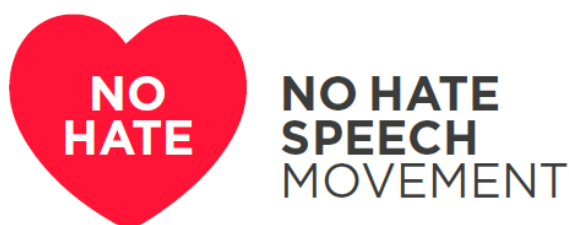




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A youth campaign of the Council of Europe for human rights online, to reduce the levels of acceptance of hate speech and to develop online youth participation and citizenship, including in processes of Internet governance.

Campaign Evaluation

Summary or the external evaluation

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.

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who were commissioned by the Secretary General of the Council of Europe, Youth Department, Directorate of Democratic Citizenship and Participation (DG II) to do this external evaluation of the No Hate Speech Movement Campaign.

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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 it 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 it 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.