

Engaging South Asian Communities with the climate challenge message: “together this generation can tackle climate change“



**Final evaluation report by London
Sustainability Exchange (LSx)**

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LSx

London Sustainability Exchange

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Executive Summary

London Sustainability Exchange's (LSx) project to engage London's South Asian climate change project aimed to help deliver a shift in attitudes so that Londoners from South Asian communities understand climate change, its causes, and the impact it may have on their lives, and feel empowered to help tackle it. It ran from August 2006 to February 2008.

Overall, the project reached over 1 million people South Asians including 6000 people who were directly engaged by our community 'Ambassadors' or climate change magician, aladin. Our exit questionnaires show that 88% of people reported their awareness and understanding of climate change has increased as a result of this direct engagement. The table below sets out the final results of the project set against the original targets.

Original targets set against targets achieved

Original targets	Targets achieved
<p>The outreach activities should reach an estimated 100,000* people.</p> <ul style="list-style-type: none"> • 7000 to be reached directly by the "Ambassadors" (named as "Champions" in our proposal) • 2000 to be reached through the Performing Arts activities • 90,000 through media coverage. 	<p>The outreach activities overall reached a potential audience of over 1 million people</p> <ul style="list-style-type: none"> • 5,000 were reached directly by the "Ambassadors" • Approx 1710 were reached through aladin, the climate change magician • Media coverage far exceeded targets reaching a potential audience of over 1 million. <p>21 articles in newspapers and magazines (PR value of £ 47,273.60); 3 TV features; 1 radio interview; 1 web feature</p>
<p>Of the 9000 people reached directly through the project, 75% report that their awareness and understanding of climate change has increased.</p>	<p>Of the 2540 people who completed exit questionnaires, approximately 88% of people reported their awareness and understanding of climate change has increased as a result of meeting aladin or engaging with a community ambassador.</p>

LSx now has a successful working model for 'Ambassadors' that can be easily replicated for other projects to shift attitudes and will support Defra's pro-environmental behaviour framework. Training and development of our Ambassadors has successfully built the confidence, core competencies and skills of 6 members of culturally diverse communities who are now set to become crucial role models and advocates of more sustainable approaches – a key legacy of the project.

Having evaluated the project's impacts, it is apparent that:

- The Ambassador model as a social marketing tool can be a powerful way to engage, enlighten and empower individuals. Ambassadors had useful networks, excellent knowledge on climate change issues and the enthusiasm to 'sell' these messages effectively to their diverse audiences. One of our Ambassadors even progressed on to becoming one of the Mayor's London Leaders on Sustainability.
- The Ambassador model is not without its challenges however and care should be taken to integrate sufficient support and resources into the project plan to manage under-delivery or 'patchy' performance.
- While it is important to establish rigorous evaluation models, a degree of flexibility is helpful. The demands of the quantitative exit questionnaires required significant resources to administer and investment in incentives for completion were required.
- The performing arts element of the project proved to be a great success as part of a multiple intervention approach. aladin's highly skilled, charismatic performances always generated the 'wow' factor and a great deal of interest and excitement. His diverse South Asian roots gave him the cultural empathy to turn the fixed beliefs or established cultural norms of his audience on their head.

- Using multiple, integrated interventions was crucial in 'bringing home' our message and reinforcing attitudinal shift. aladin's act was complemented and enhanced by the work of the Ambassadors as well as by the media coverage achieved.
- The use of ethnic media channels to support and promote core messages is a powerful but under-used resource.

In conclusion, Engaging South Asian Communities with the message 'Together this generation of Londoners can tackle climate change' has pioneered an innovative and unique approach that has been successful in engaging South Asian communities in London. Our ambassadorial model is one of the key successes of the project in terms of legacy and we look forward to building on this through work with Defra and other sustainability stakeholders. In order to support this ambition, LSx will continue to engage with them and aladin, the climate change magician beyond the scope of the current project.

1 Introduction

1.1 About the project

London Sustainability Exchange (LSx) delivered a project to engage London's South Asian communities with the message "together this generation can tackle climate change". The project ran from August 2006 to February 2008, and cost £139,134, which was provided by Defra's Climate Challenge Fund. The project also attracted £29,350 in support funding through in-kind support from volunteers and professionals.

1.2 In this section we explain the project's aims, its rationale and the methodology as identified in our original project design.

1.3 Project Aims

This project was designed to help deliver a shift in attitudes so that Londoners from South Asian communities understand climate change, its causes, and the impact it may have on their lives, and feel empowered to help tackle it. This was in response to demand identified through the LSx Motivate London¹ and Diverse London² projects.

1.4 Rationale

BAME (Black, Asian and minority ethnic) communities have historically been under-reached by environmental campaigns. South Asian communities together represent a major ethnic group, and a relatively new audience for the climate change message. Over 35% of the UK's South Asian population lives in London, around 734,000 people.³ The

¹ http://www.lsx.org.uk/whatwedo/behaviourchange_page2575.aspx

² http://www.lsx.org.uk/whatwedo/DL_page2776.aspx

³ Source: ONS, 2001

initial focus groups facilitated by IPSOS MORI as part of this project focused on the attitudes of South Asians towards the environment in two London boroughs (Brent and Ealing), using interviews and discussions. According to the interviewees, climate change was a confusing and jargon-heavy subject and that daily concerns such as children and family simply held more importance in their lives.

1.5 Communications Channels

The project was structured around 3 trusted and cost effective communications channels – a team of community champions operating on a part-time basis as “Ambassadors”, arts performances with a climate change theme, and articles and features in the UK’s South Asian media. Building on LSx’s previous experience, core values underpinning the approaches devised included using ‘opinion leaders’ and trusted intermediaries to reach audiences, appealing to common value systems such as faith and devising and delivering multiple and integrated interventions.

1.6 Key Activities

LSx’s original project plan set out to deliver:

- A programme of direct Ambassador-led engagement activities to reach 7000 people. These would be delivered in partnership with community and faith groups in the Boroughs of Brent, Ealing, Redbridge and Croydon, including sessions and workshops, stalls at events and talks at gatherings.
- A series of performing arts activities to reach 2000 people directly to communicate climate change messages in the Boroughs above, and in conjunction with the Ambassadors. We planned to identify performers who were representatives of South Asian communities.
- Editorial coverage in ethnic and local media with specialist help from an ethnic media agency, to reach 91,000 people.

1.7 Key outcomes

The main outcomes which the project aimed to deliver were, of the 9000 people reached directly through the project:

- At least 75% report an increased understanding of climate change and its causes, how it relates to them and their communities, and the impacts it may have on them personally, now and in the future.
- An increased sense of personal agency and some practical knowledge of what they can do.

Section 2 sets out the evaluation methodology used to measure the impacts of the project.

2 Evaluation Methodology

2.1 In this section we explain our original plan for evaluation and a description of what we actually did.

2.2 Original plan for evaluation

The original plan for evaluation was to use a combination of:

- attitudinal surveys in the form of exit questionnaires at events to capture the impact of the Ambassadors and performing arts activities on the attitudes of audiences
- evaluation by Media Moguls, our partner PR agency, of the media work
- three focus groups at the start and end of the project to enable a broader and longer-term assessment of impact

2.3 Evaluation carried out

In practice we carried out this plan with very little deviation; the only key difference was that two focus groups were carried out at the start and the end of the project instead of three. The reason for this was that the actual cost per focus group was higher than we had originally budgeted for. Table 1 below summarises the detail of the three main evaluation mechanisms:

Table 1: Summary of evaluation methodology

Output	Quantitative		Qualitative	
Ambassadors	Mechanism: Attitudinal Surveys – mix of self-completed and face-to-face interviews	Conducted by: <ul style="list-style-type: none"> • Ambassadors • LSx staff • LSx volunteers 	Mechanism: Focus groups	Conducted by: Ipsos MORI
Performing Arts Activities	Attitudinal Surveys– mix of self-completed and face-to-face interviews	<ul style="list-style-type: none"> • LSx staff • LSx volunteers 	Focus groups	Ipsos MORI
Editorial coverage in South Asian media	Media evaluation using press cuttings etc	<ul style="list-style-type: none"> • Media Moguls 	Focus groups	Ipsos MORI

2.4 Attitudinal surveys

We created an attitudinal survey form, which included a set of questions requested by Defra. We sought to get a representative sample of our audiences for the Ambassadors and Performing Arts activities to complete the forms as “exit questionnaires”, in other words after they had been engaged with.

2.5 In total 2540 forms were completed (just over 50% of the total number of people reached). The set of questions used in the questionnaires sought to identify the respondent’s attitudes to climate change, whether or not these attitudes had been influenced at all by the project activities, and some basic demographic data. A copy of the exit questionnaire form is provided in Appendix C.

2.6 In the main, the forms were self-completed, although at some events Ambassadors, LSx staff and volunteers interviewed people face-to-face and wrote down the participants’ responses. ‘Freebies’ such as energy

saving light bulbs were usually distributed as incentives to complete the form. A full list of events at which the questionnaires were gathered can be found in Appendix G. The results of the exit questionnaires can be found in section 4.

2.7 Formative focus groups

Ipsos MORI conducted research using qualitative methods (interviews and discussions) in September 2006. Two focus groups were held, one in Ealing and one in Brent, to assess attitudes towards climate change. Ipsos MORI selected a sample of people to reflect the views and opinions of first and second-generation south Asians in London, from a variety of socio-economic backgrounds. A copy of the formative and summative focus group reports is provided in Appendix A and B respectively.

2.8 Summative focus groups

Ipsos MORI conducted qualitative research (interviews and discussions) to measure the impacts of the project in March 2008. LSx and Ipsos MORI invited representatives to attend 2 different groups:

- 6 Ambassadors who had helped lead activities as part of the project. We had initially hoped to recruit audiences who the Ambassadors had reached through their activities but were unable to persuade sufficient numbers to take part.
- South Asian people who had directly experienced the performing arts activities.

2.9 Media evaluation

Our PR agency partner Media Moguls collected a full record of all press cuttings and broadcasts of editorial coverage of climate change which was generated through the project. Media Moguls then identified the total potential audience size that the articles generated as well as the monetary PR value of the coverage. A full summary of the

coverage achieved and copies of the articles are provided in Appendix E and F respectively.

3 Outputs

3.1 Outputs

Numerous events and communications materials were produced throughout the project. aladin, the “climate change magician” was recruited as the Performing Arts element of the project. His act was performed on stage, or more usually on a roving basis, and consisted of interweaving card tricks and magic with climate change messaging.

3.2 Table 2 below provides some examples of Ambassador-led events as well as those where aladin performed. A comprehensive list of events can be found at Appendix G. Materials produced for all elements of the project are also included.

Table 2: Events and materials delivered

Communications channel	Output	Examples
Ambassadors	<p>43 events run or attended by ambassadors (see events list at Appendix G)</p>	<p>Examples of events include:</p> <ul style="list-style-type: none"> • Bangladesh Independence Day celebration • Friday sermon on environment and climate change • Walthamstow Mela • Climate change presentation to the Muslim Women’s Circle • Asian Voice Raders Meeting (Conversation on climate change) • Diwali on the square • Birthday party and group net working • Climate change talk (combined with Muslim sisters circle) • Brent Navratri
Ambassadors	<p>A full Training Pack was developed for Ambassadors. We also supplied them with the following materials:</p> <ul style="list-style-type: none"> • 1000 in-kind energy efficient lightbulbs • 5 climate change T-shirts for volunteers 	

	<ul style="list-style-type: none"> • 1,000 re-usable South Asian climate change messaged bags • 10 sets of 3 Climate change picture boards • 500 Publicity leaflets for Diwali on the Square • 500 Publicity leaflets for Eid on the Square 	
Ambassadors	Adverts recruiting champions through networks and selected Asian media	Ambassadors
Performing Arts	<ul style="list-style-type: none"> • “Charcool” website established to promote climate change messages • Stickered playing cards to collect email addresses • Aladin exhibition banner 	<p>Examples of events include:</p> <ul style="list-style-type: none"> • Street magic in Whitechapel Market • Croydon Mela • Asian Voice event • UK association for Medical Aid to Sri Lanka Annual Dinner • Diwali on the Square
Media	<ul style="list-style-type: none"> • 10 press releases and 2 interviews 	<p>Press release include</p> <ul style="list-style-type: none"> • Aladin at London Mela • Aladin at Diwali • Eid celebrations • Climate change results – Pakistani • Climate change results – Punjabi • Climate change results - Bangladeshi

4 Results

4.1 This section measures the results of the project overall. It also looks at the quantitative and qualitative results for the Ambassadors, Performing Arts and Media.

4.2 Overall

Overall, the project easily achieved its aim to help 100,000 South Asian Londoners to:

- better understand climate change and its causes
- better understand how climate change relates to them and their communities
- better understand the impacts climate change may have on them personally, now and in the future
- have a sense of personal agency and some practical knowledge of what they can do.

The project reached over 1 million people including 6000 people who were directly engaged.

4.3 Quantitative results for Ambassadors

Our exit questionnaires show that 88% of people reported their awareness and understanding of climate change has increased as a result of meeting aladin or engaging with a community ambassador. This easily meets our target of 75% of the 9000 people reached directly through the project report that their awareness and understanding of climate change has increased.

4.4 Table 3 below shows the final 'descriptive' statistics for each question for the 'post-communication attitude surveys', or exit questionnaires. This table plus further information on socio-demographic details is provided in Appendix D.

Table 3: Exit questionnaire results

	%	Absolute Totals
		2540
1. As a result of hearing the following information today, my understanding of climate change has increased.		
Strongly agree	37.80%	931
Agree	49.94%	1230
Neither agree nor disagree	10.60%	261
Disagree	1.34%	33
Strongly disagree	0.32%	8
2. The world's climate is changing.		
Strongly agree	47.32%	1190
Agree	40.76%	1025
Neither agree nor disagree	10.22%	257
Disagree	1.35%	34
Strongly disagree	0.36%	9
3. Climate change is the result of human behaviour.		
Strongly agree	37.06%	931
Agree	41.72%	1048
Neither agree nor disagree	14.77%	371
Disagree	3.86%	97
Strongly disagree	2.59%	65
4. Climate change is a natural occurrence.		
Strongly agree	17.02%	426
Agree	31.68%	793
Neither agree nor disagree	19.82%	496
Disagree	18.38%	460
Strongly disagree	13.10%	328
5. Climate change has become		

more important for me in this last year.		
Strongly agree	31.47%	784
Agree	46.61%	1161
Neither agree nor disagree	15.13%	377
Disagree	4.62%	115
Strongly disagree	2.17%	54
6. I personally can help to limit the effects of climate change.		
Strongly agree	33.20%	823
Agree	48.16%	1194
Neither agree nor disagree	14.93%	370
Disagree	3.31%	82
Strongly disagree	0.40%	10

4.5 Qualitative results for Ambassadors

Focus group findings found that the Ambassadors were positive overall about the project. They felt their respective communities do not yet fully understand climate change but “are very receptive to learning more”. Many felt that “reaching out to people and taking the message to them” can be effective. They agreed that “fun and entertaining ways to teach people about the environment and climate change work best”.

4.6 However, they found that the current project evaluation system as well as the provision of resources and support was a barrier to effective communication. Lack of time and resources such a ‘giveaways’ as well as the demands of the quantitative evaluation process often worked against what they were trying to do. The full report can be found at Appendix B.

4.7 Quantitative results for Performing Arts

As noted above, exit questionnaires showed 88% of people reported their awareness and understanding of climate change has increased as a result of meeting aladin or engaging with a community ambassador.

4.8 Qualitative results for Performing Arts

Participants in the focus group said they were “very enthusiastic about aladin”, saying he incorporated his messages in a “fun and entertaining way to bring the climate change message across without feeling lectured – ‘learning without learning’.” Members reported enjoying the entertainment aspect (‘learning without learning’) and the culturally specific jokes and cultural references, which they thought could be adapted for different communities.” The group also found that “culture-specific jokes that make participants laugh at themselves strike the right chord” and that “this concept could be adapted and replicated for other communities as well”. The full report can be found at Appendix B.

4.9 Media coverage

The project achieved significant coverage across a diverse range of South Asian media including Asian Voice, Bangla Mirror, Newslanka, Des Pardes, Islamic Times and others. Media coverage far exceeded targets reaching a potential audience of over 1 million (a PR value of £ 47,273.60 from articles alone). Overall we achieved 21 articles in newspapers and magazines; 3 TV features; 1 radio interview; 1 web feature

Copies of the final media summary report and copies of the articles can be found at Appendix F.

Table 4 below sets out the original outcomes of the project and the actual outcomes achieved.

Table 4: Actual versus original projected outcomes

Original Projected Outcomes	Actual Outcomes
<p>As a result of the project, people from South Asian communities in London should:</p> <ul style="list-style-type: none"> • Better understand climate change and its causes, how it relates to them and their communities • Better understand the impacts climate change may have on them personally, now and in the future • Have a sense of personal agency and some practical knowledge of what they can do. 	<p>Results from exit questionnaires indicate the project was successful in achieving its aims and did enable South Asian Londoners to:</p> <ul style="list-style-type: none"> • Better understand climate change and its causes, how it relates to them and their communities • Better understand the impacts climate change may have on them personally, now and in the future • Have a sense of personal agency and some practical knowledge of what they can do.
<p>Quantitative</p> <p>Of the 9000 people reached directly through the project, 75% report that their awareness and understanding of climate change has increased.</p>	<p>Qualitative</p> <p>Focus group report concluded that Ambassadors had successfully communicated a better understanding and positive attitudinal change.</p> <p>Quantitative</p> <p>Of the 2540 people who completed exit questionnaires, approximately 88% of people reported their awareness and understanding of climate change has increased as a result of meeting aladin or engaging with a community ambassador.</p> <p>Focus group report concluded that aladin was instrumental in securing positive attitudinal shift</p>
<p>Original targets</p> <p>The outreach activities should reach an estimated 100,000* people.</p>	<p>Targets achieved</p> <p>The outreach activities overall reached a potential audience of over 1 million people</p>

<ul style="list-style-type: none"> • 7000 to be reached directly by the "Ambassadors" (named as "Champions" in our proposal) • 2000 to be reached through the Performing Arts activities • 90,000 through media coverage. 	<ul style="list-style-type: none"> • 5,000 were reached directly by the "Ambassadors" • Approx 1710 were reached through aladin, the climate change magician • Media coverage far exceeded targets reaching a potential audience of over 1 million. <p>21 articles in newspapers and magazines (PR value of £ 47,273.60); 3 TV features; 1 radio interview; 1 web feature</p>
<p>Revised targets (August 07):</p> <p>Targets were amended to the following from August 07 in agreement with Defra via CCF7 Change Request Forms:</p> <p>The outreach activities would reach an estimated 204,000 people.</p> <ul style="list-style-type: none"> • 3000 will be reached directly by the "Ambassadors" (CCF7, 28/8/08) • 1000 will be reached through Performing Arts Activities • 200,000 through media coverage (CCF7, 31/10/07) 	

5 Review of Project Management

- 5.1 In this section, we describe how the project was managed, what worked well, what worked less well and the key lessons learned. In summary, the initial project specification as outlined in the application to Defra worked well, and was implemented largely as planned. We exceeded our target of reaching 204,000 people, reaching a potential audience in excess of 1 million. Key lessons learned can be found in the Recommendations section.
- 5.2 Our original for the number of people we wanted our Ambassadors to reach directly of 7000 was too stretching for a variety of reasons (see section 5.8).
- 5.3 The Ambassador model was nonetheless extremely effective in generating positive attitudinal change. It did however require more intensive support from the LSx staff team than was originally anticipated.
- 5.4 The Performing arts activities combined with PR proved a very cost effective tool in enabling us to reach and influence large audiences. This was partly, though not entirely, due to our success in securing a performer who was willing, and able, to give extra in-kind support.
- 5.5 Personnel**
- 5.6 Staff team**
- London Sustainability Exchange's Partnership and Communications Manager Gail Dinner was responsible for overall project delivery, with day-to-day coordination by Jane Mulholland, Partnership and Communications Coordinator. The project also drew upon

administrative support from Nadene Townsend and was overseen and directed by Samantha Heath, LSx's Chief Executive

5.7 Advisory group

LSx brought together an advisory group of seven professionals to provide essential specialist focus, direction and feedback throughout the lifetime of project. The group included a mix of Borough officers from our 4 target Boroughs, as well as representatives of London's South Asian communities with expertise in environmental communications, evaluation and project management.

5.8 Volunteer support

LSx also drew upon support from 5 volunteer interns during the course of the project, who assisted in developing and delivering the activities. Most of these volunteers were confident and persuasive communicators on the environment and climate change and worked well with the Ambassadors.

5.9 Project management tools

5.10 At the outset of the project a GANT chart was developed which set out the key tasks and the dependencies between them.

5.11 Regular project meetings were held to identify upcoming priorities and to identify and mitigate against any slippages.

5.12 What worked well

5.13 Timescales

All key tasks were delivered within our original timescales.

5.14 People

Overall, we exceeded our original targets of reaching 204,000 people, through overachievement of our specific targets for reaching people through the Performing Arts and PR activities. Our Ambassadors were enthusiastic well, briefed and able communicators. They were able to use their social networks and knowledge and effectively 'sell' information on climate change. They combined connector, maven and salespeople skills as Gladwell has it.⁴

- **Quality versus Quantity**

The Ambassadors needed to balance achieving *quality* engagement with our target audience alongside the need to meet the targets we had assigned them. The Ambassadors were successful in identifying smaller groups where a higher quality engagement was possible.

5.15 Outcomes

We exceeded the target that, of the people reached directly through the project, at least 75% would report that their awareness and understanding of climate change had increased, with our sample of 2540 surveys indicating 88%. We have a strong group of Ambassadors who we are continuing to work with where possible. One of our Ambassadors also became one of Mayor Ken Livingstone's London Leaders for sustainability.

5.16 What worked less well

5.17 People

⁴ *The Tipping Point: How Little Things Can Make a Big Difference*, Malcolm Gladwell, (2000).

Our original target for the number of people we wanted our Ambassadors to reach directly of 7000 was too stretching for two main reasons:

- **Quality versus Quantity**

As noted above, *quality* engagement with our target audience needs to be balanced against the need to meet the targets we had assigned them. Some of our Ambassadors were unable to identify many opportunities to reach medium to large groups of people, other than at large scale and busy festivals such as Eid on the Square.

- **Intensity of engagement and setting up time required**

Ambassadors found they needed to spend a considerable amount of time identifying leads for opportunities to engage people, some of which would translate into confirmed events. As the Ambassadors were all working on a part time basis, a lack of time to make contacts and complete the necessary administrative tasks proved a barrier to delivery.

- **Challenge of working “solo”**

Some of our Ambassadors were much more confident and willing to engage with our target audience in combination with other Ambassadors or in conjunction with LSx staff members.

5.18 Outcomes

Although we were successful in demonstrating attitudinal change in line with our targets through our evaluation methodology, the survey forms which we used to measure the impacts of direct engagement were in some cases challenging to administer. For example, some people were reticent to fill them in, for a variety of reasons, or were not confident enough in their English language skills to do so.

6 Conclusions

6.1 Overall

Engaging South Asian Communities with the message 'Together this generation of Londoners can tackle climate change' has pioneered an innovative and unique approach that has been successful in engaging South Asian communities in London.

6.2 Using multiple, integrated interventions to diverse audiences as noted in Defra's framework⁵ helped to 'bring home' our messaging and reinforce attitudinal shift. A combined approach of South Asian community ambassadors, a South Asian performing arts element and diverse media coverage have worked to enhance understanding of, and shift attitudes to, climate change issues in these communities to an audience of over 1 million.

6.3 Ambassadors

In terms of achieving positive attitudinal shift, it can be concluded that the Ambassador model can be a powerful tool to engage, enlighten and empower individuals. Using Ambassadors was an effective way to access communities and networks, and Ambassadors were, for the most part, able to communicate effectively as a 'trusted source' within those communities.

6.4 The Ambassador model is not without its challenges however and care should be taken to integrate sufficient support into the project plan to manage delivery as effectively as possible.

6.5 Management of time and resources

⁵ A Framework for Pro-Environmental Behaviours, Defra, January 2008

It should be noted that the coordinating delivery from Ambassador schemes require a considerable amount of time and resources. It can be difficult to recruit and coordinate Ambassadors with the requisite skills, knowledge and commitment against time constraints and delivery targets. Even the most qualified Ambassadors often lacked confidence or sufficient motivation to fulfil their set targets. Much more administrative support was required than was previously envisaged and it is vital that this is integrated into the overall project plan.

6.6 Additionally many of our ambassadors play a full part in their community and work full-time. This can often restrict the amount of time they can give to the project. When other personal commitments are accounted for, 'patchy' periods of delivery are a risk and contractual obligations not always met.

6.7 Quantity versus quality

Balancing quality against quantity in the climate change communication sessions was also a challenge. Unsurprisingly, more effective and engagement was secured through small groups with an adequate time slot of half an hour or more but this is necessarily more resource-intensive. For example, workshops such as Muslim Women's groups or Bangladeshi Welfare events resulted in positive feedback. Engagement was more challenging in time-limited engagement sessions such as at major festivals or Melas although there was a notable and encouraging appetite from the crowds to learn more.

6.8 Handouts and 'giveaways'

Despite initial aims of reducing 'resource-sapping' information sheets or 'freebies', the Ambassadors identified a significant demand for more information or 'collateral' during their events. 'Freebies' such as energy saving light bulbs or re-useable bags were seen, very early on as being crucial to delivery. In particular, freebies were used as incentives or

'rewards' to encourage completion of the exit questionnaire.

6.9 Evaluation models

The need for a more flexible evaluation model was also identified. The demands of the quantitative exit questionnaires or post-communication attitude surveys met with a certain amount of frustration amongst Ambassadors. Many felt hampered by the need to submit paper questionnaires to prove engagement, and that their communications were compromised as a result. As mentioned above, the use of some kind of incentive or reward in the form of a 'freebie' was quickly identified as necessary to ensure adequate participation in the evaluation.

- 6.10 It was also felt that self-completion exit questionnaires required significant levels of coordination to administer to larger groups. Volunteers were later drafted to assist with this. Additionally, some people were reticent to use self-completion forms or were not confident enough in their English language skills to do so.

6.11 Performing Arts

Our performing arts project, aladin the climate change magician, was widely applauded as an appealing and fun way to engage the crowds and convey messages about climate change through an innovative and alternative approach. aladin is a highly skilled, charismatic performer whose work has ranged from community projects to appearances for high-profile 'celebrities'. His performances and face to face engagements almost always generated the 'wow' factor with large crowds and a great deal of interest and excitement.

6.12 Cultural empathy

aladin's diverse South Asian roots were immensely valuable in terms of establishing trust, attention and meaningful engagement in a short

period of time. His cultural empathy enabled him to turn the fixed beliefs or established cultural norms of his audience on their head in a short period of time.

6.13 Content of the act

The surprising juxtaposition of magic interweaved with climate change messages also helped to secure audiences not naturally interested in environmental or climate change issues. There was a powerful element of surprise when the topic was introduced which appeared to resonate with many, enhanced interest and awareness and help to boost understanding.

6.14 Performance method

The interactive nature worked much more effectively than a stage show although aladin performed both in the course of the project. His 'roving' magic and card tricks 'hooked' audiences more effectively than his stage shows due to the more personal relationship established.

6.15 Integrated communications approach

Performing arts as a means of communication works best as part of a multi-faceted approach. aladin's act was complemented and enhanced by the work of the Ambassadors as well as by the media coverage achieved. Messages were significantly reinforced through multiple interventions.

6.16 Viral campaign

Our viral campaign, Charcool, which encouraged people to submit details of their 'carbon-lite' events and win a free performance from aladin was less effective than we hoped. The campaign was an adjunct to the original performing arts project plan and a website was set up to give further information. Take up though, was low which may have been due to lack of publicity or the 'ask' being too complicated.

6.17 Media

Our successful media coverage significantly overachieved in its targets, achieving widespread coverage in a wide range of relevant publications.

6.18 'Ethnic' marketing

This can be partly explained by the level of knowledge and targeted expertise from the media agency used which specialised in 'ethnic marketing'. Currently under-used, ethnic media proved to be a useful tool for communicating in a culturally appropriate manner to a more diverse audience and knowing the right approach to take.

6.19 Team involvement

The enthusiastic involvement of our Ambassadors and some members of the Advisory Group as well as aladin's 'media savviness' played a big part in our successful media coverage. Ambassadors were on hand to talk to journalists, give interviews and explain more about how their life and work.

6.20 Personalise or localise stories or both!

Relating stories to Ambassadors' personal experiences helped to break through some of the initial barriers in achieving coverage on climate change – that is too dense or technical. As one publication put it initially, 'Asians don't do climate change'! Using personal narratives helped to add meaning and relevance to the subject and therefore greater publicity.

6.21 Legacy of the project

LSx now has a successful working model for Ambassadors that can be easily replicated for other projects to shift attitudes and move towards a more sustainable capital overall. This is one of the key successes of

the project in terms of legacy.

- 6.22 Training and development of our Ambassadors has successfully built the confidence, core competencies and skills of 6 members of culturally diverse communities who are now set to become crucial role models and advocates of more sustainable approaches. In order to support this ambition, LSx will continue to engage with them beyond the scope of the current project.

- 6.23 Investment of training and support of ambassadors has motivated many to take forward their work into other areas and boosted their confidence and capacity to deliver sustainable development in other fields. For example, one of our ambassadors is now one of Mayor Ken Livingstone's London Leaders in Sustainability and all our ambassadors were interviewed or willing to be featured in media relating to the project.

- 6.24 Our charismatic and highly sought after climate change magician has indicated his willingness to contribute to future projects and build on the success already achieved.

7. Recommendations

7.1 In this section we identify a set of key recommendations for future projects working to influence attitudinal change of London's South Asian communities. We believe that these recommendations also have relevance to projects looking to deliver behaviour change among these communities using similar communications channels.

7.2 Overall recommendations

- **Ensure targets for direct engagement are realistic.** Direct, high quality engagement is time intensive to deliver and it is important to accurately budget this into the initial project budget and time plan.
- **Identify alternative evaluation models.** It would improve the quality and richness of the evaluation process if alternative tools to the conventional survey were developed. This is especially important where literacy or English language skills are an issue. For example, some people were reticent to use self-completion forms or were not confident enough in their English language skills to do so. At the same time a one-to-one approach, though more thorough, will require much more time.
- **Ensure target audiences have a sufficient incentive to engage.** Projects that seek to engage people need to build in sufficient incentives to engage. This does not have to be in the form of a targeted free gift of value to the target audience, but such gifts are very effective in generating interest, and are often essential in incentivising people to report on their attitudes through surveys and other evaluation tools.

7.3 Ambassadors recommendations

- **Allocate sufficient staff time to support Ambassadors.**
In future projects involving part-time Champions or Ambassadors it is essential to allocate sufficient project management time to support them in delivering their role. Training and developing

ambassadors to identify opportunities for delivering their messages and executing those plans can be time-consuming. There is a considerable degree of support required to help to facilitate that process.

- **Advertise in the right places.** It is important to invest time and, in some cases, money to secure enough applications of sufficient quality to be able to put together a high calibre team.
- **Recognise that commitment and delivery may vary.** Many of our Ambassadors played a full part in their community and worked full time at the same time as delivering the activities for this project. This often restricted the amount of time they could give to the project. Even when individuals are required to make a strong initial commitment, and are incentivised financially in line with results, when other personal commitments are factored in, 'patchy' periods of delivery can result.
- **Recruit more than you need.** Inevitably one or more of the initial cohort of Ambassadors will need to opt out of the scheme due to unforeseen circumstances. Recruitment targets need to be set higher than needed to allow for this.
- **Create a flexible Ambassador model.** For example, some of our Ambassadors were much more confident and willing to engage with our target audience in combination with other Ambassadors or in conjunction with LSx staff members. Depending on personalities, some individuals are more confident and successful when working in teams rather than individually. Therefore it is important to create a flexible champion model that enables people to work in pairs or small clusters to accommodate this.

7.4 Performing Arts Recommendations

- **Ensure that sufficient staff support time is allocated.** Securing venues, advance preparation and support on the day can be time-consuming. The project plan should reflect this.

7.5 Media Work

- **Personalise or localise stories.** Recognise that ‘climate change’ in itself is not necessarily going to secure media coverage. Identifying a “human interest” angle or a “local” angle are two ways of generating coverage.
- **Use specialist media agencies to help deliver messages.** Agencies that already work with the target media on a regular basis will be more effective and efficient at selling and securing coverage.

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