a norm critical approach
Serbia	Developed an online platform with interactive calendar (to follow all activities on the national level by dates) and chat with psychologists open 24/7.
Mexico	Official site SinTags, with web accesibility for persons with discapacity W3C-Wai-WCAIG standards AA. Cultural pieces: Images "memes" and "selfies". Published and shared from the official Sintags fan page in Facebook and Twitter page. All material images were republished and retweeted by Mexico's National Council to Prevent Discrimination (CONAPRED) in its own social webs. Training courses for Mexican youth campaign leaders. A representative of the European NHSM provided one of the main courses directly in Mexico.

United Kingdom	A schools package A package for delivery in secure setting such as mental health units and prisons A campaign raising awareness of hate crime towards people with hidden disabilities A hate crime heroes awareness campaign.
Portugal	Postcards Cards game "Quiz4you" (safer internet)
Ireland	Developed stickers and wristbands for promotional purposes A no hate speech pledge A video promoting the signing of a no hate pledge on our website A video explaining hate speech.

[1] Has at least a website – some also have Facebook and Twitter
[2] Has site but not functional
[3] With functional website
[4] Belgium has two campaigns, one in the Flemish language with her own site and one as participant in the Francophone campaign with a combined site.
[5] As at 1 January 2015
[6] With functional website
[7] Source: the 33 Campaign Newsletters. Only the first 4 newsletters were not online available at http://blog.nohatespeechmovement.org/category/newsletter/. It starts with nr. 5 published on 18 Sept.2013.
[8] Source: NCC meeting Report 9-11 November 2014, DDCP-YD/CHS (2015) 55; the total of educational tools for NHSM will be more, since not all countries were present that meeting, and some months of the Campaign were still left for developments. However the Evaluators have not found other additional lists of tools apart from this one.
[9] As answered by the National Campaign Coordinator Feb.15

Annex 6: Summary of online figures

In the period of March 1, 2013 to March 15, 2015 there have been 222 250 sessions (71,80% returning visitors) on the NHSM Platform.



The average bounce rate (Represents the percentage of visitors who enter the site and leave the site, rather than continue viewing other pages within the same site) was 70,30%. The lowest bounce rate (65,36%) belongs to users visiting from referral sites, in cases where the NHSM Platform is referred. The highest bounce rate of users (78,33%) came through social media websites.

	Acquisition			Behavior			Conversions		
	Sessions ↓	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration	Goal 1 Conversion Rate	Goal 1 Completion	Goal 1 Value
	222,250	71.79%	159,563	70.30%	1.99	00:02:06	4.48%	9,964	$0.00
1 Organic Search	66,701			69.73%			9.59%		
2 Referral	49,696			65.36%			10.68%		
3 Direct	38,046			72.09%			10.16%		
4 (not set)	34,264			68.72%			11.76%		
5 Social	33,351			78.33%			7.55%		
6 (Other)	163			84.05%			4.29%		
7 Email	29			65.52%			17.24%		

Most users visited the site from USA, United Kingdom and Georgia. The majority (19 804) of new users visited from USA. Users spent an average of 2:06 minutes on the site.

Country	Acquisition			Behavior		
	Sessions ↓	% New Sessions	New Users	Bounce Rate	Pages / Session	Avg. Session Duration
	222,250 % of Total: 100.00% (222,250)	71.83% Avg for View: 71.79% (0.05%)	159,638 % of Total: 100.05% (159,563)	70.30% Avg for View: 70.30% (0.00%)	1.99 Avg for View: 1.99 (0.00%)	00:02:06 Avg for View: 00:02:06 (0.00%)
1. United States	**21,924** (9.86%)	90.33%	19,804 (12.41%)	78.82%	1.48	00:01:03
2. France	**17,635** (7.93%)	51.90%	9,153 (5.73%)	56.10%	2.64	00:03:11
3. Italy	**15,592** (7.02%)	61.38%	9,570 (5.99%)	64.08%	3.37	00:04:14
4. Spain	**11,104** (5.00%)	67.24%	7,466 (4.68%)	68.56%	1.96	00:02:16
5. Hungary	**8,551** (3.85%)	52.09%	4,454 (2.79%)	64.05%	2.49	00:03:35
6. United Kingdom	**8,513** (3.83%)	84.21%	7,169 (4.49%)	74.27%	1.71	00:01:24
7. Belgium	**6,816** (3.07%)	65.02%	4,432 (2.78%)	64.80%	2.08	00:02:09
8. Poland	**6,126** (2.76%)	69.49%	4,257 (2.67%)	73.88%	1.68	00:01:39
9. Portugal	**5,895** (2.65%)	71.74%	4,229 (2.65%)	69.26%	1.89	00:02:05
10. Georgia	**5,533** (2.49%)	72.93%	4,035 (2.53%)	64.67%	2.06	00:02:08

55,89% of users entered the NHSM Platform via its home page. 1,19% visited the page for registering for the Hate Speech Watch (HS Watch). On average users spent most time (3:17) on the 'join the movement' page.

Page	Pageviews ↓	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit
	443,360 % of Total: 100.00% (443,360)	318,285 % of Total: 100.00% (318,285)	00:02:07 Avg for View: 00:02:07 (0.00%)	222,243 % of Total: 100.00% (222,243)	70.30% Avg for View: 70.30% (0.00%)	50.13% Avg for View: 50.13% (0.00%)
1. /	**181,766** (41.00%)	130,564 (41.02%)	00:02:29	124,213 (55.89%)	66.60%	58.12%
2. /join-the-movement	**32,979** (7.44%)	20,881 (6.56%)	00:02:39	9,227 (4.15%)	72.06%	42.69%
3. /hate-speech-watch	**22,908** (5.17%)	16,304 (5.12%)	00:01:18	4,487 (2.02%)	54.76%	27.66%
4. /21-facts-about-racism-and-discrimination/	**11,327** (2.55%)	8,860 (2.78%)	00:03:05	8,788 (3.95%)	76.59%	77.15%
5. /petition/	**11,096** (2.50%)	8,691 (2.73%)	00:03:15	7,886 (3.55%)	77.88%	69.62%
6. /photo-competition	**10,512** (2.37%)	8,694 (2.73%)	00:02:48	8,056 (3.62%)	83.49%	73.79%
7. /hate-speech-watch/report	**8,871** (2.00%)	5,639 (1.77%)	00:01:41	1,730 (0.78%)	63.99%	29.48%
8. /join-the-movement/	**8,221** (1.85%)	6,781 (2.13%)	00:03:17	4,645 (2.09%)	79.07%	61.71%
9. /survey	**6,329** (1.43%)	4,600 (1.45%)	00:01:48	4,130 (1.86%)	55.91%	46.91%
10. /hate-speech-watch/register	**5,280** (1.19%)	2,814 (0.88%)	00:01:40	416 (0.19%)	49.04%	13.47%

There are 22 NHSM Facebook pages. The following table indicates the date of launch of the No Hate Speech Movement (NHSM) Facebook pages and number of 'likes' (as at March 16, 2015):

Facebook

Country	Date of launch	Number of 'likes'
Council of Europe	*March 10, 2013*	*18 701*
Armenia	Unknown	2 063
Azerbaijan	Unknown	1 384
Bulgaria	August 23, 2013	1 421
Croatia	2013	15 310
Finland	Unknown	20 118
Georgia	Unknown	1 506
Hungary	2013	1 243
Ireland	February 25, 2014	907
Latvia	Unknown	184
Lithuania	Unknown	7 128
Moldova	Unknown	960
Montenegro	Unknown	457
Netherlands	October 6, 2014	307
Poland	Unknown	3 154
Portugal	2013	1 389
Serbia	February 7, 2013	1 845
Slovak Republic	2013	860
Spain	Unknown	678
Switzerland	Unknown	530
'The former Yugoslav Republic of Macedonia'	2013	1 171
Turkey	Unknown	273
Total, excluding the Council of Europe:		62 888

There are 8 NCCs that have a Twitter account. The following table indicates the number of tweets and followers (as at March 23, 2015):

Twitter

Country	Tweets	Followers
Council of Europe	*6 105*	*13 576*
Azerbaijan	177	153
Belgium	1 200	1 293
Finland	1 274	1 527
Ireland	1 370	1 205
Portugal	63	56
Spain	1 026	397
Switzerland	61	37
'The former Yugoslav Republic of Macedonia'	34	37
Total	335	680

Annex 7: Other Facts & Figures

Table 1 shows how the international partners relate to the NHSM campaign on their websites.

International partners

Provided link active	Provided link inactive	NHSM Campaign banner
43	4	7

Table 2 provides an overview of EYF funded projects since the launch of the NHSM Campaign. Data derived from 2014 overview (October 2014), prepared by the secretariat of the European Youth Foundation (EYF), Youth Department of the Council of Europe (CoE), Directorate for Democratic Citizenship and Participation. In 2012 1 additional project had already incorporated hate speech in their programme.

European Youth Foundation funded projects

Year	Number of projects incorporating hate speech funded	Total number of one-off international activities	Total amount provided	Percentage of total European Youth Foundation Grant
2012	9			
2013	20		€26 500	15%
2014	12	46	€108 500	8%
Total	41	46	€135 000	23%

Table 3 provides an overview of countries in which the EYF funded projects on hate speech:

European Youth Foundation funded projects: countries

	Countries	Number of Countries
2012	Bosnia and Herzegovina, Bulgaria, Greece, Italy, Macedonia	5
2013	Balkan area, Serbia, The Former Yugoslav Republic of Macedonia, Turkey	4
2014	Armenia, France, Germany, Hungary, Ireland, Macedonia, Russia, Serbia, United Kingdom	9
Total		18

Table 4 shows an overview of trainings, seminars, workshops and conferences held:

Overview of trainings, seminars, workshops and conferences (with their number of participants)

Year	Training	Number of participants	Seminar	Number of participants	Workshop	Number of participants	Conference	Number of participants
2011	-		-		-		-	
2012	-		-		4	245	3	100
2013	-		3	160	18	62	5	462
2014	1	21	3	100	-		1	250
Total	1	21	6	260	22	307	8	812
Total number of direct beneficiaries in the educational sphere								1400

Table 5 provides an overview of an analysis of activity in the Google Group (as at March 23, 2015), which counts 37 members, excluding CoE staff and evaluators:

Google group activity

Type	Number	Percentage
Topics	267	100%
Posted by Online Campaign Manager	110	41%
Posted by online activist	157	59%
Total number of posts	1 116	100%
Original posts	267	24%
Posts in response to Online Campaign Manager	514	46%
Posts in response to online activists	335	30%

An analysis of online content created (period 2013 - 2015) showed that, apart from constant actions (Annex 4), online activists produced:

- 22 videos
- 9 memes
- 2 factsheets and infograms
- 3 online quizzes
- 1 pickabadge
- 17 life stories
- 1 pledge

Table 6 provides the number of HS Watch reports per month and year:

HS Watch

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
2012	-	-	-	-	-	-	-	-	-	-	-	-	-
2013	1	4	13	40	22	13	18	9	18	22	14	15	189
2014	2	17	9	20	30	17	16	3	20	9	11	14	168
2015	8	8	1	-	-	-	-	-	-	-	-	-	17
Total	11	29	23	60	52	30	34	12	38	31	25	29	374