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The Use Of Social Marketing As A Means Of Promoting Enviornmental Conservation: A Case Study Of Indonesian Biodiversity Campaigns

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THE USE OF SOCIAL MARKETING AS A MEANS OF PROMOTING ENVIRONMENTAL
CONSERVATION: A CASE STUDY OF INDONESIAN BIODIVERSITY CAMPAIGNS

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Alesia Miranda Za Gara

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THE USE OF SOCIAL MARKETING AS A MEANS OF PROMOTING ENVIRONMENTAL
CONSERVATION:
A CASE STUDY OF INDONESIAN BIODIVERSITY CAMPAIGNS

by

Alesia M. Za Gara, Communication Studies

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TABLE OF CONTENTS

Page	
	TABLE OF CONTENTS.....vi
	LIST OF FIGURESvi
Chapter	
1. INTRODUCTION.....	1
2. LITERATURE REVIEW.....	8
3. METHODOLOGY.....	19
4. ANALYSIS.....	24
4.1 Campaign for Sustainable Forest Management/Lamandau River Wildlife Reserve.....	24
4.2 Campaign for Sustainable Fisheries Management/Tun Mustapha Marine Park.....	28
4.3 Campaign for Forest Preservation/Dolok Surungan Wildlife Reserve.....	32
4.4 Campaign for Sustainable Forest Use/Bali Barat National Park.....	36
4.5 Campaign for Sustainable Forest Management/Besitang Forest.....	39
4.6 Campaign for Forest Preservation/Halimun-Salak National Park.....	43
4.7 Campaign for Forest Preservation/Tripa Swamp Forest.....	47

4.8 Campaign for Sustainable Agriculture/Geumpang	
Forest.....	51
4.9 Campaign for Sustainable Agriculture/Ujung Kulon National	
Park.....	54
4.10 Campaign for Sustainable Economic Enterprises, Batang Toru	
Forest.....	58
4.11 Campaign for Wetland Preservation/Sungai Putri Swamp	
Forest.....	61
5. CONCLUSION.....	66
LIST OF REFERENCES.....	70
APPENDIX A	78
CURRICULUM VITA.....	82

LIST OF FIGURES

Figure 1. Theory of Planned Behavior.....	14
Figure 2. Theoretical Framework.....	16
Figure 3. Lamandau Pride Coloring Activities.....	26
Figure 4. Tun Mustapha Fish Bombing Campaign Activities.....	31
Figure 5. Dolok Surungan Earth Day Celebration.....	34
Figure 6. Bali Barat Children’s Bondres Balinese Theater.....	38
Figure 7. Besitang Forest Campaign T-Shirt.....	41
Figure 8. Halimun-Salak Campaign Printed Materials.....	45
Figure 9. Halimun-Salak Campaign Newsletter.....	46
Figure 10. Radio RRI Meulaboh and Fatali FM Blagpidie April Talk Show.....	50
Figure 11. Masen Forest Campaign Puppet Show/School Visit.....	53
Figure 12. Ujung Kulon Rhino Biodiversity Exhibit Poster.....	56
Figure 13. Batang Toru Credit Union Poster.....	60
Figure 14. Sungai Putri Concept Model.....	63

CHAPTER 1

INTRODUCTION: AN OVERVIEW TO RARE AND SOCIAL MARKETING

Indonesia is a place of biological diversity; with a natural environment consisting of both ocean and rainforest ecosystems, many endangered species, and numerous environmental threats including: irregular river flows, illegal logging, pollutions, and soil erosion (Vickers, 2005). Unfortunately, the majority of these issues have been the result of consistent social and historical patterns of exploitation of Indonesia's geographical resources. For instance, due to an increase in transmigration, many regions of Indonesia have been required to expand far more quickly than the national average which in turn has had a negative impact on Indonesia's environment and natural resources (Kunanayagam & Young, 1998). In the 1970s and 1980s the increase of rice growing to support the population increase gave rise to soil erosion due to overplanting, deforestation because of the need for firewood, and water pollution from the runoff of pesticides (Frederick & Worden, 1993). Although some improvements have been made to combat such events, to date environmental management at the local and national levels has been inconsistent and has caused a rise in the aid of environmental non-governmental agencies (ENGOS).

As a means of preserving Indonesia's natural allure and resources it is evident that there must be a conscious shift made wherein environmental conservation becomes top priority among the people of Indonesia and the world. Traditionally dealt with through a country's governmental facets, a new trend of social marketing is now being employed ENGOS in various countries such as Indonesia as a way to promote biodiversity conservation. For example, one such ENGO is Rare Conservation, an international organization that teaches social marketing tools to classes or cohorts of individuals around the world as a means of improving a variety of

environmental issues (Rare Conservation, 2010). In evaluating the current use of social marketing to promote environmental sustainability in Indonesia, this thesis analyzed an Indonesian cohort of Rare Conservation campaigns (Bogor 3). Each of the eleven campaigns was assessed to identify an overarching process of implementing social marketing in the campaigns from beginning to end. Not only did this allow for a critical insight into the value of such social marketing campaigns, but it lent itself to the unveiling of any possible improvements of the current techniques being employed.

Rare Conservation

Social marketing has been utilized in Indonesia to address an assortment of environmental issues by multiple environmental non-governmental organizations (ENGOS) such as Rare Conservation. Rare originally stood for Rare Animal Relief Effort and was established in 1973 (Rare Conservation, 2010). Since their first campaign launched in 1974, Rare Conservation has since expanded their focus to biodiversity conservation as a whole rather than focusing on just the conservation of animals (Rare Conservation, 2010). Through the use of what they refer to as “Pride” campaigns, the organization not only promotes biodiversity conservation, but motivate individuals to take pride in the natural assets and resources unique to their communities (Rare Conservation, 2010). According to one of Rare’s partner lead organizations, “You are changing how people do things and how they think” it is believed that through instilling a sense of understanding people will take ownership and make it a part of their daily lives (Sally Tirtadihardja, personal communication, July 4, 2009). The method of social marketing utilized by Rare includes an assortment of tactics such as the use of focus group testing of highly targeted messages, multiple media vehicles to distribute messages, audience segmentation, and thorough measurement of “product adoption.” In addition, through such pride

campaigns, Rare Conservation has trained more than 158 local leaders in the developing world. Moreover, the campaigns employed by these individuals have influences more than 6.8 million people living in over 2,400 remote communities. There are presently thirty-three project sites throughout Indonesia where the focus of conservation ranges from marine animal endangerment to forest fires (Rare Conservation, 2010).

Since 2008, Rare has integrated a Masters degree program in collaboration with the University of Texas at El Paso (UTEP) as part of the training for all the campaign managers (Katie McElhinny, personnel communication, June 26, 2009). In addition to their site work, during the two year program, they must complete 36 credit hours of course work from the University of Texas at El Paso. Five professors from the university have been assigned a region to monitor and evaluate as a way to regulate the program and the student's progress. The regions currently included in the program are Indonesia, China, Mexico, and Washington, D.C. in the United States. Rare also plans to coordinate additional university partnerships in French and Portuguese speaking countries to expand the program. The inaugural Rare Conservation Masters Degree students are expected to graduate December 2010.

Structure

The idea or topic for each individual Rare campaign is first based upon a thematic cohort chosen by the organization depending upon what environmental issues are prevalent at a given time and particular region (Sarilani Wirawan, personal communication, June 26, 2009). Each cohort attends university training in three phases over two years and it is believed that the use of a common theme among all of the campaigns allows for shared learning amongst the various campaign managers. In addition the campaign members are not employees of Rare, rather they

work for multiple environmental organizations interested in working with Rare on a specific project pertaining to the current thematic cohort (Hari Kushardanto, personal communication, June 26, 2009). However, before being assigned to a pride campaign, the lead agencies must apply to be a part of the program; then based upon various qualifications such as their financial ability and an able person to act as a liaison and campaign manager, Rare makes the decision of who to accept (Katie McElhinny, personnel communication, June 26, 2009). As part of the dual partnership, the lead organization is responsible for the campaign manager's salary while Rare provides the funding for all other campaign expenses, including the cost of the Masters program (Katie McElhinny, personnel communication, June 26, 2009).

Once a site and a campaign manager have been chosen, the managers then immerse themselves in the local culture as a way to evaluate the situation. All of the managers selected as part of the Pride campaigns must at the very least be from the region if not community, from which they will be carrying out the campaign. In fact, all decisions about the campaigns objectives, goals, etc. are based upon two-way communication between the campaign manager and other stakeholders from the campaign site such as community leaders, farm workers, and women's groups (Hari Kushardanto, personal communication, June 26, 2009). As their mission statement declares, "To conserve imperiled species and ecosystems around the world by inspiring people to care," Rare Conservation is about connecting with individuals in a given site and providing them with the tools to deal with and eradicate their environmental barriers (Katie McElhinny, personnel communication, June 26, 2009). The organization does not walk in with foreign solutions; rather they work with the local community throughout the entire process. In doing so, the information is further distributed by these community members and seen as more

reliable by community members than had it come directly from the campaign manager (Indra Harwanto, personal communication, June 28, 2009).

Approaches

The first step of every campaign is to complete a rigorous site assessment and data collection phase to identify the community's stakeholders and assess the general situation (Rare Conservation, 2010). Consequently, from its conception and first evaluation, each campaign is dealt with differently depending upon the environmental threats and target audience of the area. Moreover, to ensure that the campaign managers are as familiar with their site as possible, each manager must be from the local vicinity and during the duration of the campaign stay on the campaign site for at least three weeks (Ade Yuliani, personal communication, June 28, 2009). In creating a bond of trust with the local community, the managers then begin the project planning phase wherein which the threats, target audience, and messages are discussed and agreed upon by the campaign manager and community stakeholders (Hari Kushardanto, personal communication, June 26, 2009). A variety of different research methods such as surveying and pretesting are utilized to define what tools will be used as part of the campaign (Sarilani Wirawan, personal communication, June 26, 2009). In addition, once the population has been segmented, demography is used as a way to identify media preferences of the target group (Ade Yuliani, personal communication, June 28, 2009). Among the various campaigns, much of the research has led to the increased use of public service announcements (PSAs), visual materials such as posters and informative pamphlets, and puppet shows. Moreover, much of the research used by Rare looks into local knowledge and community traditions as a way to integrate common practices into their Pride campaigns. This method of incorporation rather than obtrusion is extremely effective in countering a community's natural system of solutions

(Epstein, 1999). According to Epstein (1999) each society has its own behavioral norms and inventory of solutions; however, through research these norms can be both understood and incorporated into the researcher's social marketing plan.

This same method of local knowledge and surveying the target audience is also used in the creation of each campaign's symbol of pride or brand image to be used on campaign materials (Rare Conservation, 2010). Depending upon the area's ecological makeup, campaign managers attempt to select an animal that they believe will make a connection for the community members between the conservation issue and their local environment (Rare Conservation, 2010). In doing so, a sense of pride and ownership is created; empowering the target audience to deal with their environmental challenges. This connection between the daily lives of community members and the environment within which they live is the goal of the Pride campaigns. NGOs such as Rare Conservation act as bridges for local people and communities; connecting them to the information and tools needed to improve their situations (Sally Tirtadihardja, personal communication, July 4, 2009).

Strategies

As a whole the effectiveness of the Pride campaigns is measured in relation to each individual campaign's original goals and objectives (Rare Conservation, 2010). Consequently, the strategies considered to be the most successful is also contingent upon a campaign site's target population (Ade Yuliani, personal communication, June 28, 2009). However, there have been some similarities amongst the most popular methods of message distribution such as those in similar geographic and demographic areas. In addition to the strategies used to distribute information, much of the campaign's success is often accredited to the ways in which the use of

social marketing provides community members with the tools needed to aid themselves (Indra Harwanto, personal communication, June 28, 2009). Traditionally, although perhaps aware of an issue, many villages could not change their behaviors because when granted support from the government they were merely handed a quick fix, rather than a solution and steps to change their current practices. However currently with the social marketing tactics implemented by the Pride campaigns the communities are not only given incentives to participate, but the knowledge and resources to make a difference (Indra Harwanto, personal communication, June 28, 2009). “We need to remove the barriers for people to change their behavior, whether they are psychological, technical, or economical” (Hari Kushardanto, personal communication, June 26, 2009). As Rare’s primary strategy, the barrier removal plan aims to unveil a community’s need to use environmentally unfriendly practices and provides them with both a feasible and beneficial alternative (Sarilani Wirawan, personal communication, June 26, 2009).

CHAPTER 2

LITERATURE REVIEW

NGOs and ENGOs

Between the years of 1909 and 1988 the number of non-governmental organizations (NGOs) grew from 176 to 4,518 worldwide (Princen & Finger, 1994). In addition, although no comparable data is available, research suggests that the growth trend of ENGOs has been similar to that of the NGOs since the 1980s (Princen & Finger, 1994). The *Yearbook of International Organizations* defines NGOs as, "organizations which have not been founded, and are not formally controlled, by national governments" (Union of International Associations, 2005). Reinalda and Verbeek (2001, p. 145) add a second characteristic to this definition of NGOs which consists of, "by private means private objectives that are likely to have domestic or transnational public effects." Moreover, many suggest that the reason NGOs have been so successful is in large part accredited to the unconventional resources that they have access to. Specifically, Leonard (2002) indicates three key resources available to NGOs but not their governmental counterparts: credibility, expertise, and appropriate networks. It is said that their credibility in comparison with that of the government often stems from the negative perceptions that citizens hold of their governments and their agendas. Along the same lines, NGOs tend to be far more knowledgeable about a given topic or area because their purpose is very specialized whereas that of the government's often includes a wide variety of issues. Finally, although a country's government has access to many different networks, theirs are not as explicit to a particular goal as those of the NGOs. The more appropriate the network, the more likely an issue is to be addressed and dealt with accordingly. This in combination with the dissemination

of information and educating their target audiences allows NGOs the opportunity to not only create a space for discussion, but for change (Saur, 2006).

More specifically ENGOS are defined as, "an organization that is non-governmental and non-profit and engaged with an environmental problem or problems," (Parnwell & Bryant, 1996, p.50). While incorporating a wide range of social concerns and practices, ENGOS can be further categorized into two broad types: First World-based advocacy ENGOS which tend to be interested in First World environmental issues and Third World-based ENGOS which in contrast tend to be more interested in basic livelihood or development issues (Bryant and Bailey, 1997). ENGOS can be further subcategorized into five individual types within the overarching labels of First World-based and Third World-based ENGOS: Isolate, Mediator, Independent, Bridge, and Captive (Hoffman, 2009). Isolates refuse to partner with corporations and therefore are able to promote the strongest statements and ideas about environmental protection; however because of their lack of connection to corporations they often have limited access to financial resources and are unable to put these ideas into affect. In comparison, the Mediator is an ENGO that is well connected within the corporate network and consequently tends to have the highest annual budgets and largest number of members. Moreover, because they do not belong to any particular sector, they are both self-sufficient while have the ability to influence change through their various corporate connections. Similar to the Mediator, the Bridge is central to the network which grants them influence on other ENGOS and corporations; however, they do not maintain a wide range of sectoral ties and therefore they tend to only act as a bridge between a specific set of corporate concern and the rest of the network. Acting as its exact opposite, the Independent has few corporate connections, but instead a wide range of sectoral ties allowing for more influence among these sectors. Finally, the Captive like the Independents remain on the edge of

the corporate network; however, unlike them, the business ties they do have are limited to only a select group of sectors (Hoffman, 2009).

Given this criterion, Rare Conservation could be considered the Mediator. As the primary ENGO within their network, they are the source of all information and decision making for their programs. However, because they are an international organization, they utilize their ability to work in collaboration with local ENGOs and governmental agencies at each of their campaign sites which allows them to cause a far greater impact than they would otherwise. In addition, Rare Conservation is funded by a number of corporate and private sector donors, which allows for the dissemination of aid to the local ENGOs while remaining in a position of power.

Indonesian NGOs and ENGOs

Known as *Lembaga Swadaya Masyarakat*, (LSM) NGOs in Indonesia are referred to as, “self-reliant community development institutions,” and did not begin to flourish throughout the country until after the collapse of President Suharto’s authoritarian New Order regime in 1998 (Antlöv, Ibrahim, & Tuijl, 2005). However, despite their growth, the impact of authoritarian rule still plagues Indonesia today in that for more than three decades, civil society was seen as a problem, not a solution (Antlöv, Ibrahim, & Tuijl, 2005). Therefore, NGOs and ENGOs alike must work that much harder attempting to gain acceptance and trust from the citizens of Indonesia. In addition, ENGOs in Indonesia face many challenges in that they must deal with an international system of nation-states and other international organization (Parnwell & Bryant, 1996). As a means of creating change, ENGOs must work within the international political framework and understand its power relations in order to achieve their goals (Parnwell & Bryant,

1996). According to Epstein (1999) in the poorer developing nations the state does not often allocate funds for behavioral and societal changes.

As a nation, Indonesia is beginning to see the importance of well organized and led NGOs/ENGOS. There are currently two kinds of legal entities for non-profit organizations: foundations (*yayasan*) and associations (*perkumpulan*) (Antlöv, Ibrahim, & Tuijl, 2005). Most often the objectives of a *yayasan* consist of social, religious, humanitarian, or educational issues (Antlöv, Ibrahim, & Tuijl, 2005). A *perkumpulan* differs in that it is established on the basis of individuals who have a common social service objective or nonprofit purpose (Antlöv, Ibrahim, & Tuijl, 2005). Unfortunately, traditionally neither of these entities had any limitations to their activities or practices and used for money laundering or other illegal practices (Antlöv, Ibrahim, & Tuijl, 2005). In fact, during his regime, President Soeharto founded multiple *yayasans* to obtain donations from conglomerates as well as allowed for the establishment of others to be used by the military to shelter their business, and hospitals to raise public funds for the benefit of their founders (Antlöv, Ibrahim, & Tuijl, 2005). As a means of combating such occurrences, in 2000 the government of Indonesia submitted a draft *yayasan* law to the parliament which would ensure that the proper structure and operation of NGOs within the country (Antlöv, Ibrahim, & Tuijl, 2005). Not only will such regulations prove to the people of Indonesia that these organizations can be trusted, but it will guarantee a more productive outcome for the country as a whole.

Social Marketing

Social marketing began to flourish in the 1990s as it began to focus more on human behavior; however, its origins date back to the 1960s and the rising commercial influence of the

mass media (Andreasen, 2006). At its conception, it was Wiebe (1952) who first questioned why “brotherhood and rational thinking” could not be sold using the same principles as selling a bar of soap and in turn initiated the application of traditional marketing principles to social issues. However, this application was not fully utilized until the Vietnam War in the mid-to late 1960s and early 1970s, when social turmoil caused many segments of U.S. society to reevaluate their social responsibility (Andreasen, 2006). Moreover, the term social marketing, coined by Kotler and Zaltman (1971), is based on reaching consumers through the most effective “marketing mix.” Borrowing the notion from traditional marketing strategies, the marketing mix refers to product, price, place, and promotion, with an overall intention of promoting consumer welfare (Rimal & Creel, 2008). Unlike traditional marketing, the pivotal aspect of social marketing is that it not only creates a space for education and awareness for the targeted audiences, but a means of acting and creating change (Coffman, 2002). In addition, it aims to evaluate broad social issues in relation to causes and ideals (Perry, 1976).

According to DaCunha (1992), social marketing did not begin to appear in countries such as Indonesia until the early 1980s. However, this method has become extremely effective in such community-based areas, because of its focus on consumer wants and needs (DaCunha, 1992). Social marketing works from the inside out, rather than the outside in wherein traditionally the observer implements foreign ideas as a means of impacting an environment they know little or nothing about. Moreover, this knowledge is utilized by individuals as a means of applying both an *upstream* and *downstream approach* to social marketing (Andreasen, 2006, emphasis present). Rather than focusing on only *bad behaviors* as traditionally done in marketing practices, *good behaviors* are also used as a means of preventing unfavorable situations or behaviors within a given situation (Andreasen, 2006, emphasis added). For

instance, the promotion of the Boy Scouts as a way to endorse environmentally friendly behaviors among young male students focuses on good behaviors rather than the bad. In addition, “downstream applications,” focus on specific target audience who are exhibiting or might exhibit the unwanted social behavior whereas an “upstream application,” would focus on the source of the issue and how to target it instead (Andreasen, 2006). Within a traditional marketing campaign a downstream approach would be to look to influence smokers or potential smokers, when instead influencing the behaviors and actions of the tobacco industry that is the cause and creating the smokers.

It is said that the “multi-modal nature” of social marketing campaigns makes it extremely complex to isolate what about a given program had an impact and in turn caused some form of change (Hornik, 2001). However, according to Stead et al. (2007) the review of literature does in fact provide a multitude of evidence that such campaigns are effective at creating social change. In addition, many find that the effectiveness of social marketing campaigns is a direct result of their differences in comparison to the commercial sector marketing and how people can better relate to the benefits they will obtain from social marketing (Kotler & Lee, 2008). The most distinguishing factor between the two is the product being sold; whereas the commercial sector primarily sells good and services, the social sector is concerned with promoting a desired behavior. Another difference is evident in that commercial marketing’s main focus is to increase their financial gain while in contrast social marketing focuses on societal gain. Moreover, competition within the commercial sector is often identified as other organizations that offer similar goods and services; however, in the social sector the competition is most often the current or preferred behavior of the target population (Kotler & Lee, 2008).

Theory of Planned Behavior

The theory of planned behavior (TPB) is a (re)adaptation of the theory of reasoned action (Fishbein & Ajzen, 1975) with provisions improving the original model's limitations in explaining behaviors over which individuals have "incomplete volition control" (Ajzen, 1991, p.3). Therefore, an individual's *intention* to perform a certain behavior is a central factor in the theory just as it is in the original theory of reasoned action (Ajzen, 1991). Behavior intention is assumed to explain an individual's choice to perform in a specific manner and their motivation to participate in said behavior (Churchill, Jessop, & Sparks, 2008). Furthermore, behavioral intentions are predicted by three independent constructs: attitude, subjective norm, and perceived behavioral control (Ajzen, 1991). Figure 1 depicts TPB in the form of a structural diagram (Ajzen, 2002).

According to Ajzen (1991) attitude refers to an individual's level of favorable or unfavorable opinion of the behavior in question. The subjective norm is that referring to the alleged social pressure to participate or not participate in the behavior (Ajzen, 1991). And perceived behavioral control is that which pertains to the ease or difficulty of performing the behavior (Ajzen, 1991). This level is assumed to directly relate to the individual's past experiences and anticipated hindrances. Thus, TPB infers that an individual who feels positively towards a behavior, a level of social pressure to perform the behavior, and as though they are in control, should be more likely to not only have strong intentions of participating in the behavior but act accordingly (Churchill et al., 2008).

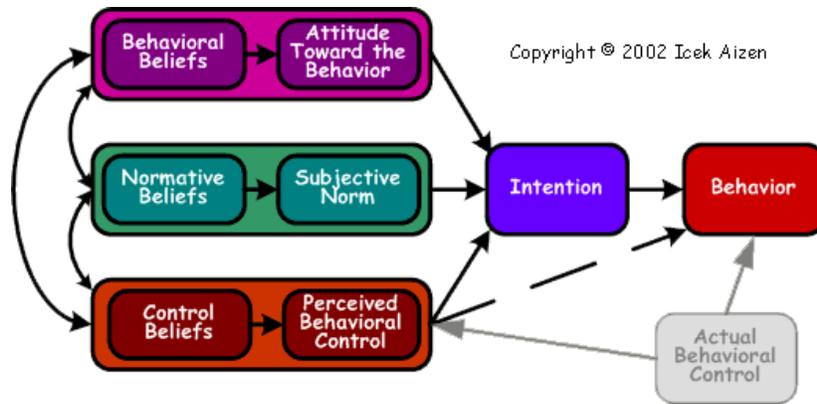


Figure 1. Theory of planned behavior

Theoretical Framework

TPB (Ajzen, 1988) has become one of the most prominent and effective conceptual frameworks as it related to the study of human action; however, it is uncommonly used with qualitative research methods (Ajzen, 2004). In the few published studies that have employed TPB within qualitative research methods, there is little to no detail about the process used by the researcher accept in the case Renze and Klobas (2008) whose ongoing research seeks to adequately utilize and outline the use of TPB as a qualitative method. Furthermore, although an evaluation of prior research could not find a previous application of the theory to the issue of social marketing as a means of promoting environmental conservation, the theory has been successfully applied to an array of social and health-related behaviors (Ajzen & Fishbein, 2005; Conner & Sparks, 2005). As a means of adopting the theory of planned behavior to analyze the use of social marketing by Rare Conservation, a theoretical framework has been created, Figure 2.

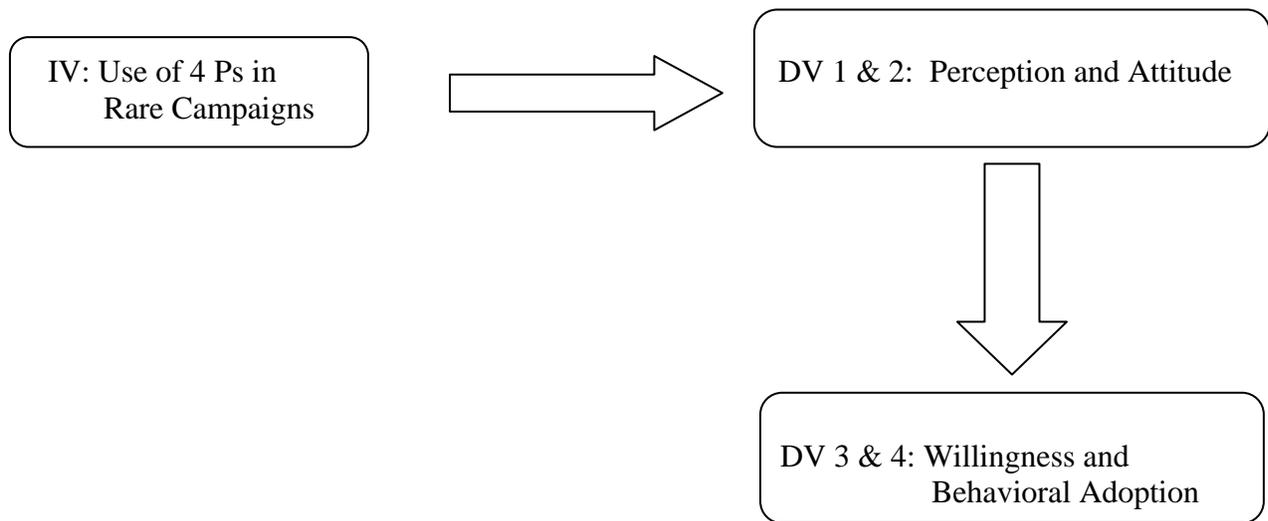


Figure 2. Theoretical Framework

Traditionally, TPB is used to predict behavior, and consequently a crucial concept is the intention to perform said behavior (Renzi & Klobas, 2008). However, because the behavior change had already occurred at the onset of this study, it was the goal to of this thesis to explain the influences of the change. Intention was not included as part of the theoretical framework; a change adopted from the model utilized by (Renzi & Klobas, 2008). According to the theoretical framework proposed in Figure 2, although variables are named as a means of obliging the traditional framework of the TPB and the adoption of the framework employed by Renzi and Klobas 2008, the variables in this study are representative of the isolated parts of social marketing and the various behavioral stages that result from them. For the purposes of this study, the variables were not tested as a means of rendering quantitative data, rather used as areas of focus and analysis. The independent variable for this study is the use of the 4 Ps (product, price, place, and promotion) in the individual Rare Conservation Campaigns. This study will focus on all 4 Ps based upon the overwhelming literature that indicates the significant and valuable impact that each individual entity has on the overall outcome of a campaign

(Andreasen, 2006; Arulmani & Abdulla, 2007; Lavack, Magnuson, Deshpande, Basil, Basil, & Mintz, 2008). It is not only important what is being promoted, but also all associated costs, the environment in which it is done, and the messages used. Moreover, the two sets of dependent variables are: perception and attitude; and, willingness and behavioral adoption. As a means of better understanding the proposed theoretical framework the following section seeks to conceptually define the study variables.

The 4 Ps

Although the idea behind the “marketing mix” comes from traditional marketing practices some differences do exist in their definitions. Specifically, the product as it pertains to social marketing refers to the desired behavior being promoted such as exercising or voting (Kotler & Lee, 2008). The price can be both a monetary and nonmonetary incentive/disincentive directly related to the impact of the desired behavior being promoted. Moreover, an example of price would be the monetary cost to the city if they were to implement a new recycling program. Furthermore, the place refers to where and when the target population will be exposed to the promotion of the desired behavior (the mall), execute the desired behavior (a walking trail), or receives any associated services as a result of the desired behavior (a doctor’s office). Finally, the promotion refers to the messages, messengers, creative strategies, and communication channels utilized as a way of distributing information about the desired behavior; for example, promoting healthier eating through a nutritionist spokesperson on television (Kotler & Lee, 2008).

Perception and Attitude

According to Ajzen (1991), conceptually an individual’s perception pertains to their perceived behavior control; perceived behavior control referring to an individual’s perception of

the level of difficulty of performing the behavior in question. Comparably, Bandura's (1982) concept of perceived efficacy is closely aligned with Ajzen (1991) defining it as the situation within which an individual is," concerned with judgments of how well one can execute courses of action required to deal with prospective situation" (p. 122). However, in Atkinson's (1964) theory of achievement motivation, perceived control was defined as the perceived probability of actually completing and succeeding at a given assignment. Regardless, an extensive investigation of the literature indicates that an individual's behavior is positively influenced by their confidence in their ability to perform said behavior or action (Bandura, Adams, & Beyer, 1977; Bandura, Adams, Hardy, & Howells, 1980).

Attitude can be conceptually defined as the general disposition that an individual embodies from situation to situation (Atkinson, 1964). Churchill et al. (2008) defines attitude as an individual's overall assessment of acting in a given way. According to Fazio (1986) an initial perception can alert an equivalent attitude, which in turn ignites subsequent beliefs and/or behaviors. In the case of environmental campaigns, it is the change in both perception and attitude about a given subject that opens the target audience to not only consideration, but educating themselves about a particular environmental issue in relation to them personally.

Willingness and Behavioral Adoption

An individual's willingness is conceptually defined as a behavior that is to be foreseen (Ajzen, 1988). Ajzen (1991) suggests that such willingness should be measured in relation to the specific behavior of interest. Behavior intention is said to explain and individual's choice to behave in a certain way; in turn mirroring their likelihood to participate through said behavior (Churchill et al., 2008). According to Churchill et al. (2008) the theory of planned behavior reveals that intention is in fact the most immediate antecedent of behavior and behavioral

adoption. Given that an individual feels a positive degree of control over a behavior, it is assumed that they will follow through with their intentions when given the opportunity to do so (Ajzen, in press). Consequently, an individual's perceived control over performance of a behavior can cause substantial inconsistency in intentions and willingness (Ajzen, in press). It is only after an individual is fully informed of their ability and choices that their intent to act will result in behavioral adoption.

CHAPTER 3

METHODOLOGY

Research Questions

After a thorough exploration of the existing literature, it is evident that there has not been a vast amount of academic research about social marketing as it pertains to environmental sustainability. Rather, as according to Stead, Gordon, Angus, and McDermott (2007), most social marketing research tends to focus on issues pertaining to health. Therefore, as a means of filling the gap in the current academic literature, the proposed study seeks to answer the following research questions using Rare Conservation as a case study social marketing ENGO:

RQ1: What is the goal of the Pride campaigns?

RQ2: What approaches do Rare campaign managers use as a means of influencing perception and attitude?

RQ3: How do the Pride campaigns use the concept of “barrier removal” to achieve the objectives of behavior change?

Method Selection

According to previous investigations, the theory of planned behavior is most often measured through the use of a questionnaire (Ajzen, 2002; Churchill, Jessop, & Sparks, 2008). It is said that this method lends itself to a more in-depth measurement of each variable and aspect pertaining to the research focus and the theory of planned behavior (Ajzen, 2002). Although traditionally the use of questionnaires in previous studies have always been through quantitative

surveys, in adapting TPB to qualitative research with a similar model to Renzi and Klobas (2008), it was determined that the use of interview questionnaires would be the most effective in identifying the cause for behavioral change and effectiveness in each campaign. According to Lindlof and Taylor (2002) qualitative research methods render more comprehensive results when the study seeks to preserve and analyze content of social action rather than subject it to formal transformations. In addition, when results are presented in the form of case studies to analyze social implications, the descriptive nature of qualitative data serves to provide a more complete understanding of the subject than would be evident through quantitative data (Frey, Botan, and Friedman, 1992). Applying TPB to qualitative research in this case study, allowed for a dynamic spectrum of campaign data to be analyzed. Through the qualitative adaptation of TPB, in addition to the analysis of interview questions, each campaign was evaluated individually through ethnographical findings, campaign materials, reports, and results. Rather than focusing on empirical data, the variety of topics and means of communication within each campaign could be analyzed with the knowledge of the subject's intentions; resulting in direct and instant insight into the social processes evident within the Pride campaigns (Chesebro and Borisoff, 2007).

Methodology

This study began with a four week research trip in Indonesia during which time, I was able to see and experience what it was that Rare Conservation was actually doing in Indonesia. It is one thing to read about what an organization claims to have done; however, only through field research can one truly understand the processes taking place within an organization. While in Indonesia, I was able to visit three of the campaign sites as well as the university classes at the Institut Pertanian Bogor (Bogor Agricultural Institute). In partnership with Rare and the University of Texas at El Paso, the university and field phases are required courses for the

campaign managers to obtain their Masters degree and to report on the progress of their campaigns. At the sites, in addition to speaking with the campaign managers, I was fortunate enough to interact with community leaders and members, who informed me of the intricacies and effects of the campaigns carried out in the area. First hand, I witnessed the variety of social marketing initiatives that were being employed, such as the demonstration plots and assorted marketing materials. While visiting the university class sessions, I sat in on classes and reports given by the campaign managers who explained the methodologies, challenges, and successes of their respective campaigns. Not only did this give me a more comprehensive understanding of the organization and its initiatives, while conducting research in Indonesia, I gained a far greater understanding of Indonesian culture and customs. When researching in different cultures, it is important to be objective and analyze the data as it relates to the norms of that particular culture, which I was able to contextualize to a much greater degree after immersing myself within the Indonesian culture and environment for an extended period of time.

Due to the “multi-modal nature” of social marketing campaigns (Hornik, 2001), it is evident in carrying out this research and answering the proposed questions that various research methods were needed in order to ensure both the validity and reliability of the collected data. Consequently as a starting point both of Rare Conservation’s websites rareconservation.org and rareplanet.org, as well as other organizational documents were analyzed as a means of understanding the organization, its mission, and campaigns. Interviews were also conducted with Rare executives, campaign managers, and their host NGO associates wherein which the intent was to elaborate and explain the existing data in more detail.

Open to the general public, their primary website rareconservation.org serves as the organization’s principle information distributing agent. From this website, interested individuals

can learn about everything from how the organization originated to how to get involved. Furthermore, a list and brief description of each campaign's goals, procedures, and outcomes, for those completed and ongoing is listed on the website ("Rare Conservation," n.d.). However, it is by accessing rareplanet.org that more comprehensive and in-depth information can be acquired about each individual campaign. As a type of networking site, the membership is free and open to the public; however, some documents and information are only accessible by members directly related or belonging to a given campaign. In general, many of the members of rareplanet.org consist of environmental advocates either involved in the campaigns and/or Rare Conservation ("Rare Planet," n.d.).

The preliminary interview portion of this research consisted of eight individual interviews that were conducted in both a one-on-one and group setting; copy of the interview questionnaire can be found in Appendix A. The eight individuals consisted of Rare executives, campaign managers, and lead organization members. All of the interviewees were prompted for permission prior to the interviews as a way to ensure the sanctity of their answers and reason for their cooperation. All of the interviews were administered by trained individuals who were instructed with a list of primary questions to ask each interviewee. Everyone conducting the interviews was also instructed to add follow-up and impromptu questions when deemed necessary to gain the most revealing information. The interviews ranged from 30 minutes to one hour in length. In addition all of the interviews were both orally recorded using an audio device and manually annotated. All of the notes were then transcribed and compiled by those conducting the interview to ensure their accuracy.

As a means of furthering this research a number of in-depth interviews were conducted in-person and by email due to the intercontinental nature of the project. In the United States,

further analysis was made of Rare Conservation's organizational structure in relation to their conglomeration with UTEP and their Indonesian counterparts. Abroad, a closer look was taken at each of the eleven campaigns from their conception to conclusion as a way to gain a more comprehensive understanding of how social marketing was utilized throughout each phase of the campaigns. In evaluating the effectiveness of each campaign, in addition to interviews, the specific marketing materials used were also evaluated in comparison to the success of each respective campaign. As a means of collected this data, a questionnaire both translated in English and Indonesian was distributed to each of the campaign managers in Indonesia. To ensure full comprehension, all of the questionnaires were translated into English by a native Indonesian speaker. After the answers were collected, follow-up interviews were conducted in order to ensure the most thorough and insightful data possible. In addition, in order to conduct a critical analysis of the marketing materials used in each campaign, the materials developed within each of the eleven campaigns were collected and analyzed for similarities, differences, and their effectiveness.

Due to this study's behavioral research focus involving humans; approval was obtained through the Institutional Review Board (IRB) at the University of Texas at El Paso. In conjunction with their regulatory process, each participant was required to give signed consent before proceeding with the interview process. In addition, organizational approval was also received by Rare Conservation stating that I had full access to report and analyze the Rare Pride Campaigns in Indonesia, as well as their organizational as a whole.

CHAPTER 4

ANALYSIS

The eleven campaigns analyzed as part of this case study all took place within a two year period beginning in September 2008 and ending in June of 2010. As a means of ensuring each campaign manager was provided the correct tools to succeed at their sites, the two year program began with rigorous off-site training. In addition, each campaign manager was required to perform extensive pre-campaign surveys to better acquaint themselves with the site, its environmental state, and the community that inhabited it. Although the intricacies of the campaigns were primarily left up to the campaign manager and those involved from the local communities, the cohort of managers would periodically come together for more training and to report on the progress of their respective campaigns. At the conclusion of each campaign, post-campaign surveys were conducted to empirically measure the successes and failures of the campaigns. Consequently, to analyze the use of social marketing and how it was employed within the Pride campaigns, the following section examines each campaign separately while outlining: an overview of the campaign site, the objectives and approaches utilized within the campaign, and its outcomes.

Campaign for Sustainable Forest Management/Lamandau River Wildlife Reserve, Central Kalimantan, Borneo, Indonesia

Campaign Manager: Eddy Santoso

Lead Agency: Yayorin

Overview

The site Suaka Maragstwa Sungai Lamandau (SMSL) is located on the Lamandau River in Borneo, Indonesia. According to the Central Bureau of Statistics, during the campaigns onset, the population in 12 villages surrounding SMSL was 33,000 (Biro Pusat Statistik/BPS, 2007).

The site is approximately 76,110 hectares in size and due to its geographical location, agricultural practices are the main source of income and the root for many of the threats plaguing site (“Campaign/Lamandau River,” 2010). Specifically, due to a shift in cultivation, there was an expansion of oil palm plantations which led to a significant increase in deforestation inside of SMSL. Consequently, as a result from the “slash and burn” method of deforestation the area has faced many land and forest fires. Moreover, illegal logging and hunting were also an issue in SMSL which led to not only the endangerment of those being hunted such as the sambar deer, (*Cervus unicolor*) but also the natural habitat of the area (“Campaign/Lamandau River,” 2010). When the campaign began, SMSL had nine species on the International Union for Conservation of Nature (IUCN) Red List of Threatened Species: the Southern Bornean Orangutan, Malayan Sun Bear (*Helarctos malayanus*), Proboscis Monkey (*Nasalis larvatus*), Agile Gibbon (*Hylobates agilis*), Slow Loris (*Nycticebus coucang*), Horsfield’s Tarsier (*Tarsius bancanus*), False Gavia (*Tomistoma schlegelii*), Javan Mousedeer (*Tragulus javanicus*), and the Barking Deer (*Muntiacus muntjak*) (www.iucnredlist.org).

Objective & Approach

The campaign’s objective was to conserve a key habitat of the keystone specie through the reducing the threat of deforestation and creating more farmland within SMSL by July 30, 2010 (“Campaign/Lamandau River,” 2010). “Our campaign will protect forest habitat of the Bornean Orangutan by motivating farmers to adopt agroforestry systems in order to reduce deforestation due to agricultural practices” (Eddy Santoso, “RarePlanet Lamandau,” n.d.). The plan was to reduce the threat by creating a new and less destructive agro-forestry system that did not require land to be cleared as it currently was through “slash and burn.” In doing so, it was the goal of the Pride Campaign to increase the understanding of the target village’s about the

way in which the forest functions, including how carbon can encroach into the reserve and the forest areas if it is not properly maintained. This message was distributed to the target audience through the use of radio programs, press releases, social networking sites, mobil baca kampung konservasi (Conservation Village Reading Car), puppet shows, music videos, booklets, calendars, training workshops, demonstrations, and Pride coloring activities as seen in Figure 3 (“Campaign/Lamandau River,” 2010).



Figure 3. Lamandau Pride Coloring Activity

This campaign strove to implement unique, all inclusive media outreach techniques to reach and appeal to every segment within their target audience (“Campaign/Lamandau River,” 2010). One such example was a 2 minute and 30 second radio spot used as a form of call to action among the villagers. Within the spot, Regent one, considered to be one of the leading figures at the time of the campaigns initial site survey, explains the importance of campaign initiatives; not only to increase public awareness, but to invite them to get involved and support the efforts themselves. Similarly, as a way to gain support of other regional leaders and decision makers from Lamandau, the members of the Pride campaign organized a Regional Workshop on the Mutual Agreement Buffer Lamandau River BC. The agreement solicited 36 district offices and oil palm plantations to agree upon a designation of a 500 meter buffer zone within which no

destructive practices, especially in the way of oil plantations, could take place. Everyone who attended the workshop signed the agreement (“Campaign/Lamandau River,” 2010).

Both of these social marketing techniques reveal the evolution of the theoretical framework employed by this study. In both scenarios, techniques were used to first bring awareness to and second improve the attitudes of community leaders, who before the implementation of Pride initiatives had no qualms supporting or doing little to negotiate the environment threats in Lamandau. Following the model of TBP, once all of the facts were presented to them in a manner which took into account their personal involvement within the issue, all individuals were more likely to adopt and support the promoted practices. According to the campaign’s manager, Eddy Santoso, there were many accounts within the campaign span that community leaders were first targeted and then took it upon themselves to promote campaign initiatives among their constituents. In fact once while visiting Karta noble, a village on the west of the reserve, the village head, Mr. Aga stated, “ I want to assure that more effort is put into agriculture to improve our lives in the future” (“RarePlanet Lamandau Blog,” June 2, 2010).

Outcomes

Based upon the campaign’s objectives, a variety of measurable goals were set in place, all of which were to be met by June of 2010 (“Campaign/Lamandau River,” 2010). It was initially projected that 88 out of 175 households or 50 percent of the target population would adopt the permanent change in agricultural based upon the demonstration plots built by the campaign; however by April of 2010 78 percent (157 of 202 households) had done so. In addition, the percentage of the targeted community who were discussing land management technologies for agriculture with other community members increased from 44.4 % to 77.7 %. The awareness

and discussion amongst community members about biodiversity and forest conservation went from 22.2% to 55.5% (“Campaign/Lamandau River,” 2010). A post-campaign survey, further revealed that among 41 households who had not completely adopted the new behavioral changes during the campaign, did so afterwards. “I am proud of this follow-up campaign because there were 0 forest fires in 2010, and it reduced the activity of 81 households for shifting cultivators, and the Borneo orangutan populations and the habitat was maintained” (Eddy Santoso, personal communication, September 31, 2010). Not only did the Lamandau Pride campaign render behavior change among the target audience, but also retention and longevity among those who did not initially buy into the initiatives.

Campaign for Sustainable Fisheries Management/Tun Mustapha Marine Park, Sabah, Borneo

Campaign Manager: Suzianna Ramlee

Lead Agency: World Wildlife Fund

Overview

Tun Mustapha Marine Park, comprised of 50 neighboring islands, covers the coastal areas of Kudat, Dota Marudu, the Pitas area, and Banggi Island in Malaysia (“Campaign/Tun Mustapha,” 2010). Of the ten thousand inhabitants within the area, 80 thousand residents and fishermen of various ethnicities depend entirely on fishing resources for their survival which has led to a variety of environmental threats in the past. Some examples of these threats include over-fishing, destructive fishing, habitat destruction, pollution, and logging of mangrove forests. Moreover, the park is home to the Whale Shark (*Rhincodon typus*), Dugong (*Dugong dugon*), Bumphead Parrotfish (*Bolbometopon muricatum*), Green Turtle (*Chelonia mydas*), Hawksbill Turtle (*Eretmochelys imbricata*), and the Irawaddy Dolphin (*Oracaella brevirostris*) all of which

are on the IUCN's Red List of Threatened Species (www.iucnredlist.org). Consequently in 2003, as a first step in improving the area's environmental sustainability, the Sabah State Government designate the 1.1 million hectares of land and sea protected, making Tun Mustapha Marine Park the largest protected marine park in Malaysia ("Campaign/Tun Mustapha," 2010).

Objective & Approach

The Tun Mustapha Marine Park campaign's objective was to protect coral reefs and fishery resources in the marine park through the reduction of bombs and cyanide solutions used for fishing by October 15, 2010 ("Campaign/Tun Mustapha," 2010). "Our campaign will protect marine biodiversity in Tun Mustapha Marine Park by working with communities to establish locally managed marine areas in order to reduce destructive fishing practices," (Suzianna Ramlee, personal communication, June 10, 2010). This was done through the introduction of alternative fishing methods while still allowing for a stream of income within the communities that traditionally had heavily depended upon destructive practices. Much of the introduction of the new fishing practices was done through an education manner. Local fishermen were informed about the benefits of the park for marine conservation and the ways in which their former practices destructed and impacted both the marine life in the area and the fishermen directly ("Campaign/Tun Mustapha," 2010). As a means of spreading their message, the campaign utilized a series of radio programs and one-on-one discussions to foster the lines of communication and support for their efforts. In addition, they also used a series of other media outreach to include press releases, posters, educational booklets, billboards, art contests, puppet shows, and training sessions with local stakeholders and their target population ("Campaign/Tun Mustapha," 2010).

Specifically, the campaign at Tun Mustapha orchestrated environmental awareness activities within the villages to both reach and appeal to those who were most involved with environmental degradation within the park. In conjunction with her host organization the World Wildlife Fund, Campaign Manager Suzianna Ramlee initiated a set of three key activities within her villages of interest, Figure . First, she brought in guest speakers from the WWF to speak about the Fish Bombing Campaign and the importance of banning it within Tun Mustapha Park. Second, she held coloring contests with the theme of Anti bombs and sujum fish, for young children to not only learn, but gain interest in the issue in a way that they could relate to. Suzianna Ramlee also installed a sign board on the wall of a house, strategically placed near the jetty of Kg Pondo, Sibongo village that explained the importance of protecting marine life (Suzianna Ramlee, personal communication, June 10, 2010). This campaign stage strategically targeted both the adults and children being affected by Fish bombing in the area. Not only did the children enjoy the fun activities, but they involved their parents who were once again made aware of the issue. Another method of gaining interest and involvement used by the campaign at Tun Mustapha, was the Honorary Wildlife Warden Training (HWW). The training strove to increase awareness and understanding about laws and regulations related to the park, demonstrate the idea of collaborative management between community and government agencies, as well as train the twenty-four participants, methods of protecting the wildlife and natural resources within their local communities (Suzianna Ramlee, personal communication, June 10, 2010). Through entitling the participants with both a sense of ownership and purpose, this social marketing strategy served to be extremely productive in that it not only allowed for the communities members to change their behavior, but inadvertently influence that of others.



Figure 3. Tun Mustapha Fish Bombing Campaign Activities

Outcomes

Within the total population of the Tun Mustapha Marine Park, seven villages were targeted during the campaign: Kg Singgamata, Kg Perpaduan, Kg Karakit, Maliangin Island, Kg Sibogo in Pulau Banggi, Kg Berungus in Pitas, and Kg Tg Kapor in Kudat (“Campaign/Tun Mustapha,” 2010). As a result of their targeted efforts, after the two year campaign was complete at the park, many of their objectives and goals were met in a substantial manner. Among the seven villages, there was a 20 percent increase from the original 50 percent in the awareness among fishermen in regards to the legal status of Tun Mustapha Marine Park (“Campaign/Tun Mustapha,” 2010). In addition, the target audience’s acknowledgment of the benefit of a No Take Zone increased 6.8 percent from 33 percent; while the attitude variable on the importance of the zone increased 5 percent. The understanding of the fisheries management in the park increased 14 percent from 20 percent and the attitude towards the negative impacts of using destructive fishing practices increased by 6 percent from 26 percent (“Campaign/Tun Mustapha,” 2010). Local fishermen from Berungus kampong, one of the targeted villages, even implemented their own monitoring

system, supported by the local government. Unfortunately, accurate measures of the actual behavioral changes that could be accredited to the Pride campaign in Tun Mustapha were not possible due to a failure in baseline target measures (“Campaign/Tun Mustapha,” 2010). However, it could be inferred by the level of communal involvement in personally regulating fishing practices within their areas, that the behavioral change level would at the very least have rendered a positive increase. As stated in the extant research about TPB, the end result is the adoption of a given behavior, evident in this campaign through the community regulatory processes.

Campaign for Forest Preservation/Dolok Surungan Wildlife Reserve, North Sumatra, Sumatra

Campaign Manager: Bobby Nopandry

Lead Agency: Natural Resources Conservation Body (Balai Besar Konservasi Sumber Daya Alam)

Overview

The Dolok Surungan Wildlife Reserve (DSWR) in North Sumatra is one of the main conservation areas in the Toba peninsula (“Campaign/Dolok Surungan,” 2010). The Reserve, 23800 hectares in size, is 350 to 1400 meters above sea level and its dominant contour and topography is mountainous. Moreover, the DSWR has an approximate population of 10,935 rich in a variety of ethnicities and cultures depending upon the specific region. For example, the primary Christian Batak Toba community is the most dominant in the area; however, there is a large Javanese community in the northern region that came into the Reserve grounds during the 1980s as a result of the distribution of ‘persil land’ and the PIR Bun area conducted by the government and the PT Perkebunan Nusantara (PTPN), a state run enterprise. Due to its location

upstream of the Asahan River watershed, the Reserve is a protection site for several species such as the Forest Goat and Hornbill, and the Sumatran Tiger and Malayan Tapir, which are both on the IUCN Red List of Threatened Species (www.iucnredlist.org). In addition to the threat of wildlife at DSWR, the threat of annual and perennial non-timber crops are of huge concern in the area. In most cases, it is the clearing of land to convert it into oil palm and rubber plantations that is the issue. To date an estimated 3,500 hectares of the Reserve has been converted into plantations (“Campaign/Dolok Surungan,” 2010).

Objective & Approach

The goal of the Campaign for Forest Preservation/Dolok Surungan Wildlife Reserve was to sustain the Reserve as a habitat for the Sumatran tiger, its flagship species, by October 15, 2010 (“Campaign/Dolok Surungan,” 2010). “The Barrier Removal Operation Plan of the Pride Campaign in SM Dolok Surungan is to enhance law enforcement for support and in turn stop industrialists/businessmen from encroaching the forest to show the community that such practices are not necessary. The law enforcement and campaign aims to change the community attitude so that they will stop the forest encroachment and carry out effectively law enforcement” (Bobby Nopandry, personal communication, August 22, 2010). This was so crucial in that the Sumatran tiger was and is the only species of tiger left in Indonesia, since the Javan and Bali tiger are extinct. Of all of the species of tigers, the Sumatran is the smallest in the world today, and it is predicted that there are only 400 living in the wild across Sumatra. This was to be done through the change in attitude amongst the area that the reserve belongs to the whole community rather than the business men and a select few of others within the community (“Campaign/Dolok Surungan,” 2010). In addition to taking joint ownership over the land, the campaign strove to create an open dialogue regarding the importance of the forest as not only as

a habitat for the tiger, but all of the services that it provides to the community in the way of their survival. This idea was disseminated among the reserve through the use of a range of tools to include workshops, community competitions, puppet shows, festivals, songs, posters, bumper stickers and billboards (“Campaign/Dolok Surungan,” 2010).



Figure 5. Dolok Surungan Earth Day Celebration

One such marketing campaign initiative was a festival held by the campaign team to celebrate Earth Day, comprised of various games and stage performances, Figure 5. “Lots of people were attracted by this activity and became involved either through volunteering or participating” (Bobby Nopandry, personal communication, August 22, 2010). Sixty people from village representatives, mosques, and mushollah came to participate in the religious oriented ceremony focused on the celebration of Earth Day. The event was aimed at stirring up interest and awareness of environmental issues present within the community (“Campaign/Dolok Surungan,” 2010). “In addition to the festival, the establishment of the Forum Guru Antar Sekolah (Interschool Teachers’ Forum) and school programs conducted by teachers in every school in the region also became a good marketing activity because of its sustainability” (Bobby Nopandry, personal communication, August 22, 2010). As part of the program, teachers and schools, created unique programs within each school centered on the idea of conservation, and

specifically the Dolok Surungan campaign initiatives. For example, one school, MTs Nurul Falah Sailpotpot chose a wall magazine program, planting, and tree care as their activities (“Campaign blog/Dolok Surungan,” 2010). Much of their campaigns being education based, the campaign in Dolok Surungan focused on reaching their target audience through knowledge. As a way to teach, bring awareness to, and eventually change their attitude and behaviors, this campaign used activities to provide their target audience with the knowledge base needed to understand and change their previous ways. To ensure that their campaign materials were reaching the correct audiences and resonating with them, all campaign materials were sampled in the pre-campaign survey. “The materials then were tested on representatives of the community in order to get feedback before being produced in a large amount for the whole community” (Bobby Nopandry, personal communication, August 22, 2010). Just as with traditional marketing, the social marketing employed by the Rare Pride campaigns, use surveying, research, and sampling to ensure the most effective outcomes.

Outcomes

Due to the campaigns efforts, a variety of changes have been made within DSWR (“Campaign/Dolok Surungan,” 2010). In March of 2009, the North Sumatera Natural Resources Conservation Agency submitted a formal appeal to the poachers to leave the area and as a means of enforcing the appeal there was a patrol sponsored by the SPOC Panther Brigade that canvases the area periodically. In addition, the oil palm area and shrubs decreased by 1,350 hectares and have been converted into primary and secondary forest coverage. Within the targeted audience, 100 villagers implemented a village reforestation program involving the creation of a nursery; while 11 other villagers created an independent forest watch group to help protect the area from poachers. Additionally, 140 short-tailed monkeys were set free into their natural habitat

(“Campaign/Dolok Surungan,” 2010). It is evident through these findings that although the environmental threats were not completely negated, behavioral change did in fact take place among the target population of the Pride campaign at Dolok Surungan. Not only did individuals within the community get interested and involved in activities throughout the span of the campaign, they also implemented tactics, such the periodic patrol of the forest, to continue its initiatives after it ended.

Campaign for a Sustainable Forest Use/Bali Barat National Park, Bali, Bali Campaign

Campaign Manager: Istiyarto Ismu

Lead Agency: SEKA Foundation

Overview

Taman Nasional Bali Barat, (TNBB) or West Bali National Park, consists of 15,587.89 hectares of national park and was designated as such on September 15, 1995 (“Campaign/Bali Barat,”2010). Amongst the 48,425 individuals residing within the park, there are 8 villages and one kelurahan (district), all of which come from diverse ethnic groups including indigenous Balinese, Javanese, Maduranese, and Bugis people. Similarly as rich in its biodiversities, West Bali National Park is made up of a variety of ecosystems to include mangrove, coastal, seasonal, lowland rain, evergreen, and savanna forests (“Campaign/Bali Barat,”2010). There are also 176 species of flora, 17 species of mammal and 160 species of birds within the park. Within TNBB the principal environmental threat affecting the natural ecosystem is firewood collection which is performed by people living in the surrounding area to meet both their subsistence needs and to sell for monetary value (“Campaign/Bali Barat,”2010). Among the dramatically affected species is the Bali Starling who at the time of the campaign’s onset was listed on the IUCN Red List of Threatened Species (www.iucnredlist.org).

Objective & Approach

It was the objective of the campaign for a Sustainable Forest Use/Bali Barat National Park, Bali, Bali to preserve the lowland rainforest through the reduction of logging for firewood by June 30, 2010 (“Campaign/Bali Barat,”2010). “ To change the old habits, which have been conducted for generations, of the people from utilizing the forest as their main source of firewood; and changing it into new habits by providing the firewood from their own plantations requires a long process of awareness” (Istiyarto Ismu, personal communication, May 29, 2010). As a way of doing so, the campaign aimed to deter farmers and local villagers from their normal firewood collection process and instead collect firewood from specifically designated “energy gardens.” The energy garden was actually a three stage energy plot that consisted of plants for firewood, animal’s food, and agriculture plots to be adopted by local villagers (“Campaign/Bali Barat,”2010). The campaign was to be successful only after there was a clear indication in behavior change amongst the community, evident through their willingness to use the energy garden and belief about the importance of preserving Bali Barat National Park. “The process of making people aware about their environment and willing to change their attitudes. For example, it is important to utilize abandoned plantation as the source of firewood thus avoiding further destruction of the forest” (Istiyarto Ismu, personal communication, May 29, 2010). In addition to creating the garden and teaching the community how to maintain it, the campaign also used workshops, competitions, storytelling, festivals, school supplies, and clothing (“Campaign/Bali Barat,”2010).



Figure 6. Bali Barat Children's Bondres Balinese Theater

One such marketing technique employed at Bali Barat was a Children's "Bondres"-Balinese theater, Figure 6. With the help of the campaign team, local children put together a theater act about the importance of no longer taking fuel wood from Bali Barat National Park. Through the use of props, costumes, and extensive practicing, not only did this activity educate the children about these initiatives, but it made their parents who were also part of the target population, sit and focus on the issues as they were being explained to them through their children in a fun and entertaining manner. In addition, it was important to the campaign to have a very distinct, yet simple logo that would be easily recognized and remembered by the villages. Consequently, they chose a hand drawn sketch of the Balinese Starling to represent the campaign and its initiatives. "The campaign mascot was chosen based on the very high level of threats of the Bali starling species and also because the species is known well by the people of the primary target villages" (Istiyarto Ismu, personal communication, May 29, 2010). Through branding the Bali Starling, this image became the face of the campaign's proposed changes, and a constant reminder of what was at risk if community members did not take notice and make a difference.

Outcomes

Due to the Pride campaign implemented at Bali Barat National Park, on average there was a 12 percent increase in the knowledge level about the campaigns initiatives among the local farmers and firewood collectors; while there was a 23 percent increase in their attitudes regarding the active support of alternative sources for firewood (“Campaign/Bali Barat,”2010). In fact, the SEKA Foundation agreed to continue the campaign even after the Rare Pride campaign’s term concluded due to its perceived importance and effectiveness. Moreover, in doing so change in behavior among the target audience will continue to take place as the campaign reaches and resonates with more villagers. At the end of the campaign, within the targeted area there were 20 energy garden demonstration plots created and 5 percent of the target audience implemented an energy garden in their own yard. Not only did this significantly decrease the amount of firewood collection in Bali Barat National Park, but it also helped preserve the natural habitat of the Bali Starling (“Campaign/Bali Barat,”2010).

Campaign for Sustainable Forest Management/ Besitang Forest Gunung Leuser National Park, North Sumatra, Sumatra

Campaign Manager: Ismail

Lead Agency: Sumatran Orangutan Society

Overview

Gunung Leuser National Park (GLNP) was established by the Ministry of Agriculture on March 6, 1980 when initially 792,675 hectares of land were designated as protected (“Campaign/Besitang Forest,” 2010). The park’s size was officially increased to 1,094,692 hectares in 1997. In 2007, there was an influx in human settlement within the area as a result of

the political conflicts in Aceh. The campaign's target site location, the Besitang Forest, covers an area of approximately 126,000 hectares within the park and is divided into six administrative sectors also known as resorts. The population and target audience of the campaign consists of 20,000 people who live in four villages: Mekar Makmur, Sei Serdang, Namo Sialand, and Halaban; and are primarily of Javanese (60%) and Karo (27%) descent. Among the target audience, most are farmers (55%) and own between 1 and 3 hectares of land which lends to an average income between 500,000 and 1,000,000 rupiah (US\$55-110) per month ("Campaign/Besitang Forest," 2010). The dependency on farming within the forest has led to extensive threats. Encroachment within the park for small-scale plantations has devastated much of the area's natural environment. Specifically, illegal logging and poaching are an issue within GLNP in that farmers are looking to increase their yields while protecting their crops from animal intrusions ("Campaign/Besitang Forest," 2010). At the campaign's onset, there were twelve native animals listed on the IUCN Red List of Threatened Species: the Sumatran Orangutan (*Pongo abeli*), Slow Loris (*Nycticebus coucang*), Sumatran Tiger (*Phantera tigris sumatrae*), Sumatran Elephant (*Elephas maximus sumatranus*), Honey Bear (*Helarctos malayanus*), Sumatran Wild Goat (*Naemorthedus sumatensis*), Siamang (*Hylobates syndactylus*), Crab-eating Macaque (*Macaca fascicularis*), Thomas's Langur (*Presbytis thomasi*), Southern Pig-tailed Macaque (*Macaca nemestrina*), Clouded Leopard (*Neofelis nebulosa diardi*), and the Malayan Porcupine (*Hystrix brachyuran*) (www.iucnredlist.org).

Objective & Approach

The Pride campaign in GLNP aimed to maintain the local population of Orangutans at a minimum of 497 by reducing the threat of encroachment within the area ("Campaign/Besitang

Forest,” 2010). This was achieved through the implementation of an agro forestry system within the target villages. In addition to providing the community members with the knowledge and resources to carry out the new form of agriculture, the campaign also attempted to teach them about the importance of the park as a World Heritage Site. This was all done through a wide spectrum of tools such as radio programs: both musical and informative talk, music videos, posters, comic books, art contests, training session, puppet shows, community meetings, stakeholder meetings, and demonstration plots (“Campaign/Besitang Forest,” 2010).



Figure 7. Besitang Forest Campaign T-Shirt

One campaign material used in Besitang Forest and distributed to the target audience was a graphically designed t-shirt, Figure 7. Created using earth tones as to simulate nature, the t-shirts featured the campaign’s flagship species, the Orangutan, an educational saying and all of the partner organization logos on the back of the t-shirt. The presence of these logos, not only shows who is involved in the campaign’s efforts, but the level of support from both local and national organizations such as Rare Conservation. The target audience is more likely to identify with and trust a campaign if they know that the ideas being promoted are supported locally.

Another, very western social marketing technique not often used in countries such as Indonesia

due to its limitation that was employed at GLNP was Short Message Service (SMS) blasts. As a means of connecting with the younger more tech savvy crowds in GLNP, these messages were used to perpetuate ideas among and request feedback from the target audience. “SMS has now become a communication tool that has been used by all good people in both urban and rural areas,” (Ismail, personal communication, June 24, 2010). Unfortunately, because cellular telephone services in Indonesia are still in the development stage, there were a few occasions when the blasts were interrupted by a bad connection or signal. Regardless, the use of SMS was an extremely innovative way to reach a particular segment of the audience through a form of communication that they are more comfortable and used to. When attempting to appeal to a certain segment of the population it is crucial to communicate with them through channels that they are not only familiar with, but trust. In this situation, because cellular telephones were becoming wide spread among GLNP’s population, Ismail and his Pride team recognized this and used it as a means to improve awareness and change the attitudes of a demographic that they might not have reached otherwise.

Outcomes

At the end of the campaign in GLNP, knowledge of agro forestry techniques among the target audience increased by 36 percent; while the understanding among villagers as to the ways in which to conserve the forest increased 14.7 percent (“Campaign/Besitang Forest,” 2010). In addition to the increase in understanding and knowledge, attitudes among the community in reference to a positive view of cultivating the land area outside the forest increased 12.3 percent. To support behavioral change, an inexpensive demonstration plot was created to not only teach the community how to use agro forestry, but also serve as an example as to how productive and

cost effective the method is. At the end of the campaign, 30 percent of the target audience had adopted the agro forestry pattern (“Campaign/Besitang Forest,” 2010).

Acknowledging that there are many mitigating factors to which one could accredit the timeliness within which certain people adopt behavior change over others, the Pride campaign at GLNP set in place future goals for the target audience. The goal will be to continue to “protect forest Gunung Leuser National Park area of 125,8229 hectares as part of the Tropical Rainforest of Sumatra World Heritage,” (Ismail, personal communication, June 24, 2010). With the onset of new goals, it was hoped that the adoption of intercropping pattern gardens would increase from 30 to 100 farmers. Not only would this be better for the environment and crops themselves, but through widespread adoption, within one year there would be a market for such crops, making them a source of income for the villages. Although unable to achieve all their goals within the first campaign span, the Pride campaign at GLNP strategically prepared for the fact that when looking to change behaviors, in addition to knowledge and awareness, there are many predetermined beliefs that must first be overcome with time and patience.

Campaign for Forest Preservation/Halimun-Salak National Park, West-Java, Java

Campaign Manager: Nani Septariani

Lead Agency: The Indonesian Institute for Forest and Environment (RMI)

Overview

The Halimun forest is one of the few remaining tropical rainforests in West Java and acts as a watershed for those living in the West Java and Banten provinces (“Campaign/Halimun-Salak,” 2010). The area is also rich in minerals and home to four endangered species listed on

the IUCN Red List of Threatened Species: the Javan Hawk-Eagle (*Spizaetus bartelsi*), Javan Scops-Owl (*Otus angelinae*), Rufous-Tailed Fantail (*Rhipidura phoenicura*), and the Tawny-breasted Parrotfinch (*Erythrura hyperythra*) (www.iucnredlist.org). The 7,000 hectares of land within the Halimun forest are not only biologically diverse, but also made up of unique communities (“Campaign/Halimun-Salak,” 2010). With a total population of 171,537 individuals, there are various traditional communities such as the Kanekes (Buduy) and the South Banten Traditional Unity (Kesatuan Adat Banten Kidul), who have inhabited the area for generations and still maintain their customary social practices. The non-traditional communities consist of a fragment of the population who settled in the area from parts of West Java to work on plantations during the colonial period after Indonesia gained its independence. Specifically, the Pride campaign targeted a composition of both the traditional and non-traditional communities, focusing overall on 8,651 farmers who were affected and had the ability to impact the threats facing Halimun-Salak National Park. Out of the total farmers targeted, 5,117 of them were female farmers. Within the region of West-Java, more than 60 percent of the agriculture process has been implemented by female farmers (“Campaign/Halimun-Salak,” 2010).

Objective & Approach

The campaign for Forest Preservation at Halimun-Salak National Park (HSNP) sought to sustain the Halimun forests ecosystem, which would in turn preserve the home of the Javan Eagle (“Campaign/Halimun-Salak,” 2010). This was to be done through the reduction of encroachment for agricultural purposes within the park. Specifically, the campaign called for the creation of a new spatial plan by the farmers which would allow them to collaboratively reevaluate their living and farming spaces. This would allow them to legally decide what

changes would better serve the park's natural habitat as well as the community as a whole ("Campaign/Halimun-Salak," 2010). By giving the farmers legal rights within the forests, it was the goal of the campaign to bestow within the community a sense of understanding and pride which would lead to a need to protect the park from further degradation. In addition to involving the stakeholders, a variety of methods were utilized to disseminate campaign information such as radio programming, press releases, petitions, workshops, school visits, festivals, legal reviews, music videos, as well as promotional items such as calendars and bumper stickers, Figure 8 ("Campaign/Halimun-Salak," 2010).



Figure 8. Halimun-Salak Campaign Printed Materials

During the Pride campaign at HSNP, a total of 12 conservation songs were created by the local community in Halimun. These songs were especially unique in that they involved traditional Sudanese musical instruments played by local musicians. Truly incorporating the local culture into their campaign initiatives, the target audience of the HSNP Pride campaign was able to “enjoy the Sudanese atmosphere in disseminating conservation messages through the beautiful and peaceful tone” (Nani Septariani, personal communication, June 6, 2010). In an attempt to affect attitudes and behavior, the campaign incorporated their message into the local community's daily lives. In doing so, there was a sense of familiarity and understanding. The

songs created were from their villages, just as the conservation issues were directly related to their lives. In addition to the locally created songs, the Pride campaign at HSNP also created a series of printed materials, to include a newsletter written by a local team, Figure 9. Distributed to all of the communities within the target population, the newsletter was intended to be a source of overall community news as opposed to strictly endorsing the campaign’s objectives. It included legal news, religious scriptures, and recipes. “ School is an important element in the process of social change. School as an institution does not stand alone in the community, but is also part of the community itself” (Nani Septariani, personal communication, June 6, 2010). Although angled in a manner that would support the campaign, the newsletters’ initial purpose was to educate and inform the target audience through a channel that had not previously been made available to them.



Figure 9. Halimun-Salak Campaign Newsletter

Outcomes

Due to the efforts by those involved with the campaign for forest preservation at HSNP, not only was a dialogue started between the farmers and the head of HSNP, but they were given the legal authority to make optimal use of the existing agricultural land by the Agreement on

Land-Use issued by the park (“Campaign/Halimun-Salak,” 2010). Of the target audience, 2,188 members actively involved themselves with the collaborative forum to create a new spatial plan and conduct participatory mapping. Out of the 2,188 active members, 1,436 of them agreed to stop extending agricultural land within HSNP and to begin thinking of ways to increase productivity with their existing land. By the end of the campaign, there were also measures put in place to maintain 395.8 hectares of land within the park as the habitat of the Javan Hawk-Eagle; as well as to monitor the efforts in relation to hindering the opening of new agriculture land within the HSNP area (“Campaign/Halimun-Salak,” 2010).

In addition, as a means of strengthening the collaborative training of field staff in forest management, an organization referred to as TOC implemented a follow-up campaign. It was the goal of the follow-up campaign to provide the field staff TNGHS managers with knowledge regarding the ecosystems, cultures, history, and conservation area management policy paradigms of where they would be working. They hoped to implement “a series of capacity-building training that would encourage TNGHS field staff to interact with the communities in a more flexible way, and to address land tenurial conflicts that occur through better management and to promote collaborative forest management” (Nani Septariani, personal communication, June 6, 2010). Not only would the follow-up campaign foster further collaboration among all of the key stakeholders within the community of HSNP, it would continue to promote and improve the environmental state of the area.

Campaign for Forest Preservation/Tripa Swamp Forest, Aceh, Sumatra

Campaign Manager: Wahyudi

Lead Agency: Yayasan Ekosistem Lestari

Overview

The Tripa Peat Swamp Forest (TPSF) is one of three peat swamps located on the west coast of Aceh (“Campaign/Tripa Swamp,” 2010). Covering approximately 63,228 hectares, the TSPF is located in two districts, the Nagan Raya and Aceh Barat Daya. Within the swamp area, there are an estimated 67,000 inhabitants, among which many are oil palm and cocoa farmers. In fact, at the campaign’s onset, nearly half of the forest was taken up by five large oil palm companies, the root of many of the area’s ecological issues. Naturally, the Tripa Peat Swamp stores carbon; however, as a side effect of the abundant oil palm conversion, the Tripa is now releasing large amounts of carbon into the environment (“Campaign/Tripa Swamp,” 2010). It was predicted that unless actions were taken, Tripa would release 33 million tons of carbon into the atmosphere within a span of forty years. In addition to forest fires and land clearing, much of the area’s natural wildlife is endangered and faces extinction due to illegal hunting and poaching (“Campaign/Tripa Swamp,” 2010). Within TPSF, there are five species listed on the IUCN Red List of Threatened Species: the Sumatran Orangutan (*Pongo abeli*), Sumatran Tiger (*Panthera tigris sumatrae*), White-winged Duck (*Cairina scutulata*), Malayan Sun Bear (*Helarctos malayanus*), and the Rhinoceros Hornbill (*Buceros rhinoceros*) (www.iucnredlist.org).

Objective & Approach

It was the goal of the Pride campaign for to increase forest preservation in TPSF and to protect the area from further land conversion as a means of preserving what was left of the natural habitat (“Campaign/Tripa Swamp,” 2010). This was to be achieved through an increase in knowledge, understanding, and attitude among the community members about the ecological functions and importance of the forest. In addition, the campaign strove to build support for

their initiatives through the collection of a signed petition for government review that took into account existing and pending concessions of oil palm plantations. These campaign initiatives were promoted through the implementation of various marketing strategies to include press releases, radio public service announcements, community workshops, religious meetings, legal reviews, and promotional giveaways such as posters, t-shirts, calendars, and badges (“Campaign/Tripa Swamp,” 2010).

Specifically, the Public Service Announcements (PSAs) were released in three segments and played on four radio stations: Radio 3 Radio RRI Meulaboh, Public Radio, Fatali FM Nara Abdya, and Nagan Raya (“Campaign/Tripa Swamp,” 2010). Each portion of the three part series ran for approximately one month each, and was played as many as eight times a day in both Indonesian and Acehnese. In dividing the PSA into segments, not only was more content included, but it also created an element of repetition and anticipation among listeners. In addition, through the use of various radio stations, the PSAs were more likely to have been heard and to have resonated with a wider range of the campaign’s target audience over a longer period of time. As a complimentary piece to the PSA segments, Radio RRI Meulaboh and Fatali FM Blagpidie, also agreed to air a three part series talk show in March, April, and May of 2010, Figure 10 (“Campaign/Tripa Swamp,” 2010). Each show had a different specified focus and guest host; however, each of them carried the overarching theme of conservation in Rawa Tripa. Throughout all the shows, listeners were encouraged to ask questions of the sources through live participation. For example, the 2nd talk show held in April of 2010 consisted of one representative from the government: Dishutbun Nagan Raya, two from the palm oil companies: Astra Agro Lestary and PT. Kalista Alam, and one from an NGO, LBH Post Meulaboh (“Campaign/Tripa Swamp,” 2010).



Figure 10. Radio RRI Meulaboh and Fatali FM Blagpidie April Talk Show

Outcomes

As part of the campaign's efforts to get community members to sign the petition for legal review, 44 local leaders and 21 villages from within the Tripa Peat Swamp voluntarily participated in a drive for signatures ("Campaign/Tripa Swamp," 2010). The petition encouraged the local government to accelerate the preservation efforts and take notice of the communities' concerns. "I am very aware that this is not easy for me to do but thanks to hard work and strong self-confidence, finally with various efforts to convince local people that what they will do will have no impact politically and security in their lives" (Wahyudi, personal communication, August 11, 2010). Historically, the local community was cautious and afraid to speak out against the government for fear of retaliation. However, the efforts employed by Wahyudi helped build confidence with the community to speak up and work with those governing them. Unfortunately, the first draft was not well received by the local government and was sent back for modification. At this point in the campaign, it was crucial for the team to build up support and morale, as not to lose momentum. "I must give great encouragement and support to community representatives so that they do not lose their spirit of fighting for what they want for their lives in the future" (Wahyudi, personal communication, August 11, 2010). By the end

of the campaign, there was a new draft in place being reviewed by the government that outlined a plan for conservation and limiting the use of forest land. Moreover, 69 percent of the local community made a concerted effort for change and opted not to open new farming/agricultural land within the peat swamp. While 40 percent of the areas inhabitants agreed to actively involve themselves in the preservation of TPSF, while 61 percent understood the areas importance based upon its ecological and hydrology functions (“Campaign/Tripa Swamp,’ 2010).

Campaign for Sustainable Agriculture/Geumpang Forest, Ulu Masen Forest Complex,

Aceh

Campaign Manager: Shaummil Hadi

Lead Agency: Flora & Fauna International

Overview

The Geumpang forest is part of the Ulu Masen forest complex located in Aceh, Sumatra and is home to 8,788 inhabitants (“Campaign/Ulu Masen,” 2010). Primarily farmers, the agricultural practices within the area are comprised of both crops from the rice fields and on dry land used to produce yields such as cocoa, areca nuts, and coffee. Because the most common system of agriculture is subsistence agriculture, there is a high demand for water and nutrient land, both of which are being exhausted in Geumpang, an area which is often subject to forest fires, logging, and hunting (“Campaign/Ulu Masen,” 2010). As a result, the Geumpang Forest at one point contained three species that had been listed on the IUCN Red List of Threatened Species: the Asian Elephant (*Elephas maximus*), Sumatran Tiger (*Panthera tigris sumatrae*), and the Sumatran Orangutan (*Pongo abeli*) (www.iucnredlist.org).

Objective & Approach

The Campaign for Sustainable Agriculture in the Geumpang Forest, Ulu Masen Forest Complex goal was to protect the area's natural habitat from shifting cultivation practices ("Campaign/Ulu Masen," 2010). Specifically, the Pride campaign intended to increase the communities' understanding of the forest functions, importance of preserving it for the future, and teaching them more effective farming practices. They were taught in training sessions how to make organic fertilizer out of basic materials like animal waste as well as when to harvest their crops to render the most fruitful yields ("Campaign/Ulu Masen," 2010). Because so much of this campaign was based on teaching and demonstration, many of the media tools implemented to promote the campaign initiative were workshop and training based. "The principles of mentoring and active interpersonal communication among members became increasingly close and was a good method for this approach" (Shaummil Hadi, personal communication, April 23, 2010). A series of community workshops, fieldtrips, puppet shows, and demonstration plots were used to physically show the community the techniques of agroforestry. However, press coverage, posters, and promotional gifts such as t-shirts and accessories were also utilized at times during the Geumpang forest Pride campaign ("Campaign/Ulu Masen," 2010).

An example of one such teaching initiative employed by the Ulu Masen Pride campaign was the packet of materials used as one tool to reach out to six schools. The first document within the packet was a picture game, entitled *Let's Guess Pictures: Who Are They?, and Where Do They Live?* and was used to introduce various aspects of the forest and wildlife to elementary school children ("Campaign/Ulu Masen," 2010). The second was a questionnaire called,

Knowledge about Nature and the Environment Around Us, used to measure the pre-existing knowledge base of middle school students. Distributed during before/after school outreach activities, the children's awareness and knowledge was reevaluated multiple times throughout the course of the campaign ("Campaign/Ulu Masen," 2010). The outreach activities themselves were also campaign initiative and were used as another venue of connecting with and teaching the children. For example, pre-scripted puppet shows were performed for the children in the form of episodes, Figure 11. Set within the Ulu Masen Forest region, each episode consisted of a different storyline having to do with the importance of preserving the forest's natural environment. As evident in all theories of behavior change, there must be a sense of awareness and ownership among the target audience before their attitudes will begin to coincide with the issues being promoted. In this situation, through repetitive, interactive, and entertaining learning techniques, the Pride campaign at Ulu Masen Forest became a conceivable idea to the students when broken down and presented to them on their level.



Figure 11. Ulu Masen Forest Campaign Puppet Show/School Visit

Outcomes

After the campaign for Sustainable Agriculture/Geumpang Forest in the Ulu Masen Forest Complex the awareness and knowledge among the community members about the core

issues and focus of the campaign dramatically increased (“Campaign/Ulu Masen,” 2010). The target audience understood the effects of land clearing, its impact to the community, and the relationship between clearing the land and the emerging human-elephant conflict in the area. “This shift toward the formation of social capital is easy because of the key figures in the village...The members of the group always discuss and become agents of change for the village” (Shaummil Hadi, personal communication, April 23, 2010). During the campaign, it was found that word of mouth awareness and teaching passed down from village leaders to the community members rendered the most favorable outcomes. “Older public figures have good knowledge and direct experience that can be imitated by others as a priceless treasure from them,” (Shaummil Hadi, personal communication, April 23, 2010). Specifically, there was a 10 percent increase in the number of individuals who believed land clearing and illegal logging were the two main threats to the Geumpang forest. There was also a 15-20 percent increase among the community members who understood the negative effects of land intensification, while 25 percent made the choice not to clear land for new agriculture plots within the Ulu Masen Forest Complex. By the end of the campaign, four farming groups from four different villages (26 percent) adopted the agro forestry techniques (“Campaign/Ulu Masen,” 2010).

Campaign for Sustainable Agriculture/Ujung Kulon National Park, Banten, Java

Campaign Manager: Indra Harwanto

Lead Agency: Ujung Kulon National Park Headquarters

Overview

Ujung Kulon National Park (UKNP) covers Mount Honje, the Ujung Kulon Peninsula and Panaitan Island; in total 120,551 hectares of land (“Campaign/Ujung Kulon,” 2010). At the

onset of the campaign, there was an estimated population of 58,934; 28,273 of which were part of the campaign's target audience. Geologically, within UKNP's western region is Mount Payung, formed by Miocene sediment. While to the east, there is the mountainous region of Honje, covered by volcanic sediment and limestone rock. Due to its location, the soil within UKNP has undergone tremendous modification and is generally poor in nutrients and fertility ("Campaign/Ujung Kulon," 2010). In turn, many of the area's conservation threats are in direct relation to the region's inability to produce a substantial amount of goods. For example, one of their largest threats was the clearing of land for agricultural purposes, in particular for rice fields. Not only does this threaten the natural habitat of the Javan Rhinoceros, but the land is depleted due to illegal logging and forest fires. Before the Pride campaign, UKNP had three animals listed on the IUCN Red List of Threatened Species: the Javan Rhinoceros (*Rhinoceros sondaicus*), Silvery Javan Gibbon (*Hylobates moloch*), and the Javan Surill (*Presbytis comata*) (www.iucnredlist.org).

Objective & Approach

The campaign for sustainable agriculture in UKNP, Banten Province strove to preserve the natural habitat of the Javan Rhinoceros through the reduction in activities dealing with the clearing of the forest for agricultural purposes ("Campaign/Ujung Kulon," 2010). This was to be accomplished through plot designations that each farmer would care for and not exceed past the boundaries for any reason, especially into UKNP. In order to achieve this, the campaign attempted to increase the target audience's understanding of the National Park zoning system and functions. In addition, the campaign taught the villages how to create, implement, and maintain a highly fruitful agricultural intensification system ("Campaign/Ujung Kulon," 2010). Not only

would this new system improve the region’s agricultural renderings, it would protect the forest while acting as a source of more income for the farmers. Consequently, the advantages of saving and properly handling one’s income was also addressed through the campaign’s promotions. As a whole, the campaign utilized various communication and marketing techniques as a means of successfully achieving their goals, such as radio spots, social networking sites, banners, an environmental club, and a demonstration plot (“Campaign/Ujung Kulon,” 2010).



Figure 12. Ujung Kulon Rhino Biodiversity Exhibit Poster

The Rhino Biodiversity Exhibit set up by the Pride campaign in Ujung Kulon was one social marketing technique employed within the region to promote their initiatives. As a means of reaching a wider audience, the exhibit traveled to different villages and schools within the target region, Figure 12 (“Campaign/Ujung Kulon,” 2010). Comprised of a series of colorful and informative billboards and posters, it was intended to spread awareness about the state of the endangered Rhino and build interest around supporting its preservation. To add an interactive element, a Rhino mascot traveled with the exhibit and acted as an additional source of

information for those who came to see the display. “Together with Om Rhino we tried to attract the attention of visitors and explain the campaign, we got quite a positive response to the program from Director General of Protection and Nature Conservation” (Indra Harwanto, personal communication, March 31, 2010). Both educational and interactive, the exhibit served as a mobile way to bring awareness to the campaigns target audience. Another interactive tool used by the campaign came in the way of a field school. In collaboration with a number of village officials and community/organizational leaders, the campaign conducted a farming field school, centered on the theme of forest protection and preparation. Through the farming of soybeans, it was the objective of the school to prepare farmers for the coming dry season. “The program is different from previous field schools, because there are messages and follow up on their attitudes (farmer groups) that we want. Similarly, the affirmation to their commitment in this program, is very important given that they understand well that they are farmers, a choice that could become agents of change for farmers in the region” (Indra Harwanto, personal communication, March 31, 2010). Unlike other field schools that had been previously implemented within the Ujung Kulon region by other organizations, it was important for the Pride campaign team that their participants realize that there is an element of messaging and follow-up within their efforts that had been lacking by those who came before them.

Outcomes

Within the first year of the campaign at UKNP, 50 percent of the target population had adopted the agriculture intensification technique being promoted (“Campaign/Ujung Kulon,” 2010). At the time of the campaign’s conclusion, 90 percent had adopted the technique. In fact, of those who implemented the method, 85 percent vowed to not extend their farming into

UKNP as a means of preserving the area. Among the farmers, there was a 29 percent increase in the knowledge and understanding about better ways to handle income and savings. In collaboration with the park and other local organizations, June 21st was declared as the Indonesian Rhino Conservation Day to further promote the protection of the species (“Campaign/Ujung Kulon,” 2010). “Whatever is planned, through designing strategies and actions, it all comes down to protection and conservation of the Javan rhino”(Indra Harwanto, personal communication, March 31, 2010). As the campaign’s flagship species, there were significant changes made to improve and conserve the natural habitat of the Rhino through creating a strong sense of pride among the community members.

Campaign for Sustainable Economic Enterprises, Batang Toru Forest, North Sumatra, Sumatra

Campaign Manager: Efrizal Adil

Lead Agency: Pekat Foundation

Overview

An important habitat for the Sumatran Orangutan, the western block of the Batang Toru Forest is comprised of the Dolok Sibual-buali Nature Reserve and the Dolok Lubuk Raya Protected Forest (“Campaign/Batang Toru,” 2010). Together the two protected areas make up 19,892 hectares of land wherein which 15,000 inhabitants reside. However, this particular campaign specifically targeted a segment of land 14,735 hectares in size with a population of 2,000. The four villages targeted in the campaign were Aek Nabara, Janji Manaon, Sugi Julu, and Sugi Jae. Within the campaign’s area of interest, much of the conservation threats are

centered on the extensive clearing of land that took place for annual and perennial non-timber crops (“Campaign/Batang Toru,” 2010).

Objective & Approach

The campaign for sustainable economic enterprises in the Batang Forest, North Sumatra, and Sumatra was concerned with the protection of orangutans and their natural habitat (“Campaign/Batang Toru,” 2010). Through an increase in conservation-oriented social capital and the creation of a credit union it was the goal of the campaign to reduce the land clearing that took place in Batang Toru. The Pride campaign aimed to educate the target audience about the importance of preserving the area while changing their attitude and opinion of credit union groups. Working closely with key stakeholders and individuals from four targeted villages, a level of awareness was raised about the importance the forest in Batang Toru played for the local community, making conservation a priority (“Campaign/Batang Toru,” 2010). Local knowledge plays a vital role in the success of the program. As in all social marketing instances, collaboration and understanding local knowledge and culture is a must when trying to bring about behavior change. Regardless of how well they might be planned, if a particular campaign does not take into consideration the norms of their audience, all of its efforts will continue unnoticed and acknowledged by the group. For example the community within Batang Toru had very specific logging regulations: “The local culture has special requirements before allowing someone to cut a tree. If a person cuts a tree without having permission from the cultural leaders, then the person will face very complicated cultural sanctions” (Efrizal Adil, personal communication, August 15, 2010). If the Pride campaign at Batang Toru had not known this, they could have been missing out on a key means of connecting to their target audience.

Further incorporating the local culture into their campaign techniques, one way conservation messages were disseminated to the target population was through song. Within a culture that depends heavily on music for expression, one way to ensure that campaign messages are heard is with song. Through collaborative efforts by a local poet, drummer, vocalists, guitarist, and bassist, a conservation song entitled *Forest* was written and distributed to be played and sang in schools, religious gatherings, and on the local radio (“Campaign/Batang Toru,” 2010). With a message of conservation and saving the forest, the song was used by the campaign to reach their audience in an artistic and culturally appropriate manner. Even more specifically, the campaign utilized a variety of marketing tools to promote their micro initiatives such as the Credit Union. One such poster, Figure 13, featured a mother signing a document to save money through her involvement in the Credit Union, while in the corner there is a picture of the District Secretary of Marancar-South Tapanuli, a well known and respected public figure. The slogan on the poster read, “Let us keep the forest together UBSP/CU,” implying that only through cooperation and joint ownership would the Credit Union grow and achieve its intended objectives (“Campaign/Batang Toru,” 2010). “The heads of villages play a key role in the campaign, as the activator in the community,” (Efrizal Adil, personal communication, August 15, 2010). Strategically, the poster not only included one representative spokesperson, but two. One being the obvious local official and the other the mother for whom her involvement in the Credit Union is a revolutionary opportunity to become economically self-sufficient. This is important in that, as TPB implies, the target audience needs to feel included and be able to directly relate to the issues they are being faced with (Ajzen, 1991). They need to feel as though the benefits of adopting the new behaviors outweigh the negative implications of changing present attitudes (Churchill et al., 2008).



Figure 13. Batang Toru Credit Union Poster

Outcomes

At the end of the campaign in Batang Toru, 137 former loggers and local community members were actively involved in creating and maintaining four micro credit groups whose operational cash flow reached Rp 95,358,900 (USD 10,500) (“Campaign/Batang Toru,” 2010). In addition to creating a plan for more effective financial management, the groups also addressed how to employ sustainable agricultural practices and preserve the western block of the Batang Toru forest. Of the credit union participants, 90 members gained bookkeeping skills as a result of their participation in the campaign (“Campaign/Batang Toru,” 2010). In addition, there was a 75 percent increase among the target group who understood the legal protective status of Dolok Sual-buali and Dolok Lubuk Raya; while 43 percent believed that creating new farm land within the protected forest area would degrade the natural habitat and have only negative implications. Consequently, 77 percent of the local inhabitants took it upon themselves to create an open forum discussing further means of optimizing productivity while dealing with their new land constraints and conservation objectives (“Campaign/Batang Toru,” 2010).

Campaign for Wetland Preservation/Sungai Putri Swamp Forest, West Kalimantan, Borneo

Campaign Manager: Ade Yuliani

Lead Agency: Titian Foundation

Overview

The Sungai Putri Forest is located in the southern area of West Kalimantan within the Ketapang District (“Campaign/Sungai Putri,” 2010). Covering 70,000 hectares, the area’s population is comprised of approximately 17,652 individuals who although are primarily farmers, some gain a second source of income by being fishermen, rubber tappers, or loggers. The only exception to this is among the Sungai Kelik Village community group whose members’ secondary source of income stems from working on oil palm plantations (“Campaign/Sungai Putri,” 2010). Due to the lack of irrigation available in the villages surrounding Sungai Putri, their agricultural system depends solely on rainwater and land clearing is done through the slash-and-burn method or by using herbicides. All these limitations combined have caused an array of environmentally harmful practices within the district to include annual and perennial non-timber crops, fires, hunting and collecting of terrestrial animals, fishing and harvesting aquatic resources, and logging and wood harvesting (“Campaign/Sungai Putri,” 2010).

Objective & Approach

The campaign for Wetland Preservation in the Sungai Putri Swamp Forest, West Kalimantan, aimed to preserve the Sungai Putri Swamp Forest through the reduction of logging within the area (“Campaign/Sungai Putri,” 2010). This would then in turn safeguard the Bornean orangutan and its natural habitat. The Bornean orangutan is the Pride campaign’s flagship species and is listed on the IUCN Red List of Threatened Species (www.iucnredlist.org). The first approach in achieving this objective was to increase the community members’ understanding of the swamp forest’s function of storing carbon, controlling water within the wetlands, and the impact of cutting down trees within the area (“Campaign/Sungai Putri,” 2010).

Next, as a means of reducing the community’s dependency on timber as a source of income and teach a way for villagers to self-sustain themselves, a Credit Union system was created. The Credit Union consisted of a group of community members who through an understood level of trust and dedication, unified and agreed to save their money in order to accumulate collaborative capital that could then be lent to the community and in turn to develop new businesses as alternatives to logging and other environmentally unsustainable practices. The campaigns concept model, Figure 14 outlines the different methods and plans employed by the Sungai Putri Pride campaign (“Campaign/Sungai Putri,” 2010).



Figure 14. Sungai Putri Concept Model

As a way to heighten interest and encourage membership in the Credit Union, the Sungai Putri campaign employed motivational village visits wherein the management team of the Credit Union would visit the farmers and provide them with educational information about their initiatives and possible support. As an effort to build confidence and trust between the Credit Union management team and the farmers, it was important that the campaign openly reveal its intentions and processes. Following the implied notions of the TPB, after implementing such a radically new initiative within a community, there had to be a firm sense of understanding and

familiarity before the villagers would even consider involving themselves in the Credit Union. In addition, the campaign also distributed three versions of leaflets designed to support their efforts (“Campaign/Sungai Putri,” 2010). Interrelated to one another, each version of the leaflets discussed the benefits of the forests both to the environment and the lives of the target audience. Specifically, the second leaflet carried the topic of the forest and climate change, while the third discussed REDD, the investment in carbon stocks, as a strategy for preventing climate change. “Hamdan, 36, who used to work wood in the Sungai Putri forest, told me that he was optimistic that the Credit Union can bring about change for him and his communities. With the CU, I dare to dream. I now dare to write my dreams on paper and via CU I am sure that I can make it happen” (Ade Yuliani, Rare Planet Blog, July 25, 2010). In conjunction, the events and leaflets were meant to create an element of closeness between the campaign and the target audience; providing them with ample information as it relates to their daily lives and the opportunities that could be afforded to them through the CU.

Outcomes

After the campaign, the Sungai Putri village community Credit Union consisted of 12 members and was worth Rp 29,945,000 (USD 3356.31) in assets while steadily growing both in membership and funds (“Campaign/Sungai Putri,” 2010). In addition to setting up the Credit Union as an institution, a criterion for membership was also created to ensure that the individuals participating in the Credit Union were supporting and fostering its initiatives. For example, those farmers who took out loans from the Credit Union, were given larger credit lines if they relinquished all or most ties to logging. For further assurance Titan, a local group, would monitor the forest and farmers for the Credit Union management team, as a basis of assessing and/or maintaining individual credit applications (“Campaign/Sungai Putri,” 2010). Not only

does this express a high level of involvement and support for the Credit Union in Sungai Putri, but it has created a source of checks and balances within the system. In order for the Credit Union to continue to be successful, the community must feel as though it is not only a safe investment, but that they are directly involved and understand the specifics of it.

Throughout this case study, four primary themes were evident in all eleven Pride Campaigns: education, knowledge (both local and learned), internal research, and local governance. All of the campaigns sought to educate and enhance the knowledge base of their target communities as to provide them with the tools to make better informed decisions. Disseminated using a variety of methods, information channels came both in the form of formal learning and workshops, as well as playful puppet shows and events. As a means of better connecting with the communities, local knowledge was not only sought out, but taken into consideration in the creation of the campaigns and messaging. In addition, all campaign research was done internally, onsite, and required the involvement of numerous community members and stakeholders. This level of involvement, coupled with the invaluable research techniques taught to the campaign managers, allowed for a far more comprehensive insight into each campaign site's wants and needs. Previous campaigns and research done in these communities did not entail this level of expertise and involvement. Finally, due to the lack of power traditionally bestowed upon local communities in the way of local governance, many of the community members felt as though even with the campaigns in place, they would not have the authority to enforce any of the new initiatives. Fortunately, through the combined efforts of the community and campaigns, many of the initiatives increased the communities ability to monitor and enforce the agreed upon terms.

CHAPTER 5

CONCLUSION

As an organization, Rare Conservation is one that has taken the techniques of social marketing and developed a highly effective process for adoption and implementation. Whereas traditional social marketing organization utilized an outside-in approach, Rare Conservation employs an inside-out technique that allows the target audience to be directly involved and create every aspect of the campaign. Not only is this technique more likely to increase the level of involvement, it allows for a sense of ownership and Pride among the target population. As is crucial in any successful application of social marketing with the goal of causing behavioral change, Rare has built within each campaign a mechanism for continuously measuring the population's wants and needs (DaCunha, 1992). Consequently, they are far more likely to be proactive in their initiatives than reactive because they focus on understanding throughout the term of the campaign what the current state of their audience is, and accommodating for any changes that may occur. Moreover, through their continued evaluation process, each campaign is able to easily understand their target audience's cultural norms and local knowledge. In doing so, they are able to identify the popular and accepted behaviors that may be in direct contrast to those being promoted by the campaign. Once identified, the campaign teams are able to create a space of awareness within the community; allowing them to reevaluate their current behaviors against the benefits and repercussions of those being promoted.

In addition to the ways in which the Pride campaigns were able to reach and resonate with the local communities in Indonesia, the issue of professional training was revealed as being one of the most invaluable resources for the campaign managers involved in the Rare program.

Although all of the campaign managers were trained within their respective fields, most agreed that the strategic training provided by Rare served as a key tool in their success. “In the past, I was a little scared, worried and nervous to speak in front of people but today it is quite different” (Campaign Manger One). After their training, many of the managers felt more confident and capable of leading change within their communities. In many ways this was due to the fact that in addition to the communication and marketing skills that they were taught, Rare’s social marketing campaign blueprint is not only strategic, but organized and effective. “The direction of Yayasan Seka’s policy became better structured. Changes are made by building a whole concept model for Yayasan Seka’s working areas, which had not been well structured before” (Campaign Manager Two). Whereas many of the communities had never before had personal involvement with environment issues and conservation, the implementation of a strategic campaign, gave them a source of direction and logic to build from. The level of expertise within an organization such as Rare Conservation is immeasurable in that the organization itself provides the grid and techniques for implementing the campaigns; however, it is that coupled with the local knowledge and expertise of the campaign managers and team that make their work so advantageous.

Although Rare Conservation has been particularly successful in building Pride campaigns in Indonesia as a method of promoting conservation and improving many of the environmental threats plaguing the area, it is not without its challenges. For example, many of the campaigns initial problems stem from the fact that Rare Conservation is not a local organization and in many ways consistent of a program that many do not understand. “The personal challenge I face is that there are many people in the organization who consider the campaign programs are my private projects supported by Rare. The opinion arises because they acknowledge that there is

Master's award to me after the completion of the Rare's programs, which makes them consider the Pride Campaign as my thesis project for the Master's program" (Campaign Manager Three). Because there are so many outside entities involved in different aspects of the organization, such as the University of Texas at El Paso, the university from which the managers earn their Masters, there is a level of trust that must be gained before the campaigns can begin to take effect. In addition, because Rare Conservation structures their programs as such that the campaign managers are still employed by their lead organizations during the campaign duration, cost is one challenge many of the managers discussed in their interviews. "The Rare program does not cover the expenses for the staff salary and transportation cost to visit the counties and cities, which becomes a really heavy burden for a small organization like mine" (Campaign Manager Four). Many of the campaign sites covered multiple villages that were both significantly far away from one another and difficult to get to in that they were only accessible through renting some form of transportation. Finally, although many of the campaigns achieve at least their bottom line goals, Rare currently lacks a uniformed method of tracking behavioral change after the two year campaign has subsided. Through collaborative efforts with lead or local organizations, some of the campaigns were able to be measured and continued; however on average, this was not the norm. Consequently, the total impact and behavioral change that is rendered due to campaign efforts is not known by the organization. If such measurements were added and accounted for, this data could be valuable in future campaigns as a way to improve and build upon already proven techniques.

Throughout the duration of this study, there were a series of limitations that arose. First, although given extensive access to information and the opportunity to interact with Rare staff, campaign managers, and segments of various campaign target audiences while visiting

Indonesia, after I returned to the United States, gaining in-depth answers to my research proved to be more challenging. The campaign managers are most often on site in very remote locations with little to know internet service or access to telephones, which made the process of follow-ups and additional data collection quite difficult. In addition, it was not until recently that Rare Conservation released the newest version of rareplanet.org that has the technological capability to translate the various posts, blogs, and documents uploaded about the campaigns into multiple languages. Before having the ability to do so, anyone looking to read about the work that was being done in a certain area had to be able to read in the native language of the campaign manager working in that region. As a means of negating the effects of these limitations, I suggest for future research that a more comprehensive on-site project be done. With more time and face to face access to all of the stakeholders involved in the conservation efforts being promoted by Rare Conservation, one could collect a much wider range of detailed data. Interviews could be conducted with the target populations, local leaders and government, and lead organizations as a way to truly analyze the use of social marketing as a source of biodiversity campaigns in Indonesia.

*The names and dates within this final chapter were left out as a means of protecting the identity of the managers and allowing them to speak freely in critique of their involvement with Rare Conservation.

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APPENDIX A

Consent Form

This questionnaire is being conducted as a means of measuring the effectiveness of using social marketing as a way to promote environmental conservation. Your voluntary participation is requested so that we may learn more about the specific strategies and effectiveness of the Rare Conservation campaigns. This questionnaire will take approximately 15 minutes. There are no known risks to participation in this data collection. Your participation is completely voluntary and you may end your participation at any time, even after signing this consent form. Your name will not be recorded on the questionnaire and your responses will be anonymous.

Returning this questionnaire certifies that you have read and understand this consent form and agree to be a participant. Additionally, you agree that all known risks have been explained to you and that you understand that there is no compensation for either participating or any injury that might result from your participation in this research. Participation in this questionnaire verifies that you are 18 years of age or older.

If you have any questions pertaining to this study, please contact Alesia Za Gara, Graduate Student, Department of Communication, 915-309-2421.

Thank you for your assistance.

If you are willing to participate please sign this form.

Participant Signature

Date

Consent Form Translated in Indonesian
Formulir Persetujuan

Kuesioner ini dilaksanakan untuk menguji tingkat efektifitas dari *social marketing* sebagai upaya untuk menyebarluaskan dan mempromosikan konservasi lingkungan. Partisipasi sukarela Anda dibutuhkan agar kami bisa mempelajari lebih dalam mengenai strategi khusus dan keefektifan dari kampanye Rare Conservation. Kuesioner ini membutuhkan waktu sekitar 15 menit untuk mengisinya. Tidak ada resiko yang diakibatkan dari keikutsertaan Anda dalam pengumpulan data ini. Partisipasi Anda adalah bersifat sukarela dan Anda dipersilakan untuk mengakhirinya setiap saat, bahkan setelah Anda menandatangani formulir ini. Nama Anda tidak akan dicantumkan dalam kuesioner dan jawaban Anda akan bersifat anonim.

Dengan menyerahkan kembali kuesioner ini membuktikan bahwa Anda telah membaca dan memahami formulir persetujuan ini dan setuju untuk berpartisipasi dalam penelitian ini. Lebih lanjut, Anda sepakat bahwa segala konsekuensi dan resiko telah dijelaskan pada Anda dan mengerti bahwa tidak ada imbalan ataupun kerugian yang mungkin diakibatkan dari keikutsertaan Anda dalam penelitian ini. Partisipasi Anda dalam kuesioner ini menunjukkan bahwa Anda telah berusia 18 tahun atau lebih.

Bila Anda mempunyai pertanyaan yang berkaitan dengan penelitian ini silakan menghubungi Alesia Za Gara, Graduate Student, Department of Communication, 915-309-2421.
Terima kasih atas peran serta Anda dalam penelitian ini.
Jika Anda ingin berpartisipasi silakan menandatangani formulir ini.

Tandatangan Peserta

Tanggal

Rare Questionnaire Questions

General questions/Pertanyaan umum

1. Lead agency:

What is the name of your organization/agency?

Apakah nama organisasi Anda?

What does your organization/agency do? Describe the organization.

Apakah tujuan dari organisasi Anda? Bisakah menjelaskan lebih lanjut?

What is your role in the organization?

Apakah peran dan jabatan Anda di organisasi tersebut?

How did you become involved with the Rare Pride Campaign program?

Bagaimana Anda bisa bergabung dengan program Rare?

2. Describe your barrier and barrier removal operation plan (BROP).

Bisakah Anda menjelaskan, rintangan dan tantangan BROP?

How will you measure the success of your campaign?

Bagaimana Anda akan mengevaluasi tingkat kesuksesan kampanye Anda?

How did you choose your mascot?

Bagaimana memilih maskot Anda untuk kampanye Rare?

You have already met with stakeholders – can you describe the process?

Sudah ada pertemuan dengan stakeholder – bisakah menjelaskan prosesnya?

3. Relationship with Rare/Hubungan dengan Rare:

How has Rare's training influenced your role within your organization?

Bagaimana program pelatihan Rare mempengaruhi peran Anda dalam organisasi Anda? Apakah ada perubahan?

How has Rare's training influenced your organization (more generally speaking)?

Bagaimana pelatihan Rare mempengaruhi organisasi Anda (secara umum)?

What personal challenges have you faced in participating in the Rare program?

Apakah ada rintangan pribadi yang Anda hadapi dengan program Rare?

4. Social marketing:

How have you/will you adapt Rare's global approach to your organization/context?

Bagaimana Anda bisa menyesuaikan strategi/tindakan Rare dalam organisasi Anda?

What kinds of social marketing approaches do you think will work best for your campaign?

Jenis tugas-tugas social apakah social marketing paling baik untuk kampanye Anda?

What kinds of marketing tools will you try to use? How will you design them?
Ada contoh social marketing yang Anda pikir akan paling baik untuk kampanye Anda?
Bagaimana akan membuat materi-materi social marketing untuk kampanye, di situs kampanye?
Bagaimana menyesuaikan materi-materinya untuk komunitas?

How do you target audiences? How do you use segmentation?
Bagaimana memfokuskan khalayak? Ada market segmentation?

5. Local communities/komunitas lokal:

How do you work with local people? How do you use knowledge of local culture for campaign?
Bagaimana bekerja dengan komunitas lokal? Bagaimana bisa pakai pengetahuan lokal untuk kampanye?

How does local culture affect campaign design?
Bagaimana kebudayaan lokal mengubah strategi kampanye? Ada contoh?

What role does local government play for your campaign? Local politics?
Bagaimana hubungan dengan pemerintah lokal? Bisa menjelaskan peran kepala desa? Peran bupati? Ada masalah dengan pemerintah lokal?

Other comments? Komentar lain?

CURRICULUM VITA

Alesia M. Za Gara was born in N, Germany. The only daughter of Darieus and Belinda Za Gara, she graduated from Bamberg American High School, Bamberg, Germany, in the spring of 2004 and entered The University of Texas at El Paso in the fall. While persuing a bachelor's degree in Organizational and Corporate Communiation, she worked full-time for Costco Wholesale in the Marketing/Membeship and Pharmacy departments, until receiving her bachelor's of arts degree from the University of Texas at El Paso in May of 2008. In the fall of 2008, she entered the Graduate School at the University of Texas at El Paso and was selected in May of 2010 to be part of the Inagural Archer Center Graduate Fellowship Program in Public Policy in Washington, D.C.

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