



MEDIA CAMPAIGNS FOR SOCIAL CHANGE

COURSE HANDOUT

Netherlands - 2024

RNW MEDIA



MEDIA CAMPAIGNS FOR SOCIAL CHANGE

(DATES) – ENGLISH

Welcome to the Media Campaign for Social Change Course Handout! This document contains all the materials presented during the training. Here, you can revisit the theoretical frameworks, case studies, and additional resources at your own time, both during and after the course. Use this document as your go-to guide for reinforcing and expanding your learning experience.

LET'S CREATE GREAT CAMPAIGNS TO CHANGE THE WORLD!

DESCRIPTION OF THE COURSE

In today's fast paced, digitally mediated, and demanding world, this course provides a comprehensive strategy for creating campaigns that effectively drive social change. With a participatory learning methodology and a critical review and exploration of diverse digital tools, this learning experience focuses on facilitating transformative practice and common knowledge creation.

Through a practical approach, you will delve into core theories essential for crafting a holistic campaign strategy. The course starts by formulating a problem statement and conducting a contextual analysis of the issue at hand. Together with peers, you will explore and discuss approaches to social change from a human rights perspective, addressing both narrative transformation and advocacy for sustainable and effective efforts.

In this training, we explore diverse tools, tactics and campaign activities, from content creation to protests and legislative proposals. We emphasise on effective planning, covering mobilisation, engagement, and scheduling to support campaigns achieve their objectives. Monitoring and evaluation frameworks are used to translate the campaign's vision into tangible goals and objectives, enabling accurate measurement and reporting of impact.

The course also provides some tips regarding financial sustainability, like fundraising strategies, grant writing tips and branding, along with risk mitigation, digital safety, security, and countermeasures for potential campaign backlash.

Throughout this course, you will present the provided CANVAS framework to both peers and RNW Media experts and receive horizontal, constructivist feedback. This course aims to equip you with the skills and knowledge to drive meaningful social change through effective media campaigns.

GENERAL LEARNING OBJECTIVES

1. **Understand the foundations of campaign strategy for social change:** participants will be able to articulate core theories and principles essential for developing a holistic campaign strategy aimed at driving social change.
2. **Formulate effective problem statements and contextual analyses:** participants will develop skills in formulating clear problem statements and conducting comprehensive contextual analyses of social issues.
3. **Apply human rights perspectives to social change:** participants will learn to integrate human rights perspectives into their campaign approaches, focusing on narrative transformation and advocacy for sustainable impact.
4. **Design and plan diverse campaign tactics:** participants will gain the ability to design and plan various campaign activities, including content creation, protests, and legislative proposals, tailored to their specific social change objectives.
5. **Develop effective campaign planning skills:** participants will be equipped with skills in mobilisation, engagement, and scheduling, essential for the successful execution of campaign strategies.
6. **Utilize monitoring and evaluation frameworks:** participants will understand how to use monitoring and evaluation frameworks to set tangible goals and objectives, enabling the measurement and reporting of campaign impact.
7. **Implement financial sustainability and branding strategies:** participants will acquire knowledge in financial sustainability and practical tools such as branding, essential for long-term campaign success.
8. **Identify and counteract campaign risks:** participants will learn to identify potential risks, including digital safety and security concerns, and develop countermeasures for campaign backlash.
9. **Prepare and present effective campaign pitches:** participants will practice preparing and presenting campaign pitches using the canvas framework and benefit from giving and receiving peer feedback.
10. **Develop and understanding of relevant digital tools:** participants will explore the tools the digital tools available like generative AI and diverse search engines with confidence and criticality.

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RNW Media’s CAMPAIGN CANVAS

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At RNW Media we have developed a Campaign CANVAS. It serves as a strategic overview template for you to create your campaign. Throughout the training, this CANVAS will guide you in crafting your campaign, ensuring that all elements are cohesive and aligned. A Word template of the CANVAS, along with other useful templates, will be shared with you during the course.



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INTRODUCTION TO CAMPAIGNS

WHAT IS A CAMPAIGN?

Source: [Link for Commons Library Campaign Definitions](#)

Case Study: [Link for “A white dress does not cover rape” ABBAD MENA](#)

According to the human rights/social justice framework: **A campaign for social change is a coordinated and strategic effort aimed at making a positive impact on society by addressing and transforming a specific issue or challenge.** Several organizations, NGOs, Collectives, and Governments use this type of campaigns to raise awareness or advocate on topics related to climate change, gender equality, peace & security, public health, etc. (think about the 17 SDGs and human rights). **It involves mobilising individuals, communities, and resources to raise awareness, advocate for policy changes, challenge norms, and ultimately create lasting positive outcomes.** Campaigns for social change often leverage various communication channels, community engagement, and advocacy tactics to bring about meaningful and tangible improvements in the world.

There are a lot of approaches in campaigning for social change, with awareness-raising, behaviour modification, altering social norms, and advocacy among the most prevalent. We recognise the interconnected and intersectional nature of social change, so, **this course will focus on two principal strategies that are widely applicable across various methods: narrative change and advocacy.**

Reflection – Social Change: What is social change for you? What is a campaign for this context?

Assignment – Case Study #Abolish522: Check out the case study of ABBAD MENA “#Abolish522 -A white dress does not cover rape” and other of their campaign work to get inspired and study how different organisations approach social change.

LEVELS OF CHANGE FOR A CAMPAIGN

LEVELS OF CHANGE FOR A CAMPAIGN



Social change occurs through a strategic approach that combines various levels of change. A campaign should aim to focus on one or two specific levels to maximize its impact.

We know that change happens in many different levels, although often a great campaign contains elements that connect those levels, let's take a moment to consider what these levels are:

- **Individual Level:** This level of change involves individuals' beliefs, attitudes, and behaviours. A campaign that focuses on individual level is usually about raising awareness, fostering empathy, and promoting personal transformation. Individual-level change can be achieved through education, awareness campaigns, storytelling, and providing resources or tools for behaviour change.
- **Interpersonal Level:** Interpersonal change centres on relationships, interactions, and social networks. It involves influencing the dynamics between individuals and groups, promoting dialogue, and building alliances. This level of change can be achieved through community organizing, dialogue facilitation, networking, and fostering collaboration.

- **Organizational Level:** Organizational change focuses on institutions, businesses, or formal organizations. It involves transforming policies, practices, and structures within these entities to align with social change goals. Advocacy efforts can target organizational decision-makers, policies, and practices to drive systemic change. This level of change often requires engagement with key stakeholders, lobbying, and strategic partnerships.
- **Community Level:** Community-level change centres on mobilising and empowering communities to address social issues collectively. It involves building social capital, promoting community organizing, and encouraging civic participation. Community-level change can be achieved through community-based initiatives, grassroots campaigns, and participatory approaches.
- **Societal Level:** Societal change refers to broader systemic changes in social norms, laws, and policies. It involves influencing public opinion, advocating for legislative reforms, and challenging structural inequalities. Advocacy efforts at the societal level may include policy advocacy, media campaigns, public demonstrations, and engaging with decision-makers at the national or international level.

Remember that these levels are interconnected, and a great campaign can provoke systemic change!

LISTENING TO THE PROBLEM

PROBLEM STATEMENT

Sources: [Link to The Routledge Handbook of social Change](#)

Let's face it: sometimes the hardest thing is being able to clearly articulate what a problem is. We can feel that things are wrong, that there are injustices in the world, but Why? Where? What exactly is it? This struggle is our departure point.

The key to any successful campaign is really tuning in to the problem at hand. Effective listening, in this context, boils down to two main skills: **shaping a clear problem statement to define the issue's boundaries and grasping the context in which the issue exists.** Sharpening your research skills is crucial here—it'll help you track any shifts in the problem and continuously refine your understanding of the various factors at play. This, in turn, will shape your campaign strategy. So, let's roll up our sleeves and start by nailing down that problem statement.

Problem Statement

WHO

- Who is having the problem?
- Who will benefit from our solution
- What do we know/assume about them?

WHAT

- What is the problem?
- Is it easy to explain?
- What is our evidence?

WHEN / WHERE

- Where is the problem taking place? (location, section of a community, or even a process)
- When is the problem happening? (Timeframe)

WHY

- Why is it important to solve?
- What will our solution bring?



Note that "problem" can be used in two key aspects: 1) As a "Problem Statement," it refers to a specific situation causing harm to a community that requires a solution. 2) As a "Research Problem," it frames a question seeking an explanation, often probing into the root cause or reasons behind the issue at hand.

To define a problem we need to frame it by asking questions from different angles. These questions are crucial for a comprehensive problem definition. Let's delve into each:

WHO: Start identifying the people or community that are being directly affected by the problem. Consider an intersectional approach (combined or overlapped forms of discrimination, this includes gender, race, age, class, sexuality, religion, education, etc.)

Who is having the problem? / Who will benefit from the solution?

- Identify the specific individuals, communities, or groups directly experiencing the issue.
- Explore demographics, socio-economic factors, and any other characteristics defining this group.
- Understand the unique challenges faced by different segments within this population.
- Recognize the communities or groups that will experience positive changes with the implementation of your solution.
- Consider how your solution might address the diverse needs and interests of various stakeholders.
- Understand the potential ripple effects on the broader community.

WHAT

What is the problem?

Remember that a problem is a situation causing harm to a community that requires a solution. However, the scope of this problem needs to be concrete and attainable for a campaign to work. Think of the following:

- Clearly define the problem in concise terms that are easily understandable.
- Ensure that the problem statement reflects the root cause(s) rather than just the symptoms.
- Support your definition with concrete examples and evidence, making the problem tangible.

WHEN/WHERE

Where and when does our problem happen?

Accurately identifying a problem entails locating where or when it happens. This way your solution can target the concrete problem effectively.

- Identify specific locations, contexts, or situations where the problem is prevalent.
- Consider the temporal aspects, such as whether the issue has specific time frames or occurs seasonally.
- Understand the dynamics of when and where the problem manifests.

WHY

Why is it important to address this, and what does our solution bring?

- Articulate the significance of addressing the problem, emphasizing its impact on individuals and the community.
- Clearly state the rationale behind prioritizing this issue over others.
- Highlight the positive outcomes and benefits that your proposed solution aims to deliver.

These questions collectively form a framework for understanding, defining, and justifying the problem you are addressing and the potential impact of your proposed solution.

Problem Statement Exercise: Try to complete the areas of the problem statement for the following examples:

“The stigma around post-partum depression in Mexico is leading to increased mental-health issues for young mothers.”

- Who:
- What:
- When/Where:
- Why:

“The stigma around construction workers in the border Mex-US (“dirty” work) is contributing to the precarious socio-economic condition of workers”

- Who:
- What:
- When/Where:
- Why:

“The constant exposure to toxic beauty standards content in social media is exponentially increasing suicide rates amongst teenage girls.”

- Who:
- What:
- When/Where:
- Why:

Activity – Problem statement #Abolish522: Try drafting the problem statement of the #Abolish522 Campaign and answer the questions:

- Who:
- What:
- When/Where:
- Why:

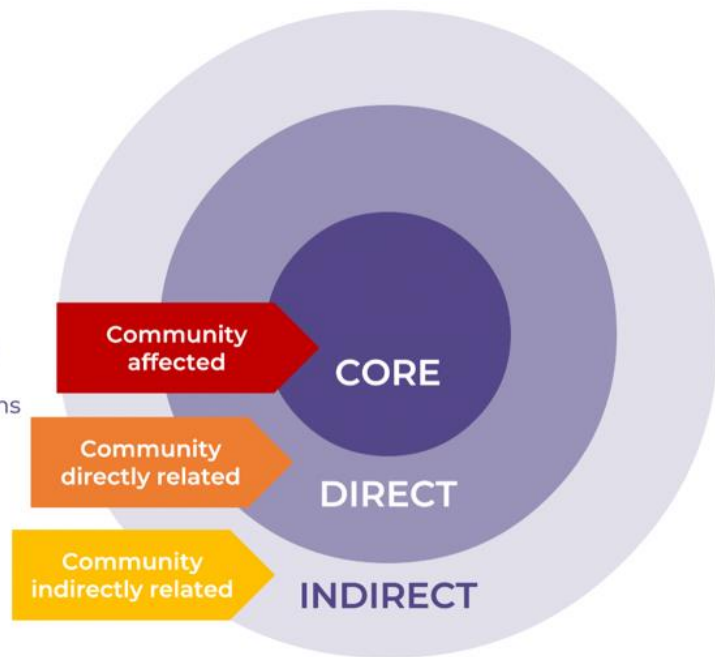
ACTOR MAPPING

Our actor map is a dynamic tool that charts the relationships between various players and the problem we're addressing. It's a resource we'll use throughout the campaign for various reasons. For instance, **understanding the emotional connections among actors**, such as survivors and their communities. Equally important **is identifying political actors** who could be allies or adversaries, as well as mapping out research landscapes. Mapping these relationships is essential to the campaign and, as always, is a process that evolves over time.

Note: you might want to do different types of actor mapping: emotional mapping, political mapping, support mapping

ACTOR MAPPING

Mapping actors is a critical step in understanding the network of individuals, groups, and organizations that are affected by or have an interest in the issue at hand.



Let's take a dive into the specific actors:

1. **Core:** people directly affected by the problem. *In the example of Case Study #Abolish 522 it would be the women (either actual victims or potential) affected by this article and gender-based sexual violence.*
2. **Community directly related:** are the people who have a direct impact on the topic but are not the core affected by it. *The case study might be the family of the survivors, the perpetrators, and community leaders that have a direct relation to the victims.*
3. **Community indirectly related:** are the organizations or institutions that have an interest in the topic, for example other NGOs working on the topic, community leader, specific governmental departments, media, etc.

Research Tools for Problem Statement

Going through existing research is also known as **literary review**, it's important that you are aware of the research done by others (researchers, universities, organisations, governments) to base your campaign on credible information.

- **Credible search engines:** For your research, rely on trustworthy search engines. Use Google Scholar or other similar specialized tools for academic sources. Unlike regular search engines, they focus on scholarly literature, ensuring high-quality information. Access articles, conference papers, and theses for a thorough analysis. This strengthens your evidence-based approach and boosts the credibility and validity of your findings.
- **Keywords:** define the key words of your problem and write them down with commas (no sentences needed), consider variations on the terms, look for synonyms and specific terminology, experiment and refine a few times to improve the results of the concrete problem you are trying to address. We suggest using keywords that help you define the search in social change, legislative, psychological, and audiences)
- **Skim and select:** open a few articles whose titles you find relevant for your problem, review superficially the contents and decide quickly if it's worth reading. Select 5 articles to read more in-depth based on identifying information that is new to you. Think about what you don't know!

Relevant sources for research:

- [Link for African Journals Online](#)
- [Link for REDALYC](#)
- [Link for CORE](#)
- [Link to Google Scholar](#)

If you have more databases and you want to contribute to an open-source resource, please share the links here: [Link For collaborative mentimeter](#).

AI FOR GOOD – Using Generative AI

Artificial Intelligence (AI) has emerged as a trending topic over the past years, the term itself refers to a broad spectrum of technologies. Within this landscape, Generative AI has gained significant attention. Generative AI encompasses systems like Chat GPT, Bard, Co-Pilot, among others, which generate content autonomously based on input data. To delve deeper into this concept, we recommend exploring the insightful open resource [“We are all AI: Taking control of Technology”](#) by NYU.

In the context of this training we suggest to use Generative AI to support, challenge, and expand the research of your campaign. Before jumping into them, it's important to remember several key things about these AI assistants:

Pros	Cons	Risks
<p>Process huge amounts of data: Sourcing from the internet these AIs can support by identifying trends and provide information to support your research</p>	<p>Quality decrease: although it can generate content quickly, these technologies repeat what there is with no 'critical reflection', so accuracy, coherence and ethical standards are at risk.</p>	<p>Ethical Dilemmas: The use of Generative AI raises ethical questions regarding accountability, transparency, and the potential unintended consequences of automated decision-making.</p>
<p>Saving time: for specific cases AI's can be used to summarize information or revise structure/clarity of messages</p>	<p>Data Bias: our world is biased, Generative AI models may perpetuate biases present in the input data, leading to skewed results or reinforcing existing societal inequalities.</p>	<p>Public Perception: Misuse or mishandling of AI technologies could damage public trust, undermine credibility, and provoke backlash from the community you are working with.</p>
<p>Diverse perspectives: using AI critically can provide counterarguments and feedback to your campaign</p>	<p>Security risks: especially in a campaign, using AI tools (free or paid) can put at risk the campaigners by using private/sensitive information.</p> <p>*Never use any private information (names, addresses, locations, etc)</p>	<p>Regulatory compliance: make sure to be in the loop of the legal conversation!</p> <p>Link for UNESCO on AI</p>

Good prompting

As a computational system AI works in “coding” logic, this means you need to think in terms of rules/instructions. The better (clear, additive, specific, with context) the rule/instruction (prompt) is, the better the output. A simple formula to remember is:

Context + Instructions + Input data + Output data

Consider the following example:

As an expert on human rights with a background in Latin-American immigration and decolonial perspectives (**Context**) + Review the Problem Statement I will provide and comparing with existing peer-reviewed research on the field (**Instructions**) + ""*The stigma around construction workers in the border Mex-US ("dirty" work) is contributing to the precarious socio-economic condition of workers*" (**Input**) + I need you to give me feedback, counterarguments, and relevant bibliography for me to consider (**output**). Do you understand what you need to do?

Copy-paste the example in a GPT and see what the answer is. As with any technology the key thing is to experiment and probe it with a healthy amount of distrust. Rule of thumb as with any information you encounter: **Verify and Crosscheck!!**

ROOT CAUSE OF THE PROBLEM: "THE FIVE WHYS"

The "5 Whys" methodology is a technique used for root cause analysis, aimed at identifying the underlying reasons behind a problem. The approach involves asking "Why?" repeatedly to drill down into the core issues. Here's how it works:

1. **Define the Problem:** Clearly articulate the problem you want to analyse. This becomes the starting point for your "5 Whys."
2. **Ask "Why?" for the Problem:** Begin by asking why the problem occurred. This identifies the immediate cause.
3. **Repeat for Each Answer:** Whatever answer you get, ask "Why?" again. Continue this process iteratively for each response. The goal is to move beyond the symptoms and uncover deeper causes. Typically, five iterations are used, but you can adjust based on the complexity of the problem.
4. **Reach the Root Cause:** By the fifth "Why," you ideally reach a root cause or a fundamental reason behind the problem. This is the point where further "Whys" don't yield meaningful insights.
5. **Address the Root Cause:** Once the root cause is identified, efforts can be directed toward addressing it. This proactive approach helps in solving the problem at its core, preventing recurrence.

It might be the case that is not a linear or single root cause, that is ok. Often social problems are multicausal and intersected in struggles. This exercise might help uncover relations and other root causes, but it will help out in defining entry points.

Assignment –Problem Statement + CANVAS 1+2: Let's define the problem statement for your campaign! Get ready to start drafting; start a document with the problem statement questions (who, what, where/when, why) and let's try! Remember that refining a problem statement takes time and you will make many mistakes in framing/approach. It's ok! We are here to test them out and improve them! Use the questions we provided in the theory section to guide your research and experiment with some of the tools for research we suggested. After finishing the research, fill the CANVAS in the most concise way possible

- Who:
- What:
- When/Where:
- Why:

Start filling your campaign canvas!

There are multiple ways of going about this, you can upload the image to any web application to fill it and adapt the image/text (Canva, Mural, Figma). You can also fill in the Word template we provided in the materials section or whatever way works best for you. Start with the first two sections:

CONTEXT ANALYSIS INTRODUCTION

FEELING THE CONTEXT

The best (and only) way to get a feeling of a problem is to go directly to the source. Ask directly the main people involved and follow the answers to get better insights into your problem. This is called “field research”. If you are not directly affected by the problem, then you need to **put the people who are at the centre of the campaign (insights, decisions, solutions)**. If you are, you need to find more CORE people to supplement your proposal.

Field research is a hands-on investigative approach where you directly interact with the main people involved in the issue you're addressing. It's a method that allows you to gather first-hand information, insights, and experiences related to the problem at hand. The most effective way to understand a problem is by going directly to the source. This means engaging with the individuals directly affected by the issue. By **asking them questions and actively listening to their responses**, you gain a deeper and more authentic understanding of the problem.

We always suggest placing the individuals who are at the centre of the issue in key roles within the campaign. This ensures that **their insights, perspectives, and decision-making play a central role in shaping the campaign's direction.** This approach helps in creating a campaign that is more authentic, relevant, and sensitive to the needs of those directly affected. If you are personally affected by the problem, we advise seeking out additional individuals who are considered "CORE people." These are individuals who possess significant insights or experiences related to the problem. The inclusion of diverse perspectives enriches the campaign, making it more comprehensive and reflective of the broader community affected.

[Link to “10 ways to have a better conversation” TED Talk](#)

Performing a context analysis is much like having a conversation with a person but with a bigger scope. The same principles apply; **listen, be curious, try forgetting your assumptions, and be prepared to learn something new!** Think of the following questions: ***What is the context in which you are carrying out your campaign? What do you already know about the issue you are working on, and the different actors and motives involved?***

This part of the Campaign Canvas will help you research the context you are operating in and understand who is saying what about your issue. You also need to consider and assess the risks that you may face during your campaign. Having a good grasp on the landscape and knowing how to do social listening can help with defining your story, building partnerships, and countering narratives.

Once you've established your campaign problem statement, it's time to analyse the context in which your campaign will run. What do you know about the community, region, or country you're operating in? You must research the context - otherwise, you may be entering blindly and making erroneous assumptions that could harm your campaign.

The purpose of a context analysis is to allow campaigners and NGOs to better understand the **socio-cultural, political, economic, and geographic factors that give rise to a need**. A structured context analysis can contribute to the prioritization of interventions and potential programmatic entry points while also informing project design, implementation and the monitoring and evaluation framework.

Context Analysis Main Areas

HISTORICAL

Examine the historical timeline of the issue, identifying key events, policies, or societal changes that have contributed to the problem's development.

SOCIO-CULTURAL

Cultural Norms and Values: Explore how cultural norms and values influence the perception of the issue. Beliefs, traditions, social expectations

REGULATIONS

Analyse the Legal, Policy, and normative environment: existing laws, regulations, policies and practises

MEDIA

Assess Media Landscape: key media outlets, platforms, and coverage of the social issue

This analysis will inform the campaign's strategies, messages, and approaches, leading to a more targeted, relevant, and impactful media campaign for social change.



1. **Historical Context:** Timeline of Events: Examine the historical timeline of the issue, identifying key events, policies, or societal changes that have contributed to the problem's development.
2. **Social and Cultural Factors:** Cultural Norms and Values: Explore how cultural norms and values influence the perception of the issue. Understand the societal expectations, traditions, and beliefs that may shape attitudes toward the problem.
3. **Analyse the Legal, policy, and normative environment:** Examine the existing laws, regulations, policies, and frameworks related to the social issue. Identify any legal barriers or opportunities that could affect your campaign. Understand the political climate and public sentiment around the issue.
4. **Assess Media Landscape:** Analyse the media landscape relevant to your campaign. Identify the key media outlets, platforms, and influencers that have influence and reach with your target audience. Understand the tone, biases, and coverage of the media regarding the social issue. Evaluate the level of media freedom and accessibility.

Activity – Context Analysis for #Abolish522: Go back to the case study and: 1) Identify the key areas of research that ABBADMENA prioritised. 2) Examine the tools and methodologies employed.

Extra Sources: [Link for UNFPA Situation Analysis of GBV in Lebanon](#)

CONTEXT ANALYSIS STEP BY STEP

Let's dive into your campaigns. Get ready to do a step-by-step context analysis!

HISTORICAL / LAWS & REGULATIONS

A historical context analysis is about looking back at what has happened in history that is related to our issue at hand. By examining the timeline of the issue, identifying key events, policies or societal changes we can identify where to act and how to do so. Historical events often influence the development of legislation and the shaping of social norms. By identifying these influences, you can uncover the roots of existing policies and societal attitudes related to the problem.

This understanding is crucial for framing your campaign within the broader historical landscape. **Recognizing the historical backdrop helps campaigners anticipate challenges, comprehend the evolution of societal attitudes, and strategically position their advocacy within the broader narrative.**

- **Use Credible Sources and Cross Reference:** When delving into historical aspects, it's essential to rely on credible sources. Cross-referencing information from multiple trustworthy sources helps ensure accuracy and reliability. This approach contributes to a more nuanced and well-informed understanding of the historical context.
- **Consult Experts and Peer Reviewed Articles:** Engaging with experts on the topic or reading critical articles that examine the intersection of the problem with historical events adds depth to your research. Experts can provide valuable insights, and critical articles offer nuanced perspectives that may not be apparent in mainstream narratives.

A tip we suggest is having some guiding questions for your research, otherwise you will take a dive into the internet and feel pretty overwhelmed, build them and refine them as you choose! Some of the key questions that we propose to guide your research are:

- What are the significant historical events or milestones related to our issue?
- How have past policies or legislation influenced the current state of affairs?
- Are there specific cultural or social norms that have emerged from historical events and continue to impact the issue?
- How extensively have politicians discussed the issue?
- Which civil society organizations actively work on addressing the issue?
- Has the issue consistently been on the public agenda in recent years?
- How widely is the issue known among the general population?
- Historically, was the issue considered taboo or stigmatized?
- Over the years, has the situation regarding the issue worsened or improved?

Step 1 – Context Analysis Historical: Using the tools we have provided, perform a Historical Context Analysis and complete the Actor Mapping with a focus on mapping relevant actors who can support your research (political institutions, organizations, research institutions)

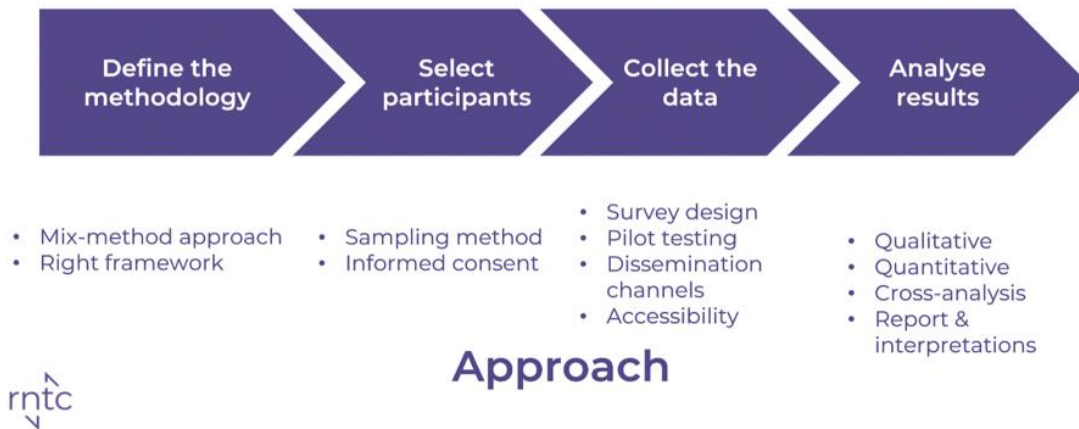
SOCIO-CULTURAL

Understanding the beliefs of different perspectives related to the problem is crucial for conducting a comprehensive context analysis of social norms. **The main objective is to identify the NARRATIVES around the social issue.** There are many ways of researching this, including reviewing relevant research already conducted. However specially for this section, **going to the source might be your best solution. Here** are some suggestions:

1. **Surveys & Interviews:** Try using both structured surveys and open-ended interviews to allow for a more grounded understanding of the problem and a systematic review of the data collected.
2. **Review Media Coverage:** Analysing media coverage related to the problem helps identify the narratives, biases, and framing that influence public opinion. Skim through news articles, opinion pieces, and editorials, you can discern dominant discourses and highlight biased perspectives.
3. **Review Academic Research.**
4. **Monitor Social Media Platforms:** Monitoring discussions, comments, and trends on social media, and forums to uncover the range of beliefs held by different segments of the population.

SURVEYS & INTERVIEWS FOR RESEARCH

Surveys & Interviews for research



Sources: [Link to article on Interviews in the social sciences](#)

Creating a survey or conducting an interview is a rigorous process. This requires a methodological approach so, here are some steps to consider:

1. Define Methodology:

Qualitative and Quantitative Mix: Decide on the mix of qualitative and quantitative methods based on your research goals. Qualitative methods, such as open-ended questions or interviews, can provide in-depth insights into cultural nuances, while quantitative methods, like scaled questions, help measure trends and patterns.

2. Selecting Participants:

Define Intended Audience: Clearly define the characteristics of your intended audience. Consider demographics, location, and relevant cultural factors. Ensure that your sample is representative of the population you want to understand.

- **Sampling Method:** Choose a sampling method based on your research goals. Common methods include random sampling, stratified sampling, or convenience sampling. Ensure diversity in your sample to capture a range of perspectives.
- **Informed Consent:** Clearly communicate the purpose of the survey and obtain informed consent from participants. Explain how their data will be used and assure them of confidentiality.

3. Collecting the Data

- **Survey Design:** Craft clear, concise, and unbiased questions. Use a mix of question types, including closed-ended (multiple-choice, Likert scale) and open-ended questions.
- **Pilot Testing:** Conduct a pilot test with a small group to identify and address any issues with clarity, relevance, or sensitivity. Use feedback to refine the survey.
- **Dissemination Channels:** Choose appropriate channels for survey distribution. This could include online platforms, social media, email, or in-person administration. Consider the preferences of your audience.
- **Accessibility:** If applicable, offer the survey in multiple languages to ensure inclusivity and accessibility. **Top tips:** Use of inclusive language, if visuals are included, ensure it reflects the diversity of the intended audience, if possible, make it accessible for people with disabilities - (e.g., Choose survey platforms that are accessible and comply with web accessibility standards, Include Alt Text for Images, include contact information for participants who may need assistance).

4. Analyse the Results:

- **Quantitative Analysis:** Use statistical tools to analyse quantitative data. Calculate frequencies, percentages, and correlations. Visualize data through charts or graphs to identify trends.
- **Qualitative Analysis:** For qualitative data, employ coding or thematic analysis. Identify recurring themes, patterns, or cultural insights. Use qualitative data to complement and enrich quantitative findings.
- **Cross-Analysis:** Integrate findings from both qualitative and quantitative analyses. Look for intersections or contradictions between the data sets.

5. Report and Interpretation: Present your findings in a clear and concise report. Interpret results in the context of socio-cultural factors. Highlight key insights, patterns, and implications for your campaign or research objectives.

Surveys are a great data collection tool for the entire campaign process: from design, implementation, feedback, to reports, surveys can provide valuable insights. However, knowing how to ensure that the data is useful, and that people respond is crucial.

Top tips!

- **Define the Purpose of the Survey:** Think about the type of information you want to gather with this survey. The idea is to create a survey that brings back the information you need.
- **Make Every Question Count:** You're building your survey to gather important insights, so every question should play a direct role in contributing to that knowledge building. Questions should add value and drive survey responses. It's best to plan your survey by first identifying the data you need to collect and then writing your questions.
- **KISS IT! (Keep It Short and Simple):** Think about the experience of the respondent and try to make it engaging for them. The best surveys are the ones that gather valuable insight for both the collector and the respondent!
- **Ask Direct Questions:** Don't confuse your audience. Ask questions that are clear and direct to maintain understanding and engagement.
- **Ask One Question at a Time:** If you need to prioritize between questions to keep the survey short, do it, but don't mash up questions together. It will defeat the purpose, and you will lose engagement from respondents.
- **Avoid Being Leading or Asking Biased Questions:** You need to get information on how people think/feel, especially when it comes to social norms. If the respondent senses bias, they might get defensive and avoid answering truthfully.
- **Talk TO Your Audience:** The experience of the survey needs to feel personalized, like a good conversation. So, think of asking the questions in the tone that your respondent might use. Are they teenagers? Senior adults?

- **Use Scales When Possible:** Response scales capture the direction and intensity of attitudes, providing rich data. In contrast, categorical or binary response options, such as true/false or yes/no response options, generally produce less informative data.
- **Use Short and Open-Ended Questions:** Encourage thoughtful responses by using short and open-ended questions that allow respondents to express themselves more freely.
- **Test it:** Don't forget to test it before you send it to participants for potential errors. Ideally 5-10 people should respond it before to ensure it is free of errors. Try also testing with people that is not familiar with the topic to identify if the language is understandable for everyone!

MONITORING SOCIAL MEDIA

Whether it's support from allies or challenges from opposition, understanding the nature of conversations surrounding your topic is crucial. Stay attuned to the diverse discussions unfolding across social platforms. Some key tips for you to follow are:

- **Define Cultural Relevance:** Clearly define the cultural aspects you want to analyse. Whether it's attitudes, beliefs, or cultural practices, understanding the cultural context is crucial for effective social media monitoring.
- **Identify Cultural Keywords:** Choose keywords and hashtags that are culturally relevant to your analysis. These should reflect terms commonly used in discussions related to your campaign's socio-cultural context.
- **Diversify Platforms:** Ensure that your social media monitoring covers a range of platforms popular within the cultural context you're studying. Different demographics may prefer specific platforms, so a diverse approach is essential
- **Do research with key-words** used by the opposition
- **Monitor** how public opinion leaders (politicians, social media influencers, public figures) are addressing the issue.
- **Read** how young people are commenting and discussing

Step 2 – Context Analysis Socio-cultural: Define what data collection points your campaign needs. Consider: What different methods will you use for researching socio-cultural context on the issue? Who do you need to focus on? Which platforms will you use? Go back to your actor mapping and from your context analysis identify relevant actors. **Think about how people are talking about the issue, the emotions and opinions, we will come back to them later.**

MEDIA COVERAGE

Mapping the media landscape provides a comprehensive understanding of how the social issue is portrayed, discussed, and disseminated across various channels. This analysis informs the campaign strategy by identifying opportunities for media engagement, potential challenges, and areas for intervention or advocacy. It's important to distinguish that in reviewing media coverage the most important part is to identify actors (allies or opposition) so focus on what are the official media narratives and the actors behind them.

KEY STEPS

1. Identify Key Media Outlets:

- **Traditional Media:** Identify prominent newspapers, magazines, television channels, and radio stations. Consider both national and local outlets. Note their reach, readership, or viewership.
- **Online Media:** Explore influential online media platforms, news websites, and digital publications. Take note of their audience demographics and engagement levels.

2. Coverage of the Social Issue:

- **Content Analysis:** Conduct a content analysis of media coverage related to the social issue. Examine news articles, features, opinion pieces, and editorials. Identify recurring themes, narratives, and framing.
- **Tone and Framing:** Assess the tone of media coverage—whether it is supportive, critical, or neutral. Analyse how the social issue is framed in terms of language, imagery, and emphasis.

- **Visibility of the Issue:** Evaluate the visibility of the social issue across different media channels. Consider whether it receives sufficient coverage or if it is marginalized or sensationalized.

3. Media Ownership and Bias:

- **Ownership Structures:** Investigate the ownership structures of major media outlets. Understanding ownership can provide insights into potential biases or editorial perspectives.
- **Political and Commercial Influences:** Examine the potential political or commercial influences on media coverage. Identify instances where political affiliations or economic interests may shape narratives.

4. Media Audience:

- **Audiences:** Analyse the audiences of different media outlets. Consider the demographic characteristics and preferences of audiences reached by various platforms.
- **Audience Engagement:** Explore how audiences engage with media content related to the social issue. Assess comments, shares, and reactions on social media to gauge public sentiment.

Mapping the media landscape provides a comprehensive understanding of how the social issue is portrayed, discussed, and disseminated across various channels. This analysis informs the campaign strategy by identifying opportunities for media engagement, potential challenges, and areas for intervention or advocacy.

Step 3 – Context Analysis Media Landscape: Use Google Scholar or other peer-reviewed tools to identify the media landscape analysis of your context. Make a list of media outlets that have covered the topic and skim through different opinions. Research articles that refer to your topic on social media to determine some beliefs or biases.

Assignment – Context Analysis + CANVAS: Using the step-by-step method provided create a single document for your context analysis. Fill in sections 3 + 4 of your campaign CANVAS. Identify which SDGs your campaign can contribute to. Identify potential audiences for your campaign. Start thinking of the campaign's scope: is it local, national, regional?

ENVISION THE NARRATIVE CHANGE

INTRODUCTION TO NARRATIVES

Source: [Link to Narrative Spices \(JustLabs\)](#)

What are narratives?

At its most basic narrative describes the way a story is told. It is a way of coherently tying events, characters, and ideas together. Applied to politics, activism or advocacy, **narrative as a tactic means paying attention to subjectivity: what do people believe about how the world works?** How do people tie together characters, events, and ideas in our world. **What are the deep currents that shape how our work is received? What is the bigger picture that each story told contributes to (deep narratives)?** Convincing people requires taking into account the deeply entrenched beliefs. How do we encourage and invite one another to change? It is also about how we – as individuals, organisations, and movements – evolve in our relationship to one another and to the communities of people we engage with.

Narrative Pyramid – Butterfly Lab

Source: [Link to Butterfly Lab Full Report](#)

Narrative Pyramid – Butterfly Lab



Key Definitions

- **Message (What We Remember):** Messages are like sticky notes, containing hashtags, slogans, and ideas. They remind us of what to think and guide our actions. Often used in campaigns, the best ones become narratives.
- **Story (Building Blocks of Meaning):** Stories are made up of characters, settings, conflicts, and actions that unfold over time. Our brains naturally make sense of the world through stories. They are the fundamental units of change.
- **Narrative (Connected Stories):** Narratives are a collection of related stories and messages about a specific subject. They suggest causes, highlight problems, and propose solutions. Narratives shape how we feel, think, and act—driving societal movement.
- **Deep Narrative (Underlying Beliefs):** Deep narratives are the invisible frameworks and values holding narratives together. These deep narratives form worldviews, shaping how people understand their world.

Source: [Link to video “The danger of a single story” by Chimamanda Adichie](#)

Dominant Narratives & Counter-Narratives

Sources: [Link to “Unpacking the conversations that matter” by The Inclusion Solution](#) [Link to “Dominant Narratives Encyclopedia” by Academic Accelerator](#)

Dominant Narratives

Dominant narratives are those stories we tell ourselves, learn or share with others – whether consciously or unconsciously – that uphold existing power dynamics. Sometimes called dominant cultural narratives, are frequently repeated stories that are shared in society through various social and cultural institutions, they are **generally characterized as coming from, or being supported by, privileged or powerful groups..** They celebrate or absolve groups who already hold power or demonize or blame those who are marginalized. In our canvas we can associate dominant narratives to negative ones because most of them, structurally and systematically, undermine access to human rights for the global majority. Dominant narratives are also linked to historical processes.

An example of a dominant narrative that prevails until now is racism. Which is the core belief that a race is superior or inferior to one another.

Counter Narratives

A counternarrative emerges from the perspectives of historically marginalized groups. The term "counter-" inherently suggests resistance to traditional dominance. **Unlike the idea that history is singular, counternarratives offer a pluriperspective, ushering in a paradigm shift in the way we understand narratives and meaning-making.**

In this context, every experience constitutes a valuable reality, and all forms of knowledge should have equal standing in shaping the decision-making processes of the world's future. Through the use of this perspective, we can cultivate alternative viewpoints distinct from the dominant narratives of today.

This contribution adds to the rich and intricate emotional landscape that humans possess, allowing us to use narratives authentically to depict our multiple realities. **The essence of a counternarrative lies in challenging prevailing narratives, empowering marginalized voices, and fostering a more inclusive understanding of our shared human experiences.**

Social Change is about identifying the damaging dominant narratives that undermine human rights and transforming them into enriching, more inclusive visions of the world.

Here are some examples of dominant narratives that undermine human rights

- **Wealth Equals Worth:** This narrative suggests that a person's value is solely determined by their financial success. It can lead to judgments and mistreatment based on economic status.
- **Gender Roles:** Traditional gender roles enforce the idea that certain behaviours and occupations are suitable for specific genders. This can limit opportunities and perpetuate inequality.
- **Racial Stereotypes:** Stereotypes based on race can lead to discrimination and prejudice, assuming certain characteristics or behaviours based on a person's racial background.
- **Beauty Standards:** Narratives around beauty often promote specific physical attributes as ideal, contributing to body shaming and low self-esteem for those who don't fit these narrow standards.
- **Success Means Academic Achievement:** This narrative implies that success is solely defined by academic accomplishments, neglecting other forms of intelligence and achievement.

Key Characteristics

Dominant harmful narratives often thrive on simplicity. **Here's their key to success: they take a complex problem, simplify its causes and propose straightforward solutions.**

Take the stigma towards Mexican migrants, for example. The actual issue is intricate—the socio-economic challenges in the U.S. under capitalism result in job scarcity, limited access to healthcare, and education.

However, the prevailing anti-immigration narrative offers a simple solution: blame the migrants, kick them out, and everything will be resolved. **It's this oversimplification of the problem, the actors involved, and the proposed solution that constitutes the "single" harmful strategy of such narratives.**

Reflection – Dominant Narratives: From the research you have done for your campaign, can you identify dominant narratives you are trying to change? Try to frame them in the Narrative Pyramid. Simplify the narrative by answering:

- Message:
- Story:
- Narrative:
- Deep narrative:

Influencers: people who shape our opinions

Influencers are individuals who can affect the opinions, behaviours, and decisions of a large or niche audience due to their expertise, credibility, authenticity, or reach in a particular field or on a specific platform.

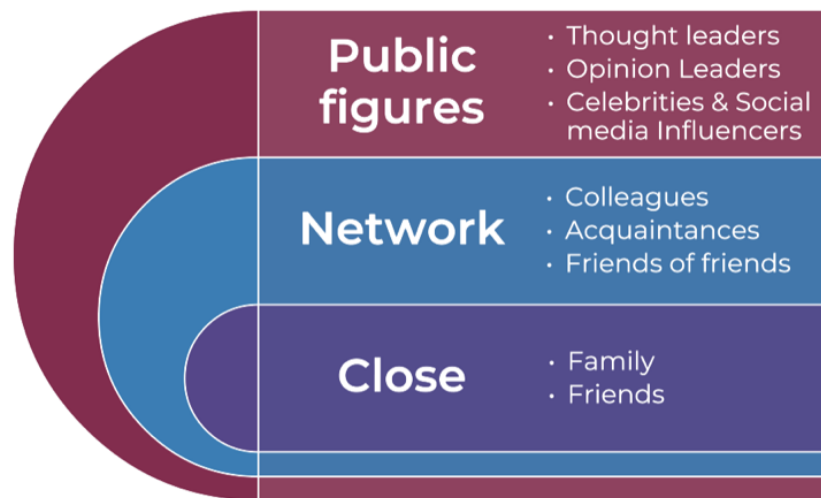
- **Expertise:** Expertise pertains to an influencer's knowledge, competence, and authority in a specific field or subject matter. Influencers with expertise have a deep understanding of their niche, and they can provide valuable insights, guidance, and information to their followers. This expertise can be demonstrated through educational content, qualifications, certifications, or professional experience. Expertise is important because it enhances an influencer's credibility and the perceived value of their recommendations. When an influencer is considered an expert in their field, their opinions and advice carry more weight with their audience

- **Credibility:** Credibility refers to the degree of trustworthiness and believability that an influencer possesses in the eyes of their audience. Influencers gain credibility by consistently delivering accurate information, being transparent about their intentions, and maintaining a positive reputation. Factors that contribute to an influencer's credibility include their track record of providing reliable information, their ability to back claims with evidence, and their history of ethical behaviour.
- **Authenticity:** Authenticity refers to the genuineness and sincerity of an influencer in expressing their values, beliefs, and personality. Authentic influencers are seen as being true to themselves and their audience, rather than trying to portray a manufactured or inauthentic persona. Authenticity is built by sharing personal experiences, emotions, and stories, which make an influencer relatable and human. Audiences tend to be more receptive to influencers who come across as authentic because it fosters a sense of trust and connection. Authentic influencers can better engage their followers and inspire them to take action.

Who do we trust?

We trust people for different reasons and for different purposes, there is not one template for our trust. However, we tend to trust in alignment with our experiences and previously formed opinions. The wider and more diverse our sources are, the more we can be open and critical to (our own and other's) biases. Some key questions to ask about the people we trust are:

- How do they feel about it?
- What do they say about it?
- What actions do they take?



Narratives and Their Impact on Our Actions and Behaviours

Narratives, or the stories and information we encounter, serve as the initial building blocks in shaping our attitudes and behaviours. What we hear, the narratives presented to us, holds immense power in influencing our thought processes.

As we absorb these narratives, we begin to develop attitudes and feelings in response. This is where the intersection of numerous factors comes into play, including our lived experiences, material conditions, and the political limitations that shape our worldview. These factors act as the crucible in which our attitudes are formed.

How we feel about a particular narrative, issue, or concept is a direct result of these complex interactions. It's the emotional response that narratives evoke within us that often guides our subsequent actions.

Ultimately, what we do and the behaviours we exhibit are a reflection of this internal process. **Our actions are intrinsically linked to the attitudes and feelings we have developed in response to the narratives we've encountered.** Whether it's advocating for change, making informed decisions, or taking a stand on an issue, our behaviours are closely tied to the narratives that have influenced us.

In summary, the journey from what we hear (narratives) to how we feel (attitudes) and, finally, to what we do (actions and behaviours) is a dynamic process, shaped by a web of social and personal factors. Understanding this intricate connection enables us to navigate the complexities of narrative-driven behaviours more effectively and engage with the world around us in a thoughtful and informed manner.

From Narratives to Behaviours



HOPE BASED COMMUNICATION

"Yesterday I was so clever, so I wanted to change the world. Today I am wise, so I am changing myself." - Rumi

Change is a complex thing, there are many factors that enable and limit the capacity to change the world, as we have seen there are many levels of change that are interconnected in ways that cannot be separated: beliefs, social norms, material conditions, economic and political systems, but change has to start somewhere or better said, in many places at once. **This is not to say that change is responsibility of the individual but to make an emphasis that in order for change to happen we must open spaces of vulnerability and imagination, this starts within the lived experience.**

Convincing people requires taking into account the deeply entrenched beliefs. How do we encourage and invite one another to change? How is it that we ourselves are changed? What kind of experiences and relationships push us to grow?

We miss larger invitations to bring curiosity, imagination, humility, and old and new wisdom to the enormous, age-old, formula-resistant question of how we move – and are moved by- one another?

What are the ingredients of effective narratives? While most of our work highlights the hurts and harms that people experience, we leave little space for people to feel inspired, to understand the richness that can come from creating small movements and big structures that are caring, generous, tender. Narratives that are more inviting.

Imagining the future is an uncomfortable practice, especially for people doing the serious, pain-filled, present work of human rights. We're so used to thinking about—and talking about—what is wrong with the world. That's important. But when we don't imagine and articulate where we want to go, and why, we risk letting others miss our bigger point.

Why Hope-based communication?

Source: [Link to ASO Communications Strategy](#)

- To create an alternative frame of thinking (vs responding to accusations)
- To invite people to imagine possible futures (vs fear and anxiety inducing narratives)
- To rely on trust and action (vs guilt or shame which leads to inaction)

Source: [Link to Case Study: “Cote YES Campaign Ireland article by Mobilisation Lab](#)

Source: [Link for video “Creative Activism” by Ishar Lakhani](#)

Being creative is a disposition or a mindset. Doing creative work is not about finding the perfect idea, it’s about opening yourself to trying, failing, and approaching problems with curiosity and a sense of possibility. **Creativity, after all, is about building a relationship with the discomfort of stepping outside of the things we usually do or the way we usually do them.**

Assignment – Counter Narratives: From your context analysis and the ideas you have from this module: Spot the missing narrative! What crucial story hasn't been shared yet but could be a game-changer for your campaign? Try to use the Narrative Pyramid to ground your ideas.

Assignment – Canvas 2 + 4 + 8: Go back to section 2 of your canvas and specify, for narrative change, what needs to change? Improve the narratives of section 4 of your canvas. Work on filling the section 8 of your story, what new narrative do you want to create?

ENVISION THE ADVOCACY CHANGE

RNWM definition of Advocacy

While a singular definition may not exist, establishing a shared working definition is crucial for effective collaboration in advocacy efforts. Such alignment ensures a common understanding of advocacy terminology and objectives.

RNW Media has embraced the following definition for advocacy: **Advocacy is a set of targeted actions directed at decision-makers in support of a specific policy issue.**

This definition resonates with RNW Media due to its succinctness and clarity, underscoring pivotal components:

- Strategically Targeted Actions: Highlighting the necessity of a strategic approach.
- Aimed at Decision Makers: Identifying a distinct and focused target.
- Centred on Specific Policy Issues: Articulating a precise objective.

This chosen definition encapsulates the essence of advocacy, providing a clear framework that enhances the coordination of efforts and facilitates meaningful discourse surrounding advocacy endeavours.

What are the main differences between narrative/behavioural change and advocacy?

Narrative Change:

Narrative change involves strategically shaping stories to inspire positive behaviours and contribute to societal well-being. The scope can range from individual perspectives to collective societal narratives. Intended audiences may include the general public, specific communities, or media discourse. The time frame varies, spanning short-term initiatives to long-term cultural shifts. Success is measured by shifts in attitudes, behaviour adoption, and the resonance of positive narratives.

Advocacy:

Advocacy operates at a broader level, aiming to influence policies, decisions, and social norms. The scope encompasses systemic changes, policy reforms, or shifts in public opinion. Audiences may include policymakers, government bodies, or the public. The time frame can extend from short-term policy wins to sustained, long-term impact. Success is measured through policy changes, societal shifts, and sustained public support for the advocated cause.

How do governments actually work?

The basic step for advocacy is to understand how laws and policies are decided and implemented in the government relevant to the context

Law and Legislation:

Law: Law refers to a system of rules and regulations that are recognized and enforced by a community or society. Laws are created by legislatures and enforced by governmental bodies or authorities. They serve to regulate conduct, resolve disputes, and protect the rights of individuals.

Legislation: Legislation specifically refers to the process of making or enacting laws. It involves the proposal, debate, and enactment of laws by a legislative body, such as a parliament or congress.

Public Policy:

Public policy encompasses the principles, goals, and actions that a government or organization undertakes to address issues and achieve specific outcomes. It reflects the decisions and strategies adopted by policymakers to address societal challenges and promote the public interest. Public policy can cover a wide range of areas, including social, economic, environmental, and foreign policy.

If your topic is not yet stipulated, (freelancing, digital rights, etc) the advocacy aim can be to push the conversation and start drafting legislations. A first approach to identifying the governmental department under which your problem falls into, you must first:

- **Government Structure:** Understand the organizational structure of the government at the local, regional, or national level. Different issues may fall under different departments.
- **Policy Documents:** Examine relevant policy documents or strategic plans that outline the government's areas of responsibility.

Policy Accountability Cycle



Source: [Link for Policy Accountability Cycle by Rutgers](#)

This policy accountability cycle was developed by Rutgers and derived from the Office of the High Commissioner for Human Rights. It sheds light on where could an advocacy goal focus its efforts on, depending on the political context:

1. Laws and Policies:

- Importance: Understanding existing laws and policies related to the social issue is crucial to identify gaps, weaknesses, or areas that require reform.
- Advocacy Goal: Advocates may aim to influence or change existing laws and policies to better address the issue.

2. National & Local Strategies and Plans:

- Examining national and local strategies provides insights into the government's planned approaches to address social issues.

- Advocacy Goal: Campaigners may seek to align their advocacy with or influence the development of strategic plans to ensure inclusivity and effectiveness.

3. Allocation of Budgets:

- Understanding budget allocations reveals the financial commitment to addressing the social issue.
- Advocacy Goal: Advocates may advocate for increased funding or reallocation of resources to prioritize their cause.

4. Implementation Practices:

- Evaluating how policies are put into practice helps identify gaps between theory and implementation.
- Advocacy Goal: Campaigners may advocate for improved implementation strategies or changes in practices to enhance effectiveness.

5. Monitoring and Evaluation:

- Monitoring and evaluation mechanisms assess the impact of policies and interventions.
- Advocacy Goal: Advocates may push for robust monitoring and evaluation practices to ensure accountability and evidence-based decision-making.

6. Responses from the Public:

- Public reactions provide real-time feedback on policy effectiveness and societal perceptions.
- Advocacy Goal: Campaigners may leverage public sentiment to advocate for policy changes or improvements.

7. Regional and International Processes:

- Understanding regional and international commitments sheds light on global standards and expectations.
- Advocacy Goal: Advocates may align their campaign with international standards or leverage global platforms to exert pressure.

8. Accountability:

- Assessing accountability mechanisms ensures that responsible entities are answerable for their actions.
- **Advocacy Goal:** Campaigners may advocate for strengthened accountability mechanisms to ensure transparency and responsibility.

By analysing each stage in the policy accountability cycle, campaigners can strategically intervene at different points to advance their advocacy goals.

Why integrate an advocacy strategy into your campaign?

While narratives play a crucial role in influencing behaviour and ways of being, advocacy broadens the approach, addressing systemic issues and advocating policy changes for sustained impact at the societal level. While a media campaign primarily focuses on influencing behavioural change through communication and awareness-building, an advocacy strategy can provide a broader framework for addressing systemic issues and driving policy changes that support and sustain the desired behavioural changes. The synergy between media campaigns and advocacy strategies can lead to more comprehensive and sustainable social change.

Source: [Link to Case Study: “Sunrise Movement”](#)

How do narrative change and advocacy complement each other?

- **Amplification of Message:** A media campaign can create widespread awareness and understanding of the behavioural changes being promoted. An advocacy strategy can further amplify this message by targeting decision-makers, stakeholders, and the public to garner support and push for changes at a policy level.
- **Policy Change:** While a media campaign encourages individual behavioural change, some issues require changes in policies, laws, or regulations for sustainable impact. An advocacy strategy can advocate for these changes by mobilizing public support, engaging with policymakers, and providing evidence from the media campaign to demonstrate the urgency and importance of the issue.

- **Scale and Sustainability:** A media campaign can initiate behavioural change among individuals, but an advocacy strategy can help scale up the impact by institutionalizing the desired changes. Policy changes influenced by advocacy efforts can ensure that the desired behaviours are supported by a conducive environment, resources, and regulations.
- **Addressing Root Causes:** Media campaigns often address symptoms of larger social issues. Advocacy strategies can address the root causes by advocating for systemic changes that tackle the underlying problems. This comprehensive approach ensures a more holistic and lasting impact.
- **Collaboration and Partnerships:** An advocacy strategy can involve collaboration with organizations, experts, and stakeholders working on similar issues. These partnerships can bring additional expertise, resources, and influence on the media campaign, making it more effective and credible.
- **Feedback Loop:** The insights and data gathered from the media campaign can provide evidence and data to support advocacy efforts. Real-life stories and statistics from the campaign can be powerful tools to advocate for policy changes.
- **Momentum:** A well-executed media campaign can generate momentum and public interest in an issue. Advocacy efforts can ride on this wave of public attention to push for policy changes and create a sense of urgency.

Understanding the Political Landscape

John Kingdon's Multiple Streams Framework

John Kingdon's Multiple Streams Framework is a widely used model in the field of policy analysis and advocacy. It offers insights into how policy changes occur by focusing on the convergence of three separate streams: the problem stream, the policy stream, and the political stream. These streams must align for a policy change to take place. Here's an overview of each stream:

- **Problem Stream:** This stream represents the issues, challenges, and concerns that policymakers and the public perceive as requiring attention. Problems might include social issues, economic challenges, public health concerns, and more. These problems often gain attention through media coverage, crises, research findings, or advocacy efforts. Problems become part of the agenda when they are recognized as pressing and deserving of policy attention.
- **Policy Stream:** The policy stream involves the development of potential solutions to the problems identified in the problem stream. This stream includes policy ideas, proposals, and recommendations put forth by experts, think tanks, interest groups, and researchers. These policy solutions are often refined and developed over time. They may be brought to policymakers' attention through reports, studies, and advocacy efforts.
- **Political Stream:** The political stream relates to the political environment, including the power dynamics, political climate, and windows of opportunity for policy change. Factors in the political stream might include changes in leadership, shifts in public opinion, and political events. When the political stream is favourable, policymakers are more likely to consider and adopt policy solutions.

Assignment – Problem Stream: From your context analysis identify: in relation to the social issue, you are broadly addressing: what are trending conversations happening right now in public discourse? Some guiding questions can be: *What discussions are being held in the political arena in your country? What social issues are being covered by national or international media? What are some topics impacting society being discussed by opinion leaders?*

Assignment – Policy Stream: From your context analysis identify **in relation to the specific problem:** Legislative initiatives, CSOs mobilizing the issue, Social mobilisations (digital and physical), International organisations working on the topic.

Assignment – Political Stream: From your context analysis identify: **in relation to the specific problem:** Which local governmental departments oversee making decisions/implementations to tackle the social issue?

Mapping Political Actors

Sources: [Link for Political Mapping How to Guide by GRSP](#)

Mapping the political actors is crucial for an advocacy campaign. It is important to identify key politicians and assess their persuadability, compatibility, political affiliations, and stance on the issue. Explore past interviews to understand their perspectives and identify pressure points.

Guiding questions

Can I effectively persuade the politician? What is their political affiliation? Are we aligned in terms of political parties or opinions? How do they relate to the topic in terms of voting patterns and arguments? Have they been interviewed on this matter, and if so, what are their expressed views?

Mapping Political Actors: Target Analysis

Source: [Link for “Tools for developing an Advocacy Strategy” by Rutgers](#) and [Link for Actor Policy Mapping by New Climate](#)

- **A (primary) ‘target’** is the person who has the power or authority to help you address your formulated problem from chapter 2 and thus achieve the goal of your advocacy campaign. Often this is a person with decision-making power. Who this is depends on your advocacy priority. Common examples of primary targets are: local politicians, Members of Parliament, ministry officials or political parties. Think about what institutions — political, governmental, or nongovernmental — influence policies and laws that impact your issue and think of who works there.
- **Secondary Target:** Sometimes you can/need to target the people who work with or have an influence over that person that holds power rather than the person themselves. Those people who can influence your primary target are called secondary targets. Common examples of secondary targets are: journalists, religious or faith-based groups or leaders, NGOs, celebrities, influencers and public figures.

You could list the targets in a table such as the one below. It should be a realistic proposition for you to work with each of them. Avoid saying ‘Members of Parliament’ if you know the actual person you should target. Be as specific as possible: which group, which newspaper or which influencer will you target?

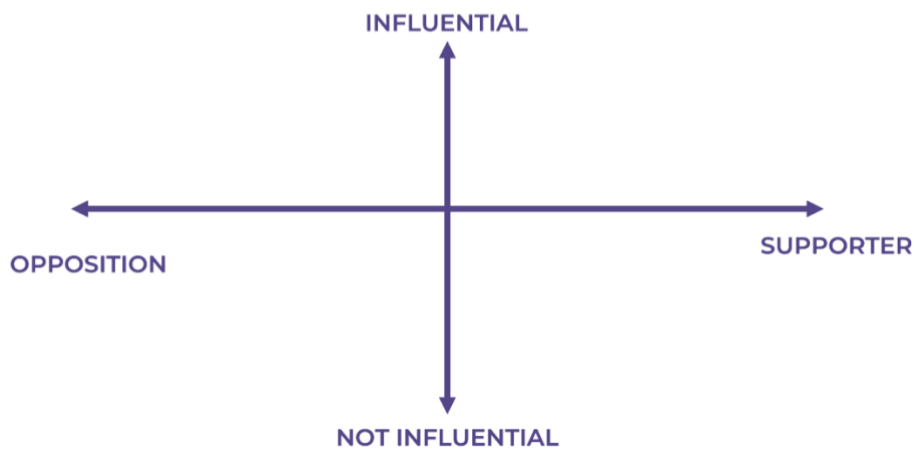
Target	Primary or Secondary
Example 1: <ul style="list-style-type: none"> Marina Perez: policy officer at the National Department of Public health. She is involved in the program of sex education 	Primary
Example 2: <ul style="list-style-type: none"> Roberto Nuñez: political journalist at Periodico Reforma. He usually covers government on health related issues 	Secondary

Mapping Political Actors: Target Analysis Power/Influence Grid

After a target analysis to see who can make the change happen, we recommend you do a stakeholder analysis to distinguish between allies and opponents. Not all allies or opponents will have a large impact on what you do, and it is therefore essential to focus on those that you expect to have the greatest impact (positive or negative) on the decision-making process. The matrix is a type of power analysis that can help you map the targets and get an overview of who supports your issues and who has a high influence on them. This exercise works best in a format where you can position and re-position these actors as you think of them together with your colleagues, this might be on a flip chart or poster, or online on a mural or similar online space.



Target Analysis: power/influence grid



Policy Window

The key concept of Kingdon's framework is the "policy window," which refers to a temporary alignment of the three streams. When a policy window opens—meaning the problem, policy, and political streams converge—there is an opportunity for a policy change to occur. Successful advocacy involves identifying and capitalizing on these windows of opportunity.

Here's how the framework works:

1. **Agenda Setting:** At certain points in time, the three streams align to create a policy window. Advocates can influence this alignment by framing issues in ways that resonate with the problem stream, proposing viable policy solutions in the policy stream, and taking advantage of favourable political conditions.
2. **Advocacy and Action:** Advocates can strategically introduce policy proposals, generate public awareness, and engage policymakers to build momentum. By doing so, they aim to influence the policy agenda and create a supportive environment for change.
3. **Policy Change:** When the policy window opens, policymakers are more receptive to considering new policy options. Effective advocacy during this window can lead to policy changes, whether they involve new laws, regulations, or changes in existing practices.

4. **Policy Window Closure:** Policy windows are temporary, and once they close, the opportunity for change diminishes. Advocates may need to wait for the next window or adapt their strategies to changing circumstances.

In essence, Kingdon's Multiple Streams Framework provides a structured way to understand how policy changes come about, emphasizing the importance of timing, problem framing, and political context in the advocacy process.

Key Tip! Prepare a Political Elevator Pitch

Prepare a concise one-page document with hard data presenting the problem statement and diagnosis. Craft a political elevator pitch that highlights why the politician should support this change. In the ideal scenario, emphasize the representative's political responsibility, clarifying the significance of the issue. At its core, this pitch is about fostering a sense of responsibility, advocating for change that aligns with their political role. In less ideal situations, approach it like a business pitch, emphasizing political interests. Showcase the potential benefits – by supporting the campaign the politician can garner support and goodwill from the community, potentially enhancing the politician's standing.

- **One-Pager:** Summarize hard data for problem statement and diagnosis. Make your case strong!
- **Link it to 17SGDs** or a human rights principle
- **Why should they care:** Emphasize political responsibility and issue significance, if possible, also the potential impact of the solution (don't jargon).
- **Role of Representative:** they have state responsibilities, international treaties, resolutions, or agreements. Research them and add them!
- **Potential Benefits:** Showcase community support and goodwill, enhancing the politician's standing.

Assignment – Envision the advocacy change: Based on the Policy Window assessment, draft concrete advocacy goals for your campaign.

Assignment – Envision the advocacy change Canvas 2 + 3 + 6: Fill in the canvas sections by answering: **Section 2)** What concrete legislations or policies need to change? **Section 3)** Can you be specific about your political actors? **Section 6)** Draft relevant goals and objectives

TACTICS FOR CHANGE

Tactics refer to **specific actions, strategies, or methods employed to achieve a particular goal or objective within a broader plan or campaign.** In the context of social change, **tactics are the practical and operational steps** taken to influence public opinion, promote awareness, and bring about desired transformations. These actions are carefully chosen to **align with the overall strategy and contribute to the success of the larger campaign.** Tactical decisions often involve considerations of the target audience, messaging, channels of communication, and the overall context in which the campaign operates. Tactics can vary widely and may include activities such as public events, media engagement, social media campaigns, direct outreach, and more.

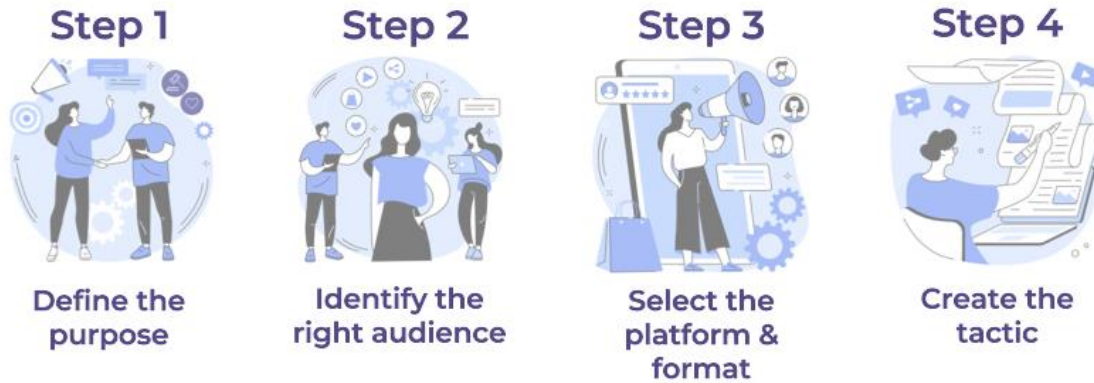
Tactics are usually employed in a multipurpose way, this is not necessarily wrong, but a campaign will benefit from aligning and simplifying. For that purpose, in our approach, we are distinguishing between:

- **Narrative Tactics:** Narrative tactics in a social change campaign involve the strategic use of storytelling and communication methods to shape perceptions, influence attitudes, and evoke emotional responses. These tactics focus on crafting compelling stories, utilizing various content formats such as videos, infographics, and blogs, to convey key messages and values. The goal is to create a narrative that resonates with the target audience, fostering understanding, empathy, and support for the campaign's objectives.
- **Advocacy Tactics:** Advocacy tactics centre around actions aimed at influencing policies, decisions, and social norms to bring about systemic change. These tactics go beyond storytelling and involve direct engagement with decision-makers, mobilizing communities, and leveraging public support. Advocacy tactics may include organizing petitions, engaging in lobbying efforts, conducting awareness campaigns, and collaborating with stakeholders. The objective is to drive tangible changes in laws, policies, or societal perceptions, aligning with the campaign's overarching goals.

Define the right tactics for your campaign

Define the right tactics

Each **tactic should align with a specific goal** of your campaign. We propose the following steps:



Each tactic should align with specific goals of the campaign and make sure the tactic selected is the best for accomplishing that goal. To define the right tactics, we propose a methodology for decision-making; each step is consequential to the next which means the order matters and decisions are made based on the information of the step before:

- **Define the Purpose:** Consider the desired outcome for this tactic. Do you need a video to create awareness, a petition to gather signatures, or an infographic to provide simple how-to information on voting? Defining the purpose (why) of a tactic is essential to its success.
- **Identify the Right Audience:** Determine the intended audience for this tactic. Who is the audience you want to persuade, inform, or mobilize? Understanding who we are talking to is crucial.
- **Select the Platform & Format:** Whether it's a parent's school meeting, posters in the community, or a post on social media, defining where and how the tactic will best reach the intended audience is essential.
- **Create the Tactic:** Once you have all the previous steps, it will become easier to determine what type of tactic to use: maybe a short video, a compelling petition, or an informative infographic. Align the tactic with your strategic goals.

Activity – Narrative tactics #Abolish522: Go back to the #Abolish522 case study. Besides the tactics summarized in the case study: *What other tactics could they have used? What type of tactics were they?*

Narrative Tactics

Narrative tactics are crucial in social change campaigns, using strategic storytelling and communication methods to shape perceptions, attitudes, and emotional responses. These tactics **involve crafting engaging stories through various content formats like videos, infographics, and blogs to effectively convey key messages and values.** The main goal is to create a narrative that connects with the target audience, fostering understanding, empathy, and support for the campaign's goals.

Content creation is a powerful tactic in social change campaigns, providing a way to engage and influence audiences. By creating narratives, videos, graphics, and posts, you can effectively communicate your message and values. Tailoring content to resonate with the intended audience is essential, building a connection and empathy while ensuring a shared understanding of the campaign's objectives.

Moreover, incorporating diverse and inclusive content that reflects different perspectives enhances its impact, reaching a broader audience. Regular updates to the content keep the campaign relevant and adaptable, contributing to sustained engagement and support for the cause.

Let's go over some key topics that will support your narrative campaign!

Core Values

Core values are the **guiding principles that shape a campaign's actions and decisions.** They represent fundamental beliefs and ethics, providing a solid foundation that **reflects the campaign's vision and goals.** Identifying and embracing these values is crucial for authenticity and coherence in messaging, strategy, and interactions, fostering trust and credibility with stakeholders. In essence, core values are the soul of a campaign, driving meaningful connections and aligning actions with purpose.

- **Diversity and inclusion:** Embrace diverse perspectives to discover common values ensuring the campaign resonates with a wide audience.
- **Alignment with intended audiences:** Connect with the values of intended audiences to enhance the campaign's impact and chances of success.
- **Consistency:** Build trust through consistent strategies, actions, and messages, fostering a reliable campaign presence.
- **Clarity and Simplicity:** Clearly articulate values that are emotionally resonant and easily understood, promoting effective communication.

4 Steps for Core Value Clarification



Clarifying the values for your campaign is essential, we suggest you follow the steps proposed, here is an outline:

1. Reflect on the past:

1. Reflect on the historical and social experiences that have shaped the community or society.
2. Explore common challenges, triumphs, and shared identity markers that influence collective values.

2. Consider motivations:

- Identify the collective motivations that drive the desire for societal improvement.

- Explore shared aspirations, common goals, and the vision for a better future that unites the community.

3. Ask the difficult questions:

- Facilitate discussions around critical questions related to the campaign's purpose and impact.
- Challenge assumptions, consider potential unintended consequences, and delve into the deeper meaning behind their goals.

4. Commit to the Values:

- Narrow down the identified values to a concise set that truly represents the core principles of the social change campaign.
- Foster a collective commitment to these shared values, emphasizing their importance in guiding actions, decisions, and messaging throughout the campaign.

Reflection – Narrative tactics Core Values: Make a list of relevant core values for a campaign for social change, then follow the steps for value clarification and define the Core Values of your Campaign!

Storytelling

All communication needs to be directed towards someone. We can't assume that a story is for everyone. Think about who this is for. Who are you talking to? It may seem like a simple question, but one of the questions many communicators struggle to answer. Campaigners, media makers, NGOs will often say “everyone” or spit out a very broad target audience statement. For effective communication to take place, understanding the three essential elements is crucial:

SENDER – MESSAGE – RECIEVER

When addressing a social problem, it is important to know who are the people that are interested or affected by this problem and what role do they play in it. With this information you can **tailor your content** to speak specifically to them and make sure that the message arrives effectively.

- *Who are they?*
- *What do they believe in?*
- *Why do they believe that?*

The types of questions above signal a strategy that goes beyond facts. Humans are incredibly emotional and as we have seen in previous modules, often rely on familiarity and closeness to form their opinions. More often than not strong opinions are formed when the type of communication is not dialogical but confrontational. Departing from deeply trying to understand the person who we are trying to persuade recognises the importance of feelings and gives way to strategic communication.

Empathy Map

Empathy refers to the ability to understand and share the feelings, perspectives, and experiences of others. It involves stepping into someone else's shoes, seeing the world from their point of view, and recognizing their emotions and concerns. Empathy allows communicators to connect with their audience on a deeper level, fostering understanding, trust, and compassion.

An empathy map is a tool to understand the person's thoughts, feelings, needs and behaviours about a specific topic. The areas to consider

1. **What do they think?** Their thoughts, beliefs, aspirations, motivations, and mental processes
2. **What do they see?** Think about their environment, their context and the content they watch.
3. **What do they say?** What are the things they write/say about this topic?
4. **What do they feel?** What are some of their pains, fears, hurts? What are their hopes, desires, dreams?
5. **What do they do?** Observable behaviours, actions and interactions.
6. **What do they hear?** External influences and sources of information, including media channels.

This map will be a guide to better understand our campaign audiences. For instance, when crafting a persuasive video for our cause, understanding the emotions of your intended audience is crucial. This empathetic approach acknowledges that political stances or opinions are frequently rooted in emotions, not solely in facts.

You can fill out an empathy map anytime you think it will help you gain better insights on a person's emotional landscape



The Hero's Journey

The Hero's Journey is a storytelling framework that **outlines the common stages that a hero undergoes in a narrative**. It was popularized by Joseph Campbell, a mythologist, and it has been widely used as a template for creating compelling and resonant stories. The framework focuses on the journey of an individual who is presented with a challenge they must overcome by a process of self-discovery and world-building.

Especially thinking for longer videos this storytelling framework will be useful. The Hero's Journey consists of several key stages:

THE HERO'S JOURNEY



- **The Ordinary World:**
 - Introduces the hero in their normal, everyday environment.
 - Establishes the hero's life, routine, and challenges.
- **The Call to Adventure:**
 - The hero receives a call to action or a challenge that disrupts their ordinary life.
 - This call sets the hero on a path of transformation and adventure.
- **Refusal of the Call:**
 - The hero hesitates or initially refuses to accept the call.
 - There may be fears, doubts, or a reluctance to embark on the journey.
- **Meeting the Mentor:**
 - The hero encounters a mentor or guide who provides wisdom, advice, or tools.
 - The mentor helps the hero overcome doubts and prepares them for the journey.
- **Crossing the Threshold:**
 - The hero makes a conscious decision to leave their ordinary world and enter the unknown.

- This marks the beginning of the adventure.
- **Tests, Allies, and Enemies:**
 - The hero faces a series of challenges, meets allies, and encounters adversaries.
 - These experiences contribute to the hero's growth and development.
- **Approach to the Inmost Cave:**
 - The hero approaches a central challenge or a significant conflict.
 - This stage intensifies the suspense and builds towards a critical turning point.
- **The Ordeal:**
 - The hero faces a major crisis, often a life-or-death situation.
 - This is a pivotal moment that tests the hero's resolve and capabilities.
- **Reward (Seizing the Sword):**
 - The hero achieves a significant accomplishment or gains a valuable insight.
 - This reward may be a physical object or newfound knowledge.
- **The Road Back:**
 - The hero begins the journey back to their ordinary world.
 - Challenges may still arise as the hero tries to return.
- **Resurrection:**
 - The hero faces a final and most challenging ordeal.
 - This confrontation leads to a profound transformation.
- **Return with the Elixir:**
 - The hero returns to the ordinary world, bringing something valuable.
 - The hero's journey has a positive impact on the hero and their community.

In the context of storytelling, each element plays a crucial role in creating a compelling and resonant narrative. Tension and time introduce dynamic elements, keeping the audience engaged and eager to discover the story's outcome. Presenting an imperfect world establishes relatability, as it mirrors the complexities of reality.

The central question serves as the narrative anchor, guiding the audience's curiosity and investment. The steps of rising tension build anticipation, leading to a climactic moment that embodies the story's core challenges and triumphs. The resolution provides closure and imparts valuable lessons. Symbols add depth, layering the narrative with metaphorical significance. Finally, moral truths contribute to the story's enduring impact.

Hero's Journey for Social Change

The Hero's Journey can be highly relevant and effective in the context of a campaign for social change. Here's why:

- **Emotional Engagement:** The Hero's Journey taps into universal themes and emotions. When individuals connect with a story that mirrors their own journey or struggle, it creates a powerful emotional bond.
- **Identifiable Narrative Structure:** The framework provides a clear and identifiable narrative structure. This structure helps in organizing campaign messages, ensuring they are coherent, engaging, and memorable.
- **Transformation and Empowerment:** The Hero's Journey involves a transformative process where the hero evolves and overcomes challenges. In a social change campaign, this can represent the transformation society or individuals undergo by adopting the campaign's message.
- **Call to Action:** The call to adventure in the Hero's Journey aligns with the call to action in a campaign. It encourages individuals to step forward, participate, and contribute to the cause.
- **Facing Challenges:** The challenges and obstacles the hero encounters mirror the obstacles that need to be overcome in a social change context. It can inspire resilience and determination in the audience.
- **Mentorship and Guidance:** The mentor figure in the Hero's Journey represents guidance and support. In a campaign, this could be the campaign itself, providing information, resources, and a path for individuals to follow.

- **Shared Values:** The Hero's Journey often revolves around collective values such as courage, justice, and growth. Aligning the campaign with these values makes it more relatable and resonant.
- **Narrative Unity:** The Hero's Journey ensures narrative unity. A cohesive and well-structured story helps in conveying the campaign's message effectively
- **Positive Resolution:** The resolution of the Hero's Journey is often positive, emphasizing growth, learning, and positive change. This aligns with the aspirational goals of many social change campaigns.
- **Memorability:** The familiar structure of the Hero's Journey makes the campaign more memorable. People tend to remember and relate to stories that follow this archetype.

Creatives Formats

A format in the context of storytelling refers to **the specific structure or presentation style chosen to convey a narrative**. Formats can vary widely, encompassing diverse mediums such as written articles, visual infographics, video documentaries, podcasts, and more. Each format offers a different way of organizing and presenting content, influencing how the audience receives and interprets the story. Choosing the right format is crucial, as it determines the overall tone, impact, and effectiveness of the storytelling experience.

Similar to how different colours evoke different emotions or highlight specific aspects of an artwork, diverse content formats serve specific purposes in communication. A **compelling video might stir emotions, an infographic simplifies complex ideas, and a blog post allows for in-depth exploration**. People have varying preferences in consuming information, and a mix of formats caters to those diverse preferences, making the campaign more effective and inclusive.

In the realm of a successful campaign, consider each content format as a unique tool in your toolkit, serving specific purposes and tasks. Much like a carpenter who carefully selects different tools for cutting, shaping, and joining, your campaign benefits from employing various content formats to communicate, engage, and inspire.

Imagine your campaign's goals as intricate woodworking tasks – raising awareness, mobilizing support, or educating the audience. Each format, becomes a **specialized tool designed for a distinct purpose within the larger objective.**

The campaign becomes a dynamic and adaptable force, using the right tool (format) for the right job (goal), ensuring a more profound impact on your target audience.

Activity – Narrative tactics Creative formats: In the context of content creation, think of as many formats as you can related to your campaign. Make a list of at least 10, try to think outside the box! Be as detailed and specific as possible!

Social Media Formats

In today's connected world, social media is a crucial tool for campaigns. It offers a platform to share impactful visuals and stories, reaching a wide audience. Platforms like Instagram, Facebook, and Twitter turn supporters into advocates, building a community around shared values. Live videos and interactive polls add authenticity and foster dialogue. Hashtags amplify messages, creating a virtual rallying cry. The essence of social media campaigns lies in diversity—varied content formats, voices, and perspectives.

In the digital age, every share, like, and comment becomes a catalyst for change. Storytelling is key, allowing campaigns to resonate and challenge norms. Navigating the social media landscape, campaigns shape narratives and carve a path toward a brighter future. **It's not just about followers; it's about forging connections that spark revolutions.**

In today's digital world, especially thinking about social media, formats are ever evolving. Here are some creative formats that can be used for social media in the context of a campaign for social change:

- **Visual Stories:** Instagram/Facebook Stories: Share behind-the-scenes glimpses, updates, and short narratives. Infographics: Present key information and statistics in a visually appealing format.
- **Interactive Content:** Polls and Surveys: Engage your audience by seeking their opinions on relevant issues. Quizzes: Create quizzes to educate and entertain while conveying important messages.

- **Video Content:** Live Videos: Conduct live sessions for Q&A, discussions, or updates. Short Videos: Share impactful stories or messages in bite-sized video clips.
- **User-Generated Content:** Contests and Challenges: Encourage users to create content related to your cause. Testimonials: Share stories and testimonials from individuals affected or inspired by your campaign.
- **Visual Campaigns:** Profile Picture Frames: Create frames that supporters can use to show solidarity. Visual Hashtags: Design unique and visually appealing hashtags to promote your campaign.
- **Educational Content:** Carousel Posts: Use multiple images in a single post to provide in-depth information. How-to Guides: Share step-by-step guides on taking specific actions related to your cause.
- **Timely and Trendy Content:** Relevant Memes: Share memes that align with your campaign's messaging. Trending Challenges: Participate in popular challenges while incorporating your campaign message.
- **Engaging Captions:** Craft compelling and thought-provoking captions to accompany your posts.

Remember to tailor these formats to suit your campaign's tone, goals, and target audience. Experimenting with a mix of these creative formats can help keep your social media content engaging and impactful.

Case Study: Femicide in Latin America and Creative Formats

Femicide, or femicide, refers to the intentional murder of women and girls based on their gender. This term underscores the systemic nature of gender-based violence, often perpetuated by deep-seated cultural, social, and institutional biases. In Latin America, where rates of such violence are particularly high, femicide has garnered significant attention.

The region has seen a proactive fight against femicide, characterized by both grassroots activism and legislative reforms. Movements like "Ni Una Menos," originating in Argentina, have been pivotal, spreading across countries and highlighting the urgent need for government action. These movements have successfully pressured governments to recognize femicide as a distinct crime, leading to the establishment of specialized legal frameworks aimed at addressing and penalizing this violence more effectively.

Despite these advancements, the battle is far from over. Challenges such as corruption, impunity, and inadequate judicial systems often undermine efforts. However, continuous public demonstrations and the persistent work of NGOs emphasize the critical demand for change and accountability. Latin America's fight against femicide remains a dynamic testament to the power of collective action and the ongoing struggle for women's rights and safety in the face of systemic violence.

Here is an example of how a social topic can be addressed creatively in different formats



Feral by Gabriela Jauregui: a story about feminism and gender violence, a Greek tragedy transferred to the turbulent reality of Mexico, starring four friends, which begins on day zero, or the worst day, when Diana receives a call in which she is notified of Eugenia's murder, her friend, her sister.



Femicide infographic by UNODC: UN Department Against Drug and Organised Crime, department for Strengthening Vulnerable Groups

[Link to video of Femicidios](#), interactive map: open source collection on femicides that have happened in Mexico, where an interactive map specifies categories: age of the victims, how they were murdered, and crime scenes. Among other data that is collected for example news of local media.

[Link to Nosotras by Natalia Beristain](#): This short documentary film addresses the different levels of violence against women, starting with the micro-violence that has become normalized; from street harassment to the most serious crimes such as femicide. It was filmed in Mexico City, Chihuahua and Ciudad Juárez.

Assignment – Narrative tactics + Canvas 5 + 6 + 8: Fill out the sections of your canvas relevant for narrative tactics. Make sure to use the tools provided (Narrative Pyramid & Core Value Clarification) to make sure your campaign’s strategy is aligned!



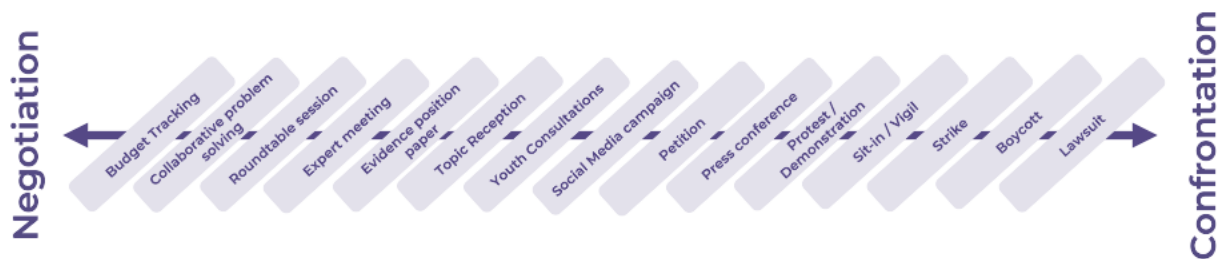
TACTICS FOR ADVOCACY

Influence in Advocacy

In the realm of advocacy, **influence refers to the ability to affect or sway opinions, decisions, policies, and behaviours** in alignment with the goals and objectives of the advocacy campaign.

It involves the **strategic use of communication, persuasion, and engagement** to bring about change in the attitudes or actions of individuals, communities, policymakers, or institutions. Influencing in advocacy is often achieved through compelling storytelling, evidence-based arguments, grassroots mobilisation, and effective communication strategies. Successful advocacy requires a nuanced understanding of how to navigate and leverage influence across various channels and stakeholders.

Scale of Influence



Trying to influence political actors, also known as (political) mobilisation, always involves some risk, and in campaign work, tailoring approaches to specific situations is crucial. Choosing the right activities is vital. For example, public action tends to be confrontational, so it's important to evaluate relationships with policymakers before using it. Starting with a confrontational activity without an established relationship can be detrimental. In such cases, opting for an advisory approach is often wiser. If non-confrontational methods don't work, there's flexibility to shift towards more confrontational strategies later. A scale of influence in advocacy tactics can help.

Non-confrontational tools are on the left, and more confrontational ones are on the right. This scale guides understanding of the different levels of risk and influence in advocacy efforts. Here's a breakdown of each tactic on the scale beginning from negotiation into confrontation:

Budget Tracking:

- Description: Monitoring and analysing financial allocations and expenditures.
- Example: Advocacy group tracking government spending to ensure funds are allocated to social programs.
- Tips: Use accessible language and visuals to communicate findings to a broader audience.

Collaborative Problem Solving:

- Description: Working jointly with decision-makers to identify and address issues.
- Example: Collaborating with local government on community development plans.
- Tips: Emphasize shared goals and focus on finding common ground.

Roundtable Session:

- Description: Facilitating a structured discussion among stakeholders.

- Example: Bringing together diverse voices to discuss environmental policy.
- Tips: Ensure representation from all relevant perspectives.

Expert Meeting:

- Description: Convening specialists to provide insights and advice.
- Example: Gathering scientists and researchers to discuss climate change policy.
- Tips: Use expert opinions to bolster evidence-based arguments.

Evidence Position Paper:

- Description: Crafting a document presenting detailed evidence and recommendations.
- Example: Producing a paper on the economic impact of a proposed policy.
- Tips: Make the information accessible to policymakers and the public.

Topic-Based Reception:

- Description: Hosting an event to discuss a specific issue with decision-makers.
- Example: Organizing a reception to discuss education reform with legislators.
- Tips: Create an inviting atmosphere for open conversations.

Youth Consultations:

- Description: Seeking input and perspectives from young individuals on policy issues.
- Example: Consulting with students on educational policies.
- Tips: Empower youth to actively participate and express their views.

Social Media Campaign:

- Description: Utilizing online platforms to raise awareness and advocate for change.

- Example: Running a Twitter campaign to promote environmental conservation.
- Tips: Leverage visuals, hashtags, and user-generated content for engagement.

Petition:

- Description: Collecting signatures to demonstrate public support or opposition.
- Example: Petitioning against the construction of a controversial project.
- Tips: Clearly state the issue and call to action to encourage participation.

Press Conference or Media Press Release:

- Description: Addressing the media to disseminate information and advocate.
- Example: Holding a press conference to announce a campaign's findings.
- Tips: Prepare key messages and ensure media coverage.

Protest/March/Demonstration:

- Description: Organizing public gatherings to express support or dissent.
- Example: Participating in a march for racial equality.
- Tips: Coordinate with local authorities to ensure a peaceful event.

Sit-In/Vigil:

- Description: Nonviolent occupation or silent demonstration.
- Example: Holding a sit-in to protest discriminatory policies.
- Tips: Plan logistics and communicate objectives clearly.

Strike:

- Description: Organized withdrawal of labour to influence policies or conditions.
- Example: Workers striking for fair wages and better working conditions.
- Tips: Coordinate with affected parties and maintain clear communication.

Boycott:

- Description: Refraining from supporting or using products or services.
- Example: Boycotting companies associated with unethical practices.
- Tips: Clearly communicate the reasons for the boycott to the public.

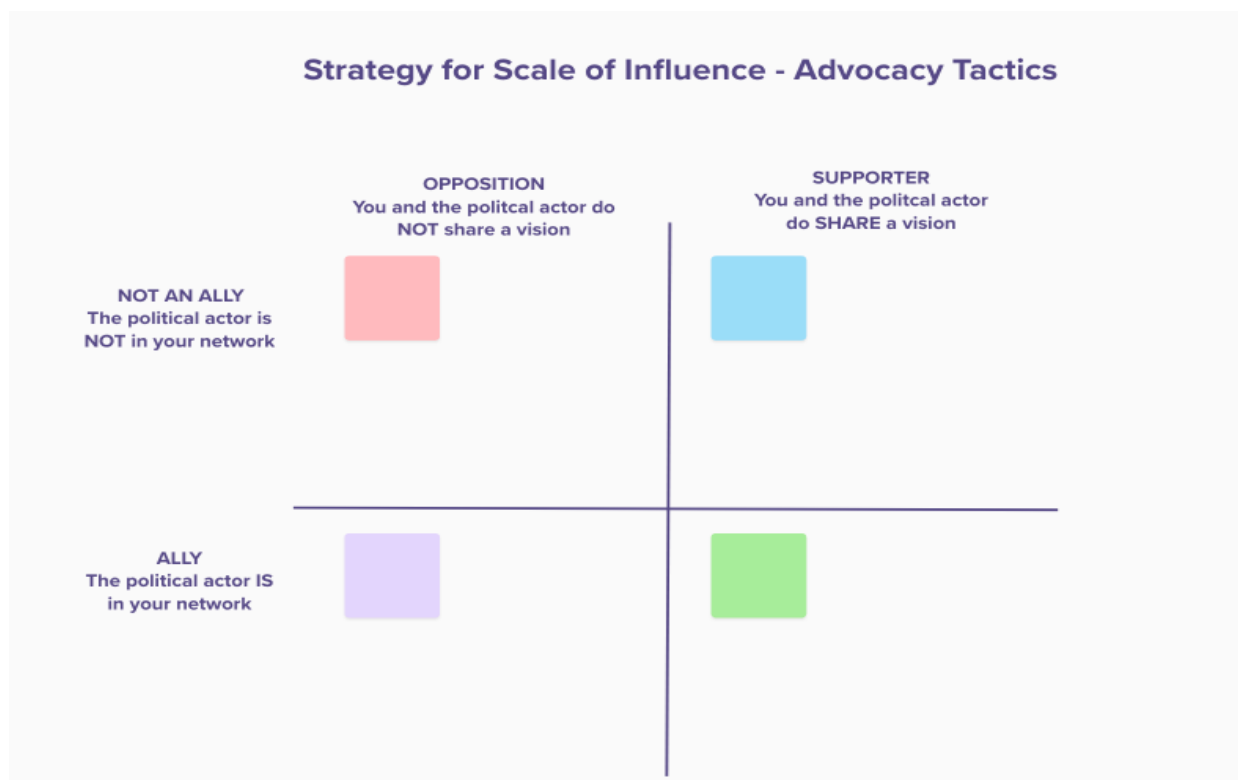
Lawsuit:

- Description: Legal action taken to challenge or influence policies.
- Example: Filing a lawsuit against a government policy deemed unconstitutional.
- Tips: Ensure legal standing and gather strong legal representation.

Each tactic comes with its strengths, challenges, and considerations, and the choice depends on the specific context and goals of the advocacy campaign.

Decision Matrix: Political Actor's Stance and Alignment

Crafting a strategic approach to selecting tactics involves navigating the complex landscape of political actors and their stance toward your cause. Utilizing a decision matrix, where the two key factors are the political actor's support or opposition to the cause and their status as allies or non-allies, can provide a structured guide for decision-making.



- Political Actor in Opposition and Not an Ally:** In this quadrant, where the political actor opposes your cause and isn't an ally, strategic and impactful tactics are crucial. Utilize public actions, protests, and media campaigns to raise awareness, apply pressure, and mobilize public support, aiming to shift the political actor's stance over time.

- **Political Actor in Opposition but an Ally:** If the political actor is an ally but opposes your cause, employ tactics that aim to persuade and inform. Consider expert meetings, evidence-based position papers, or youth consultation meetings to present compelling arguments and influence their perspective.
- **Political Actor Supports Cause but Not an Ally:** When the political actor supports your cause but isn't an ally, choose tactics that maintain a positive stance. Go for evidence-based position papers, topic-based receptions, or youth consultations to foster a more supportive relationship and encourage collaboration.
- **Political Actor Supports Cause and Allies:** In this quadrant, where the political actor supports your cause and is an ally, focus on collaborative and constructive tactics. Engage in roundtable sessions, expert meetings, and collaborative problem-solving to strengthen the relationship and work together toward shared goals.

By strategically aligning tactics with the political actor's stance and alliance status, campaigners can optimize their efforts, effectively communicate their message, and navigate the complexities of advocacy with a purposeful and adaptable approach.

Advocacy Tactics: Deep Dive

Round Table

A roundtable session is a form of facilitated discussion that brings together diverse stakeholders to exchange ideas, share perspectives, and collectively address a specific issue or policy area. This format typically involves participants sitting at a round table, symbolizing equality and fostering an open dialogue.

Example: Consider organizing a roundtable session focused on environmental policy. Invite representatives from environmental advocacy groups, governmental agencies, industry experts, and community members. This diverse assembly provides a platform for each stakeholder to contribute valuable insights, discuss concerns, and collaboratively explore solutions for more effective environmental policies.

Tips:

- **Diverse Representation:** Ensure that the roundtable includes participants from all relevant perspectives related to the issue at hand. This diversity fosters a comprehensive understanding of the challenges and potential solutions.
- **Facilitation:** Designate a skilled facilitator to guide the discussion, maintain focus, and encourage active participation. The facilitator plays a crucial role in ensuring a productive and inclusive conversation.
- **Preparation:** Provide participants with background materials and information before the session to facilitate informed discussions. This allows stakeholders to come prepared and contribute meaningfully.
- **Structured Agenda:** Develop a well-structured agenda with defined discussion points. This helps maintain a focused and organized conversation, ensuring that key issues are addressed during the session.
- **Inclusivity:** Create an inclusive environment where every participant feels comfortable expressing their views. Encourage active listening and discourage dominating the discussion, allowing each stakeholder to contribute equally.
- **Follow-Up:** After the roundtable session, consider summarizing key insights and action items. Share this summary with participants and explore opportunities for ongoing collaboration or follow-up discussions.

Digital Roundtable

There are creative ways to have discussions in the digital world, DISCORD, is an alternative social media platform often used by journalists to create safer digital communities with this app you can:

- **Server Setup:** create a dedicated server for a roundtable
- **Manage roles & permissions** within the community
- **Add Bots for assist** in facilitation (scheduling, moderating, translating)
- Add **voice and video channels**
- **Live Streaming**

Petitions

A petition is a powerful tool for mobilizing public support or opposition on a specific issue. It involves the collection of signatures from individuals who endorse a particular cause, expressing a shared stance. Petitions can be both digital and physical, allowing for a wide reach and diverse participation.

***Example:** Imagine a community rallying against the construction of a waste incinerator that poses environmental risks. A petition is initiated, aiming to collect signatures from residents who oppose the project. The petition clearly outlines the concerns related to air quality, health hazards, and potential harm to the local ecosystem.*

Tips:

- **Clearly Define the Issue:** Provide a concise and clear description of the problem or concern. Avoid jargon and ensure that the language is accessible to a broad audience.
- **Craft a Compelling Call to Action:** Clearly state what action you are urging authorities or decision-makers to take. Whether it's halting a project, reconsidering a policy, or initiating an investigation, the call to action should be specific.

- **Simplify Participation:** Make it easy for people to participate. Whether it's a physical petition in a community centre or an online form, ensure that the process is straightforward. Include contact information for those who want to learn more or get involved further.
- **Leverage Multiple Platforms:** Utilize both online and offline channels to maximize reach. Digital petitions can be shared through social media, email, and dedicated petition platforms, while physical petitions can be available at community gatherings and local businesses.
- **Engage Stakeholders:** Reach out to community leaders, influencers, and organizations to endorse and share the petition. Their support can significantly amplify the impact and reach of the campaign.
- **Provide Supporting Information:** Include supporting materials or links to additional information for those who want to delve deeper into the issue. This can help build credibility and educate signatories about the cause.
- **Regular Updates and Acknowledgments:** Keep participants informed about the progress of the petition. Regular updates, acknowledgments, and milestones achieved contribute to transparency and maintain momentum.
- **Encourage Grassroots Advocacy:** Empower participants to become advocates themselves. Encourage them to share the petition within their networks, fostering a grassroots movement.

A well-executed petition strategy not only collects signatures but also serves as a platform to raise awareness, engage the community, and demonstrate the strength of public opinion on a particular issue.

Extra Source: [Link for Change.org Petition templates and samples](#)

Protests and Sit-ins

Protests: Protests are public demonstrations or gatherings where individuals assemble to express their disapproval, dissent, or opposition to a particular cause, policy, or societal issue. They serve as a powerful form of collective expression, often involving chants, signs, and organized marches to communicate a shared message.

Sit-ins involve a group of people occupying a space, often a public or government building, to peacefully protest or demonstrate opposition. Participants typically sit or remain in a specific location for an extended period, aiming to disrupt regular activities and draw attention to their cause.

Planning and Preparation for Protests:

- **Define Objectives:**
 - Clearly outline the goals and objectives of the protest.
 - Determine what specific changes or actions you hope to achieve.
- **Coordinate Logistics:**
 - Plan the route of the march, assembly points, and other logistics.
 - Arrange for necessary permits if required for public gatherings.
- **Communication Strategy:**
 - Develop a robust communication plan, including press releases and social media announcements.
 - Design impactful signs and banners to convey key messages.
- **Legal Know-How:**
 - Inform participants about their legal rights and responsibilities.
 - Coordinate with legal professionals to provide assistance if needed.
- **Safety Measures:**
 - Establish safety protocols for participants.
 - Identify medical stations and ensure emergency services are accessible.

Risks and Recommendations for Protests:

- **Legal Risks:**
 - Recommendation: Work with legal experts to understand and navigate local laws.
 - Preparation: Develop a legal team to address potential issues and provide guidance.
- **Social Risks:**
 - Recommendation: Conduct awareness campaigns to ensure the public understands the cause.
 - Preparation: Have spokespersons ready to communicate the purpose of the protest.

- **Political Risks:**
 - Recommendation: Engage with relevant political stakeholders to minimize conflicts.
 - Preparation: Understand potential political repercussions and have contingency plans.

Planning and Preparation for Sit-ins:

- **Choose Location Wisely:**
 - Select a location that is strategic and symbolic to the cause.
 - Assess the accessibility and potential impact on regular activities.
- **Communication Channels:**
 - Establish communication channels for participants during the sit-in.
 - Coordinate with media outlets to cover the event.
- **Legal Briefing:**
 - Provide participants with legal information and potential consequences.
 - Ensure legal representation is available during the sit-in.
- **Resource Management:**
 - Plan for resources such as food, water, and sanitation facilities.
 - Consider the duration of the sit-in and its impact on participants.
- **Security Measures:**
 - Develop a security plan to ensure the safety of participants.
 - Collaborate with local law enforcement to maintain order.

Risks and Recommendations for Sit-ins:

- **Legal Risks:**
 - Recommendation: Seek legal advice and inform participants about potential legal implications.
 - Preparation: Establish legal support and know the specific laws related to sit-ins in the chosen location.
- **Social Risks:**
 - Recommendation: Communicate the purpose of the sit-in to the public.

- Preparation: Anticipate public reactions and have spokespersons ready to address concerns.
- **Political Risks:**
 - Recommendation: Engage with relevant political figures to avoid unnecessary conflicts.
 - Preparation: Understand the political climate and potential consequences for the cause.

Extra Resource (video): [Link for video “How to become a Political Activist” by Femi Oluwole](#)

Using Social Media

Using Social Media can prove immensely beneficial for advocacy tactics. While the real protest takes place in the streets, populating and creating digital traffic in the digital world can be just as important. It can ensure the safety of participants, allow for a better real-time coordination of efforts, and expand the conversation.

Sometimes a protest is taking place and people might not fully know why it is happening, or what the demands are in the context of the struggle. Social media can provide content for all this that can support the effort for systemic change. Here are some suggestions on how to use social media for your advocacy tactics:

Advocacy Strategies for Digital Campaigns

1. Organization and Mobilization:

- **Event Creation:** Utilize platforms like Facebook to create event pages for protests or sit-ins, providing details about the location, time, and goals of the event.
- **Hashtags:** Develop unique hashtags to unify the conversation and make it easier for people to find and share information related to the advocacy action.

- **Outreach:** Use targeted ads and influencer partnerships on platforms like Instagram and Twitter to reach a wider audience and encourage them to join the cause.

2. Communication and Coordination:

- **Real-Time Updates:** Offer live updates during the event to inform participants of any changes or to provide instructions as the situation evolves.
- **Safety Information:** Disseminate safety guidelines and legal information, like what to do if approached by authorities, through platforms that protesters are likely to check on the go.
- **Private Groups:** Create private or secret groups on platforms like WhatsApp or Signal for organizers to communicate securely.

3. Awareness and Education:

- **Infographics and Videos:** Share educational content that outlines the reasons behind the protest or sit-in, leveraging the visual appeal of platforms like Instagram and TikTok.
- **Storytelling:** Encourage participants to share their personal stories and reasons for joining the movement to create emotional engagement with the cause.

4. Amplification:

- **Live Streaming:** Broadcast the event live on platforms like Facebook Live, Instagram, or YouTube to reach those who cannot physically attend.
- **Content Sharing:** Encourage participants and supporters to share photos, videos, and experiences from the event to increase visibility.

5. Solidarity:

- **Profile Badges/Frames:** Create profile badges or frames that supporters can add to their social media profiles to show solidarity with the movement.
- **Challenges and Tags:** Initiate social media challenges or tagging campaigns to encourage participation and demonstrate the strength of the movement.

6. Fundraising:

- **Donation Drives:** Leverage social media to organize fundraising campaigns to support the cause, whether for legal aid, logistics, or other resources.
- **Merchandising:** Sell merchandise related to the cause and use social media for promotion, with proceeds going to support the advocacy actions.

7. Post-Event Engagement:

- **Debriefing:** After the event, share a debrief with the outcomes of the protest or sit-in, and outline the next steps for the movement.
- **Continued Dialogue:** Keep the conversation going post-event by discussing results, sharing media coverage, and planning future actions.

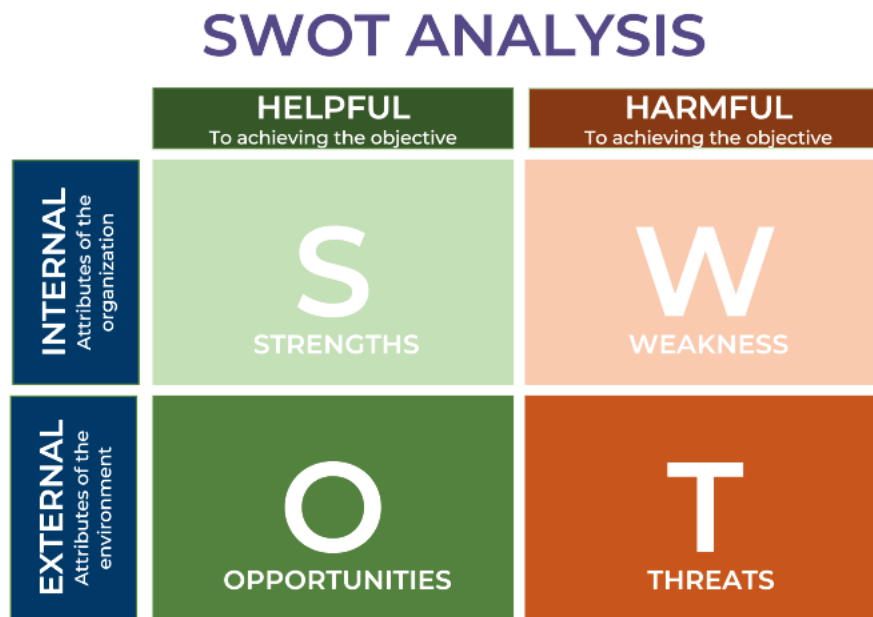
8. Advocacy and Policy Change:

- **Petitions and Calls to Action:** Circulate petitions or calls to action, asking followers to contact representatives or engage in other forms of advocacy directly through social media.

9. Networking and Community Building:

Support Networks: Build networks of supporters who can offer assistance, such as legal advice, medical aid, or even just encouragement.

SWOT Analysis for Advocacy Tactics



SWOT analysis is a strategic planning tool used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project, or organization. Here's a breakdown of each component:

- **Strengths (S):** Internal factors that contribute positively to the project or organization. Characteristics, resources, or capabilities that provide a competitive advantage.
- **Weaknesses (W):** Internal factors that hinder or pose challenges to the project or organization. Areas where the entity may be lacking compared to competitors. Examples could be limited financial resources, outdated technology, or a lack of expertise.

- **Opportunities (O):** External factors or situations that can be leveraged to the advantage of the project or organization. Emerging trends, market developments, or changes in the external environment. Opportunities may include new markets, partnerships, or advancements in technology.
- **Threats (T):** External factors or conditions that could negatively impact the project or organization. Potential challenges, risks, or obstacles that may emerge. Threats might include economic downturns, competition, regulatory changes, or technological disruptions.

The process of conducting a SWOT analysis typically involves the following steps:

1. **Identification of Factors:** Gather a diverse team or stakeholders to identify and list internal and external factors. Strengths and weaknesses are typically internal, while opportunities and threats are external.
2. **Analysis:** Analyse each factor and assess its impact on the project or organization. Consider the significance and relevance of each factor.
3. **Interactions:** Explore how strengths can be used to capitalize on opportunities. Identify ways to mitigate weaknesses to minimize potential threats.
4. **Prioritization:** Prioritize the most critical factors based on their impact and importance. Determine which factors require immediate attention or strategic focus.
5. **Strategic Planning:** Develop strategies that capitalize on strengths and opportunities. Implement action plans to address weaknesses and mitigate threats.

SWOT analysis provides a comprehensive understanding of the current internal and external landscape, aiding in strategic decision-making. It is widely used in business, project management, and organizational planning to develop strategies that align with the overall goals and objectives.

Assignment – Advocacy Tactics SWOT: define the tactics you want to use for your campaign based on the scale of influence needed, the mapping of your political actors and the SWOT prioritization

Political Affiliation Map

This map is like the Empathy one, the difference is that this one focuses on political actors. The objective is to have a dive into the political actor’s key motivations and map some characteristics to gain better insight as to their position and potential affiliation with your campaign

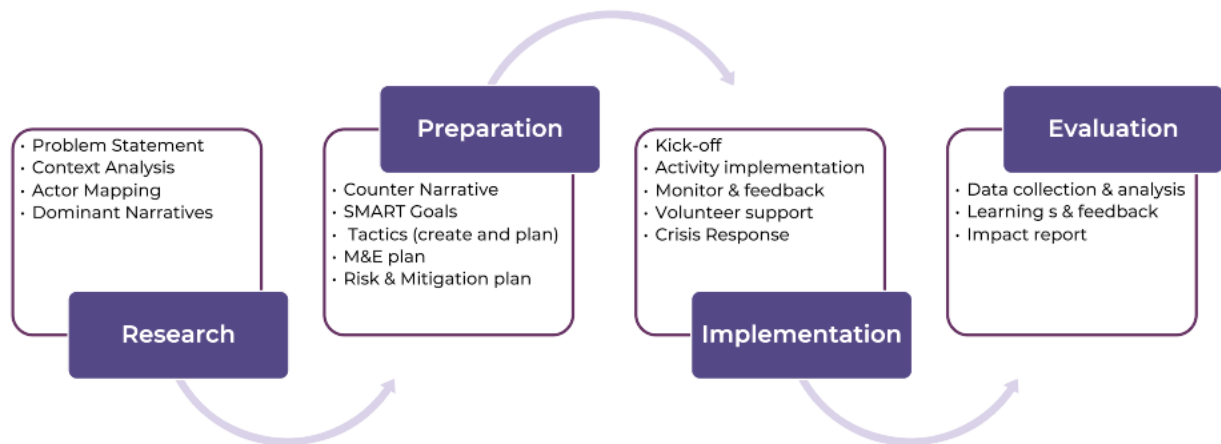


Assignment – Advocacy Tactics Political Affiliation Map: Choose a political actor, maybe one that is not your ally or/and is in opposition to your cause. Conduct a Political Affiliation map to discover their motivations!

Assignment – Advocacy Tactics + Canvas 5 + 6: Go back to your Canvas and fill the corresponding sections, make sure you have alignment between tactics and that you have clarity as to which tactics correspond to which audiences (political or not)

CAMPAIGN PLANNING

The Campaign Blueprint Plan



The planning of a campaign is the backbone of any successful social change initiative. It provides a strategic overview that ensures every aspect of the campaign is thoughtfully considered and aligned with the ultimate goal.

1. **Research Phase:** During the research phase, we lay the groundwork by understanding the problem deeply, identifying key players, and evaluating the socio-political landscape. This foundational knowledge is crucial for crafting a resonant message and a vision that can inspire and mobilize.
2. **Preparation Phase:** In the preparation phase, we translate our research into actionable steps, setting SMART goals and developing both narrative and advocacy tactics that resonate with our target audiences. Here, we not only design the blueprint of our campaign but also anticipate and mitigate risks, setting the stage for a responsive and adaptive approach to change-making.
3. **Implementation Phase:** The implementation phase is where our plans materialize into action. By systematically rolling out our strategies, we ensure that every tweet, event, or advocacy meeting is not just a standalone effort but a cog in a larger, well-oiled machine working towards a common purpose. Regular monitoring and adapting based on real-time feedback keep the campaign agile and effective.

4. **Evaluation Phase:** Finally, the evaluation phase allows us to look back and assess the impact of our work. By analysing data, gathering feedback, and documenting the journey, we not only measure our success but also pave the way for future campaigns to build on our learnings.

Milestones

Milestones are significant points or events in the campaign timeline that indicate progress. They are used as markers to signify the completion of a major phase of work or the achievement of a key deliverable. They help to break down the campaign into more manageable segments and provide a way to celebrate progress along the campaign's journey. Examples of milestones could include the launch of the campaign, the completion of a major advocacy event, reaching a specific number of petition signatures, or achieving a legislative step.

Dependencies

Dependencies refer to the relationship between activities or tasks where one activity cannot start or be completed until another activity is finished. They highlight the need for careful scheduling and coordination because the timing and sequence of tasks are linked. For instance, a media release might depend on the completion of a report or data analysis; similarly, the organization of a rally might depend on securing permits or the availability of key speakers. Understanding dependencies is crucial for realistic planning and avoiding delays or bottlenecks in the campaign execution.

- *Content creation → evidence-based report*
- *Media release → content creation*
- *Protest → permits*
- *Round table → logistics (venue, speakers)*

The critical aspect of planning is that **each activity functions as a foundational block, contributing to a larger, cohesive structure**. The designed activities should not only escalate the pressure to ensure government accountability but also guarantee sustained and meaningful engagement from the audience and pivotal stakeholders.

Assignment – Campaign Planning: milestones & dependencies: Go back to the tactics you came up with the days before and together with the campaign research: *Draft potential milestones. Identify dependency relations*

Event Research

For planning a campaign, it's helpful to sync it with relevant events. These could range from big occasions like International Women's Day or Earth Day to smaller, more frequent events like local government meetings or community gatherings. Coordinating with these events can amplify the campaign's impact and reach. Specifically for event planning we suggest you follow these steps:

1. Event Research:

- Conduct a thorough search for upcoming events that are relevant to your campaign's focus
- Use a variety of sources, including community calendars, social media platforms, local news outlets, and organizational announcements.

2. Analysis:

- For each event, analyse how it aligns with your campaign's goals and strategies.
- Consider the event's audience, its potential reach, and the opportunities it presents for engagement.

3. Selection Criteria:

- Choose events based on their ability to help you gain support or create pressure points for your campaign.
- Prioritize events where there is a strong overlap with your target demographic and message.

4. Tactical Integration:

- Develop a plan on how to integrate your campaign tactics with the selected events. This could include participation, promotion, or piggybacking on the event's visibility to further your campaign's objectives.

5. Action Plan:

- Outline specific steps on how you will utilize these events. Include tasks such as outreach for partnerships, creating event-specific content, or mobilizing volunteers.

SMART Goals for a campaign

SMART, an acronym for Specific, Measurable, Achievable, Relevant, and Time-Bound, represents a framework that elevates campaigns from mere concepts to well-defined, actionable plans.

Imagine a ship setting sail without a destination marked on the map. While it might sail with enthusiasm, its journey lacks direction and purpose. Similarly, a campaign without SMART goals is like a ship without a compass—a journey with no clear route, no measure of progress, and no way of knowing whether you've reached your desired destination.

Having SMART goals can be of great use for a campaign success for several reasons:

1. **Clarity and Focus:** SMART goals force us to articulate precisely what we aim to achieve. They eliminate ambiguity, ensuring that everyone involved understands the purpose, scope, and intended outcomes of the campaign. This clarity becomes a guiding light, aligning efforts toward a common objective.
2. **Measurable Progress:** In the world of campaigns, 'feeling' successful isn't enough. SMART goals demand measurability. They prompt us to define concrete metrics that help us track progress and evaluate success objectively. This data-driven approach empowers us to make informed decisions and adapt strategies when necessary.
3. **Realistic Ambition:** Dreams are inspiring, but goals must also be achievable. SMART goals encourage us to set targets that are realistic and attainable within the available resources and timeframe. This prevents burnout and disappointment, nurturing a sense of accomplishment at every milestone.

4. **Relevance to Purpose:** Every campaign has a purpose—a reason it exists. SMART goals ensure that our aspirations align with this purpose. They prompt us to consider whether each goal contributes meaningfully to the campaign's overarching mission, keeping us on track and preventing aimless diversions.
5. **Defined Deadlines:** Without a timeline, campaigns risk losing momentum or drifting off course. SMART goals set clear deadlines for each objective. This not only creates a sense of urgency but also facilitates planning and coordination, helping us stay organized and efficient.

Concept Definitions

Within the terminology of campaigns and social change proposals there will always be variations within the definitions of the terms but grounding and defining what you mean by each will help your campaign's proposal and planning with clarity and consistency. The following are the definitions of terms we at RNW Media use:

- **Aim:** The aim of the campaign is the broad, overarching objective that defines the desired long-term outcome. It reflects the ultimate vision and purpose of the campaign.
- **Goals:** Goals are specific, measurable, and time-bound targets that contribute to the achievement of the campaign's aim. They are more focused and tangible than the aim and help to provide clarity and direction.
- **Actions:** Actions are specific steps or activities that are undertaken to achieve the campaign goals. They are concrete and actionable tasks that contribute to the overall success of the campaign.

The SMART way of setting goals: a method that can help you clarify your ideas, focus your efforts and use your time and resources productively. It will encourage you to think about your objectives in a specific and focused way and present you with some helpful examples.

How to Use the SMART Method

1. **SPECIFIC:** Your goal should be clear and specific, otherwise you won't be able to focus your efforts or feel truly motivated to achieve it. A specific goal should address questions such as:

- What do I want to accomplish?
- Why is this goal important?
- Who is involved?
- Where is it located?
- Which resources or limits are involved?

2. **MEASURABLE:** It's important to have measurable goals, so that you can track your progress and stay motivated. Assessing progress helps you to stay focused, meet your deadlines, and feel the excitement of getting closer to achieving your goal. A measurable goal should address questions such as:

- *How much?*
- *How many?*
- *How will I know when it is accomplished?*

3. **ACHIEVABLE:** Your goal also needs to be realistic and attainable to be successful. In other words, it should stretch your abilities but still remain possible. When you set an achievable goal, you may be able to identify previously overlooked opportunities or resources that can bring you closer to it. An achievable goal will usually answer questions such as:

- *How can I accomplish this goal?*
- *How realistic is the goal, based on other constraints, such as financial factors?*

4. **RELEVANT:** This step is about ensuring that your goal matters to you, and that it also aligns with other relevant goals. We all need support and assistance in achieving our goals, but it's important to retain control over them. So, make sure that your plans drive the campaign forward. A relevant goal can answer "yes" to these questions:

- *Does this seem worthwhile?*
- *Is this the right time?*
- *Does this match our other efforts/needs?*

- *Am I the right person to reach this goal?*
- *Is it applicable in the current socio-economic environment?*

5. TIME-BOUND: Every goal needs a target date, so that you have a deadline to focus on and something to work toward. This part of the SMART goal criteria helps to prevent everyday tasks from taking priority over your longer-term goals. A time-bound goal will usually answer these questions:

- *When?*
- *What can I do six months from now?*
- *What can I do six weeks from now?*
- *What can I do today?*

Assignment – Campaign Planning: SMART Goals: Go back to your campaign goals and make them SMART!

Mobilisation

In the context of your campaign training, which focuses on social change, "mobilisation" can be defined as the process of galvanizing a group of individuals or organizations to take collective action towards a common goal, particularly in the realm of social, political, or environmental change. This involves bringing together people, resources, and strategies in a coordinated effort to effect change and achieve specific objectives.

Key aspects of mobilisation:

- **Awareness and Engagement:** Raising awareness about the issue or cause and engaging a wide range of stakeholders, including the public, activists, community leaders, and relevant organizations.
- **Organization and Coordination:** Structuring the efforts of various participants in a coherent and effective manner, coordinating activities and resources to maximize impact.

- **Activation of Supporters:** Encouraging and facilitating the participation of supporters in various campaign activities such as protests, rallies, advocacy efforts, or digital campaigns.
- **Resource Mobilisation:** Gathering the necessary financial, human, and material resources to support the campaign's activities and objectives.
- **Strategic Communication:** Utilizing effective communication strategies to spread the campaign's message, recruit more supporters, and influence public opinion or policy.
- **Community Building:** Creating a sense of community among participants and stakeholders, fostering a shared identity and commitment to the cause.

Mobilisation in the context of social change campaigns often hinges on the ability to inspire and motivate people to act, leveraging both grassroots and digital tactics to create a broad-based movement for change.

Sources: [Link to The Mobilisation Cookbook by Greenpeace](#)

Engagement

In the context of campaigns for social change, "engagement" refers to the process of actively involving individuals or groups in activities or conversations that aim to promote the campaign's goals. This involvement can range from simply informing people about an issue to actively participating in the campaign's initiatives.

Broad Engagement:

Broad engagement is a strategy that focuses on reaching as wide an audience as possible. **The aim is to inform and involve a large number of people to create or change trends, alter behaviours, and shift public opinion on a broad scale.** It's about mass participation and the widespread dissemination of information.

- **Elaboration:**

- This style of engagement is typically used to generate widespread awareness and support for a cause.
- Tactics may include social media campaigns, public service announcements, and mass media engagement such as TV and radio spots.
- It can also involve community events that are open to the public, large-scale rallies, or online webinars.
- The goal is to reach people from various demographics and encourage them to support the cause, whether through spreading the word, signing petitions, or making lifestyle changes that align with the campaign's objectives.

Deep Engagement:

Deep engagement is a more targeted strategy **that seeks to develop a smaller group of highly committed and active individuals who can lead and influence others within their networks.** These individuals take on significant roles and responsibilities within the campaign, often becoming champions for the cause.

- **Elaboration:**

- Deep engagement is about quality and depth of interaction with the participants.
- It often involves more personalized and sustained interactions, such as workshops, training sessions, and mentorship programs.
- The individuals involved are typically provided with the tools and knowledge to become effective leaders and advocates for the campaign.
- They might organize local events, lead advocacy efforts, or represent the campaign in various forums.
- This strategy aims to create a core group of dedicated supporters who can carry the message forward with conviction and authority, potentially leading to more substantial, long-lasting change.

Both broad and deep engagement are crucial for a successful campaign. Broad engagement raises the visibility of the issue and garners general public support, while deep engagement builds a solid foundation of leaders and influencers who can give the campaign staying power and credibility.

ENGAGEMENT PYRAMID



Figure 1. Greenpeace Engagement Pyramid

When we think about engaging more people more deeply – creating movement breadth and depth – it’s important to know how to “meet people where they are” and craft appropriate messages and calls to action. Deep engagement also means having a process for stewarding people toward higher levels of engagement.

The “Engagement Pyramid” is a framework for mapping levels of involvement in a campaign or organisation. The pyramid is designed to help us think holistically about the range of engagement strategies and tactics at our disposal. It also provides a framework for matching engagement opportunities with those constituents most likely to carry them out.

This engagement pyramid shows us the levels of engagement audiences can have in relation to a campaign for social change. Starting at the base of the audiences:

- **Observing:** Interested, aware and learning. Visits website, sees news story or social media, attends an event (we do not have a way to contact this person directly).
- **Following:** Agrees to receive information from us; provides contact info or subscribes. Reading and watching direct communications.
- **Endorsing:** Single-step or straightforward action with low risk or investment. Signs petition makes one-time/ small donation & shares content.
- **Contributing:** Multi-step assignments or actions, representing significant contribution of time, money and/or social capital. Joins groups, attends events, makes large donation.
- **Owning:** Ongoing and collaborative actions; major investments of time, money, and social capital. Publishing about campaigns, public speaking, deep volunteer involvement.
- **Leading:** Leads others, engaged becomes the engager. Focuses on training others, easily confused as staff. Organising others, recruiting donors, serving on a board.

Depending on the levels of engagement a campaign can tailor its communication strategy to best arrive at the intended audiences

Activity – Campaign Planning: Canvas 6 + 7 + 9 + 10: Section 6: Define the SMART Goals of your campaign. **Section 7:** Start working on your Outcomes and Indicators. **Section 9 & 10:** Start defining your mobilisation strategies

Content Creation

If you remember from our Narratives days, we made a lot of emphasis on talking to someone, so identifying your intended audiences, defining the key messages and alignment with core values of the campaign. These principles apply to content creation as well. Now, it's time to think about what types of contents will your campaign need and how to develop a strategy for their creation and dissemination through the right channels.

Creating content for a campaign involves producing a variety of materials tailored to engage your target audience, communicate your message, and prompt action. Here's a list of content types that might be necessary for a successful campaign:

1. **Social Media Posts:** Engaging and shareable content designed for platforms like Facebook, Twitter, Instagram, TikTok, etc.
2. **Blog Posts:** Informative articles that provide deeper insights into your campaign issues and drive traffic to your website.
3. **Videos:** Compelling visual stories that can range from short clips for social media to longer, in-depth explanatory videos.
4. **Infographics:** Visual representations of data and information that are easy to understand and good for sharing.
5. **Email Newsletters:** Regular updates to your subscribers about campaign progress, stories, and calls to action.
6. **Press Releases:** Official statements for media outlets to cover your campaign events or milestones.
7. **Website Content:** The core content of your campaign's online hub, including your mission, goals, blog updates, contact information, and donation page.
8. **Photographs:** High-quality images capturing campaign events, volunteer activities, or the issues at hand.
9. **Podcasts:** Audio content discussing campaign-related topics, interviews with experts or activists, and stories from impacted individuals or communities.
10. **Flyers and Posters:** Print materials for distribution in community spaces or at events.
11. **Case Studies and Testimonials:** Real-life examples of how your campaign is making a difference or stories of those affected by the issue.

12. **Educational Materials:** Guides, fact sheets, and FAQs that inform people about your cause and why it matters.
13. **Digital Ads:** Paid advertising content designed for Google Ads, social media platforms, or other online ad networks.
14. **Presentations:** Slideshows or talks for educational or fundraising events.
15. **Direct Mail Letters:** Personalized appeals sent through postal mail to potential supporters.
16. **Reports and White Papers:** Detailed documents that provide research, findings, and thought leadership on the campaign topic.
17. **Petitions:** Written appeals with a clear call to action, encouraging people to show their support for your cause.
18. **Speeches and Talking Points:** Prepared text for spokespeople to use at events, in interviews, or during advocacy meetings.
19. **Branding Materials:** Logo, color scheme, and style guide to ensure consistency across all campaign materials.
20. **Interactive Content:** Quizzes, surveys, or webinars that engage people directly with the campaign.

Sources and examples: [Link to Agenda Wales on Gender Inequalities for YP](#), [Link for SUPRE Foundation Image Based Bullying toolkit](#), [Link to I Weigh Community Podcasts](#)

Content Strategy

A content strategy is a plan that outlines how you **create, publish, and manage usable and relevant content**. It's a critical part of your communication plan, ensuring that all content—whether written, visual, or multimedia—is **aligned with your campaign's goals and intended audiences**.

Content Strategy Planner

Name of the campaign:

Intended Audience	Purpose	Key message Key words	Type of content (duration & format)	Platform	CTA	Date for publishing

This table has an intention of grounding in a concrete manner, all the ideas you have had about tactics and your campaign. here's a brief description of each element in the context of content strategy planning for a campaign:

- **Intended Audience:** This defines the specific group of people you want to reach with your content. Knowing your audience helps tailor the message, tone, and delivery method to ensure it resonates and engages the intended recipients.
- **Purpose:** The purpose explains why you're creating the content. It's the intended outcome you want to achieve with your audience, such as raising awareness, educating, driving engagement, or prompting action.
- **Key Message:** This is the core information or main takeaway that you want the audience to understand and remember. It's the central theme that all content should communicate clearly and consistently.
- **Key Words:** These are the terms and phrases closely related to your campaign's topic. They are chosen to optimize search engine visibility (SEO) and to ensure the content is easily discoverable by the target audience.



- **Type of Content (duration & format):** This section details what kind of content will be created (e.g., blog post, video, infographic) along with its duration (for time-based media like videos and podcasts) and format (article, PDF, image file, etc.).
- **Platform:** The platform indicates where the content will be published or shared. It could be social media, a website, email, or offline channels. The choice of platform is based on where the intended audience is most likely to be reached.
- **CTA (Call to Action):** This is the action you want people to take after consuming the content. CTAs can range from "Sign up," "Learn more," "Donate," to "Join the cause." It's a crucial part of converting audience engagement into tangible outcomes for the campaign.
- **Date for Publishing:** This specifies when the content will be released or shared with the public. Timing can be critical and is often aligned with campaign milestones, events, or external factors like holidays or significant world events.

Each of these elements plays a strategic role in ensuring that the content created for a campaign is purposeful, targeted, and effective in contributing to the campaign's overall goals.

Project Management

As you can imagine, creating the content for the campaign means running several projects at the same time. Knowing how to effectively manage it will be either a strength that makes things flow and feel easy and inspiring (even when challenging) or the source of stress and tension for all. Here are three key things to remember for any basic project management plan:

Establishing a clear and detailed timeline is fundamental. This includes setting specific deadlines for each piece of content and understanding the required time investment for creation and distribution. It's important to account for all stages of the process, from initial brainstorming and content design to final edits and publication.

Understanding what the necessary resources are will give ground to the content strategy. Resources are not just the financial investment but also skills, tools, people, and spaces required to bring the content to life.

Define who will do what and how those processes will work, roles and responsibilities will give people clear expectations and frames for their work in small and bigger picture within the campaign. It's about identifying who is good at doing what, when people are doing what they love they will be committed to it and improve way quicker.

Assignment – Campaign Planning: Content Strategy: Take a moment to reflect about the content you have in mind, which is higher in priority? Think based on representative content you MUST have in your campaign, and think of which is the most difficult one to make, which one has the most challenging needs (space, logistics, people, money)?

Working with Influencers

We have talked about influencers before in this course but now let's take a longer look at social media influencers, who they are, how can we categorise them and potential collaborative ways to make them our allies for a campaign.

The state of the media has drastically changed today. Nowadays, Instagram, YouTube, and Snapchat are more popular than billboards and TV commercials. Younger generations now seek information from people they trust (or feel they can trust) because 47% of online customers between the ages of 18 and 24 use ad blockers. Studies from Takumi also show, over 37% of 16-44 years get news resource from social media influencer instead of journalist of traditional media outlet. So, for those wishing to spread their message, developing a relationship with a social media influencer is a reasonable move, especially given that the typical individual spends over an hour and a half per day on social media.

We can view **social media influencers as individuals who have gained and established a reputation or popularity for their subject expertise on their social media platform.** They often frequently post contents about certain subject on their preferred social media platforms, where they amass sizable fan bases or followers that consist of enthused, active individuals who pay close attention to their opinions. **They affect their followers.** Since they may persuade their followers to join a cause or purchase the things they like or advocate, social media influencers are adored by brands and organization.

Even though there is no fixed meaning of influencer, we can define it as someone who has the power to affect the action decisions of others because of their authority, knowledge, position, or relationship with his or her audience. This is one of the main reasons why many organizations or brand need to work together with influencers. Working with the right influencer will benefit brand and organization. First, it is an incredible boost for the organization and the good cause that need to be highlighted, secondly, it can also contribute to giving quality leads to support the cause or organization.

Categorising Influencers

There are various approaches to categorize the influencers, for example by follower counts, platform, and influence level are some of the most popular metrics. Influencers can also be categorized according to the industry they work in. This means that influencers who might rank low according to one metric might appear to be more influential under another metric.

Followers

By their follower numbers, influencers can be categorized into four levels, each group has advantages and disadvantages that brands should be aware of. There is no approach that works for every campaign. Using the same influencer as other brands or organization because they appear to be performing well is a major no-no because each organization or brands have various goals to attain and various target markets and audience.

- Mega Influencer or celebrities: The number of followers is over 1M
- Macro Influencer: The number of followers is 100K to 1M
- Micro Influencer: The number of followers is 10K to 100K
- Nano Influencer: The number of followers is 1K to 10K

One of the common practices which is also one of the biggest challenges in the influencers' marketing industry is follower purchases. The real influencers don't have to do it. Any indication that there are more than a few of fake followers should be taken very seriously. There are various tools campaigner can use to check the legitimation of each account.

Influence

- **Creator or Social Media Stars:** Generally, creators or social media stars have a significant impact on the people who follow them on social media platforms, because of their aesthetic or personality, but this effect frequently has an unspecified goal and only work in specific platform. Majority of the time, brand, or organization work with or support influencers for the solitary purpose of gaining general exposure to larger audiences and they were county by their following number.
- **Key Opinion Leader (KOL):** KOLs have an impact on certain audiences in a similar manner to influencers. But often their influence is gained because of their expertise. They are respected authorities in their industry due to their expertise and professional accomplishments, not because of the number of followers they have. Activist, Academia, Doctors, Designers, Journalist, Politician, or industry experts are some of the people that can be included as KOL. Social Media Influencer can also scale up their level to KOL when they gain credibility in specific niche.
- **Celebrities:** Celebrities gained their status and popularity through traditional media like TV, radio, or films. They are often considered as the original influencer even though their influencer credibility is still sometimes questioned. Social media influencers can also reach the celebrities level when they reach certain milestone of following. Their level of influence is often dependent on their level of popularity in certain timeframe, and certain group of people. They also usually have large social media following. Compared to social media influencers, it is often the budget for collaboration with celebrities are more long term and costly even though they are also available for pro-bono in some case.

How to find your influencer?

HOW TO FIND YOUR INFLUENCER?



Practical guide to finding influencers

1. **Define the Goal:** Ensure that the collaboration with an influencer is in line with both the overarching objectives of your campaign and the aims of the strategy in question.
2. **Define your audience:** Reflecting on your campaign's actor mapping, determine the specific audience segment you wish to target using an influencer. This clarity allows you to home in on influencers who cater to similar demographics.
3. **Define the content and platforms:** Analyse your intended audience to ascertain the most effective platforms and content types for reaching them. This step is crucial for maximizing the impact of your influencer collaboration.
4. **Choose niche and relevance:** Select the exact niche relevant to your campaign goals. This specificity helps in choosing influencers whose authority and audience engagement are most aligned with your messaging needs.

Be aware of fake accounts and fake followers!

High number of followers do not mean all of them are real. Especially with the rise of bot account, it's always important check for fake followers' percentage of a potential influencers. Influencer buying followers is a common phenomenon nowadays. Finding few fake followers does not necessary imply campaigner should automatically reject a possible partnership with potential influencers. But campaigner should be aware if an influencer has more than 25% fake followers of their total followers. Even though a famous social media presence would likely attract more bots than the ordinary account, a significant number of bots suggests that the influencer may be purchasing followers rather than gaining them naturally, and do not have real engagement in their content. You can use various tools to check estimation of the fake follower rate of an influencers such as [hypeauditor](#), [socialauditor](#). Some of these software can be accessed for free with limited information while the paid service gives more comprehensive information.

What should you look for?

The number of followers is the least significant factor to consider when selecting an influencer to collaborate with, despite what may seem to be the case. This is because influencers operate on a variety of scales; some have modest followings while others have millions; and the greatest influencer to partner with for the good cause may can come from any of these scales. While thinking about follower count, **keep the following in mind:**

- **The engagement rate of Nano influencers can be very high**, which has potential to create and reach more engagement with future audiences.
- **Influencers' follower number grow along with experience**, they are built over time. If acquired organically, a large following is a reliable sign of a talented content producer.
- **Don't forget to contextualize.** In Australia, an account with 100,000 followers might be regarded as big number, while in the US accounts with this many followers are often considered as a common number.

There are various ways to find an influencer. You can use manual method or utilize various tools to research an influencer profile. **Manual method is free but takes time**, but the positive side campaigner can also make a more detail findings and analysis about the influencers. The manual approach involved searching specific **keywords or hashtags**, and suggested profile referral. Many social media platforms provide **“similar profile” feature** that can help ease the process to find influencers to certain niche and number. You then can manually group this information to a spreadsheet.

One of the great things about influencer marketing is that the market is rapidly evolving. Now you can have access to various tools and software influencer to find influencers and engage with them without facing a real challenge. These tools provide comprehensive cross platform information's, from number of followers, engagement, fake followers rate, audience profile even estimated rate card. Even though some can be access free, often to get these feature campaigners requires to subscribe or pay certain price to the platform. Some of the leading tools that provide this integrated information are **HypeAuditor, Upfluence, Influence.co, etch**

Beside those integrated tools, there are also some tools that specifically **targeted social media and** might give more detail information about the platform influencers. For example, for Tiktok there is TikTok creator marketplace, for Twitter campaigner can use FollowerWonk and Tweet Deck, Podbay.fm to check potential podcast influencers, or similar web to check blogger influencers community.

Assignment – Campaign Planner: Social Media Influencers: Compile a list of influencers including their names, contact information, platforms, and links. Consider how to reach out to them. When doing so, it might be a good idea to note their tone of voice and how they relate to their audience. Potential ways of reaching out can include direct messages (DMs), tagging them in a post, or commenting on their content. Make sure to keep the contact genuine, given the number of bot accounts, you don't want to be mistaken for one!

Content: publishing, dissemination, and reach

Discovering what are the best strategies are in disseminating your content, has a lot to do with **understanding how do people consume content**. In today's digital age, content consumption has largely bifurcated into two distinct behaviours: **on-the-go and longer, more immersive sessions**.

How do people consume content?

On-the-Go Consumption: This type of content consumption is characterized by its brevity and immediacy. People often turn to their smartphones during commutes, work breaks, or while multitasking for quick updates or entertainment. They favour bite-sized pieces of content that are easy to digest – think snappy social media posts, short videos, infographics, or concise news articles. The key here is instant gratification and efficiency; the content needs to capture attention immediately and convey its message in mere moments. For content creators, this means employing catchy headlines, vibrant images, and bold, clear points that can be understood immediately.

Deep Dive Consumption: Contrastingly, longer consumption is about depth and engagement. Here, audiences are willing to spend more time with content that provides a richer, more comprehensive experience. These are the leisurely weekend reads, the podcast series you get lost in, the binge-watching of shows, or deep-diving into a long-form journalistic piece. This content is often consumed in the comfort of one's home, where the viewer or reader can sink into a story or argument. The focus is on storytelling, detail, and a narrative that can afford to unfold slowly. Creators catering to this kind of consumption must focus on building a narrative arc, characters, or themes that keep their audience engaged over a longer period.

Both consumption styles require different approaches in content creation and distribution. **For on-the-go, it's about capturing fleeting attention; for longer sessions, it's about holding and deepening that attention.** Understanding these consumption patterns is crucial for tailoring content strategies to meet the diverse needs and habits of today's audiences.

Best times for publishing

Understanding the optimal times to publish content on each platform is critical for maximizing the reach and engagement of your campaign's message. Here's why timing is so essential:

- **Audience Activity Peaks:** Each social media platform has specific times when its users are most active. Publishing when your audience is online increases the likelihood of views, likes, comments, and shares.
- **Algorithm Advantages:** Social media algorithms often prioritize content that gains immediate engagement. By posting at peak times, you're more likely to get a quick response, which can boost your content's visibility in news feeds.
- **Content Lifespan:** Content on social media platforms has a varying lifespan. For example, a tweet may only be relevant for minutes to an hour, while a Facebook post might have a longer visibility period. Timing your posts ensures you get the most out of this lifespan.

Sources: [Link for Hubspot: Best time to post on social media](#)

Search Engine Optimisation (SEO)

Search Engine Optimization (SEO) is a crucial practice for enhancing the visibility of online content in search engine results. It involves optimizing various elements of your website and content to rank higher on search engine results pages (SERPs). **Best practices include conducting thorough keyword research to understand what terms your audience is searching for and integrating these keywords naturally into high-quality, relevant content.** Ensuring your **website has a clear structure**, with proper use of **header tags** and **meta descriptions**, helps search engines understand and index your content effectively. Additionally, building a **network of backlinks** from reputable sites can significantly boost your SEO, as can ensuring your website is **mobile-friendly** and loads quickly. Regularly updating your content and maintaining its relevance is also essential for keeping your SEO strong in the long term.

Accessibility

Accessibility in content creation is about inclusivity, making sure that EVERYONE can access and benefit from your content. Here are concrete tips to enhance accessibility:

- **Captions and Subtitles:** Always include captions for videos. This not only aids individuals who are deaf or hard of hearing, but it also helps those who watch videos without sound in noise-sensitive environments.
- **Alt Text for Images:** Provide descriptive alt text for images on websites and social media. This allows screen readers to convey the content and context of the image to users who are visually impaired.
- **Transcripts for Audio and Video:** Offer transcripts for any audio or video content. Transcripts are essential for users who are deaf or hard of hearing and for those who prefer to read content rather than listen to or watch it.
- **Readable Fonts and Sizing:** Use fonts that are easy to read and make sure text sizing can be adjusted. Avoid fonts that are overly stylized, and ensure there is high contrast between text and background colours.
- **Keyboard Navigation:** Ensure your website can be navigated using a keyboard only, which is crucial for people who cannot use a mouse.
- **Avoid Automatic Media and Navigation:** Don't use auto-playing media and ensure that any timed navigation can be paused. This is important for users who need more time to read or interact with content.
- **Descriptive Links:** Make hyperlink text descriptive and avoid vague phrases like "click here." Instead, use text that explains where the link goes, such as "Learn more about content accessibility guidelines."
- **Content Structure:** Use proper heading structures (H1, H2, H3, etc.) to organize content logically. This helps screen readers understand the hierarchy and relation of content.
- **Colour Considerations:** Don't rely on colour alone to convey information, as this can be problematic for users who are colour blind. Use additional indicators, such as text labels or patterns.
- **Testing:** Regularly test your content's accessibility with tools designed for this purpose and consider feedback from people with disabilities to make continuous improvements.

By following these tips, you ensure that your content is not only more accessible to a wider audience but also more flexible and user-friendly for all, which can enhance user experience and engagement.

Assignment – Content Planning: Content Strategy + Canvas: Create your own content planner for creation, publishing (and eventually monitoring and evaluation). Go to your canvas and fill in Sections 9 + 10

MONITORING & EVALUATION

M&E definitions

To have an effective M&E strategy it is worth first distinguishing first between its two main concepts: **Monitoring** involves the **constant and methodical gathering and analysis of data, tracking progress and contextual shifts**. It's about reflecting on ongoing activities, ensuring that every step aligns seamlessly with your campaign's objectives. On the other hand, **Evaluation** steps in to **assess the campaign's design, implementation, and outcomes**. It's a deeper reflection on the effectiveness of your strategies, conducted periodically and after the campaign concludes. With Monitoring & Evaluation, you're equipped to navigate the path of your campaign with precision and insight, ensuring every move counts towards achieving your goals.

Even when they are similar, and they allow for similar insights the way in which each should be used is different. With monitoring, we look for on-the-go continuous improvement, its more about responding to the audience's reactions. With evaluation we take a moment to reflect on the whole process as a whole, we capture understandings and insights and collect learning for future projects.

M&E for a Social Media Campaign

When focusing specifically for a social media campaign for example, we can use a M&E framework to evaluate the performance of a campaign in social media, so both metrics and goals will be defined through the social media lens. Here are some reasons why they are important:

- **Performance:** Monitoring and reporting allow you to track the performance and effectiveness of your social media campaign. You can analyse key metrics such as engagement rates, reach, impressions, click-through rates, and conversions. These insights help you understand what's working and what needs improvement, enabling you to make data-driven decisions.
- **Goal Measurement:** Social media campaigns for social change often have specific goals, such as raising awareness, influencing public opinion, driving donations, or promoting behavioural change. Monitoring and reporting provide you with the means to measure your progress towards these goals. By regularly reviewing your campaign's performance, you can determine if you're on track or if adjustments are necessary.
- **Audience Analysis:** Social media monitoring tools enable you to gather data about your campaign's audience demographics, interests, and behaviours. This information helps you better understand who is engaging with your content and allows you to tailor your messaging and targeting accordingly. By analysing your audience's response, you can refine your campaign strategies and optimize your outreach efforts. (This might be only possible if you have a person dedicated to do this, so be cautious to overpromise)
- **Crisis Management:** Monitoring social media channels allows you to identify and address any negative feedback, concerns, or crises that may arise during your campaign. By promptly responding to issues and resolving them in a transparent and proactive manner, you can mitigate potential damage to your campaign's reputation and maintain a positive public image.
- **Iterative Improvement:** Social media campaigns often require constant adaptation and improvement. By monitoring and reporting on your campaign's performance, you can identify trends, patterns, and areas for improvement. This information allows you to make informed adjustments to your content, messaging, targeting, or timing to enhance your campaign's impact and engagement levels.

- **Stakeholder Communication:** Monitoring and reporting provide you with valuable data to share with stakeholders, such as donors, partners, or supporters. By demonstrating the impact and reach of your social media campaign, you can strengthen relationships, build credibility, and secure ongoing support.

You should be as specific and clear as possible when it comes to deciding of what to measure and why. It is possible, for example, to measure the entire impact of a campaign. In this case the **Baseline** (beginning of the campaign) will be your departure point, from this moment on we start measuring followers, engagement, reach, etc. Midway through a campaign (**Midline**) you can do an evaluation of the performance of our campaign, especially when it comes to mitigate risks this can be really useful. By the end of the campaign (**Endline**) you can present the results of our monitoring process to donors.

It is also possible to evaluate the performance of specific posts and how audiences are responding to them. This can prove useful to learn what type of content is your audience responding better to. This measurement can be useful for developing and improving the tactics of the campaign for the moment, like with User Generated Content, or for other iterations.

Where and how to collect data from social media?

Social media platforms themselves also offer built-in dashboards and analytics tools that allow you to retrieve data for monitoring and evaluation (M&E) of a campaign. Here are some examples:

- **Facebook Insights:** Facebook provides a robust analytics dashboard called Facebook Insights for Pages. It offers detailed metrics on post reach, engagement, audience demographics, and page performance. You can access data such as likes, comments, shares, and video views, helping you evaluate the effectiveness of your Facebook campaign.
- **Twitter Analytics:** Twitter provides an analytics dashboard called Twitter Analytics that gives you insights into tweet performance, engagement rates, follower growth, and audience demographics. You can monitor metrics such as impressions, retweets, likes, and link clicks to assess the impact of your Twitter campaign.

- **Instagram Insights:** Instagram offers a native analytics feature called Instagram Insights for business accounts. It provides data on post reach, engagement, impressions, audience demographics, and story views. You can track metrics such as likes, comments, saves, and profile visits to evaluate the performance of your Instagram campaign.
- **LinkedIn Analytics:** LinkedIn offers a built-in analytics dashboard for LinkedIn Pages and personal profiles. LinkedIn Analytics provides insights into post reach, engagement, follower demographics, and content performance. You can analyse metrics such as likes, comments, shares, and clicks to measure the effectiveness of your LinkedIn campaign.
- **YouTube Analytics:** YouTube provides a comprehensive analytics dashboard for YouTube channels. YouTube Analytics offers data on video views, watch time, audience demographics, and engagement metrics. You can track metrics like likes, comments, shares, and subscribers to evaluate the impact of your YouTube campaign.

These are just a few examples of the native dashboards provided by social media platforms themselves. Each platform offers its own set of analytics tools and metrics tailored to their specific features and audience. By accessing these dashboards, you can retrieve data directly from the platforms to monitor and evaluate the performance of your social media campaign.

Remember! It is important to choose from the beginning one tool for retrieving data and stick with the same one throughout the campaign. Check what data can you retrieve from the tools, some of this data is only available for professional accounts (not personal) and the access to certain data might be restricted by privacy laws.

Tips & best practices for social media

- **Pick Your Top Platform:** Select the platform where you reach the most people, your best performer.
- **Decide on Key Metrics:** Before you start, choose the important metrics like reach, engagement, and followers. Stick to these.
- **Select One Analytics Tool:** Use just one analytics tool, whether it's Meta analytics, Facebook, Instagram, or a third-party one. Each has its own rules and ways of measuring.

- **Stay Updated:** Channels and analytics methods evolve, so stay informed and keep your approach simple.
- **Set a Clear Measurement Timeline:** Be clear about when you'll measure your results.

Metrics & Key Performance Indicators (KPIs)

There are various metrics and key performance indicators (KPIs) you can use to monitor and evaluate a social media campaign. The specific metrics you choose will depend on your campaign goals and the platforms you are using. Here are some commonly used metrics for social media monitoring and evaluation:

- **Reach:** This metric measures the number of people who have seen your social media content. It provides an indication of how far your message is spreading and how many people are potentially being exposed to your campaign.
- **Impressions:** This metric counts the number of times your content has been displayed on social media. Impressions are different from reach because a single user can see your content multiple times, so the number of impressions will be higher than the reach.
- **Engagement:** This metric measures how people interact with your content, such as likes, shares, comments, and clicks. Engagement is an important indicator of how interested and invested your audience is in your campaign.
- **Click-through Rate (CTR):** Measures the percentage of users who clicked on a link or call-to-action in your social media post. It helps evaluate the effectiveness of your content in driving traffic to a desired destination, such as a website or landing page.
- **Conversion Rate:** Measures the percentage of users who completed a desired action, such as donating, signing a petition, or downloading a resource. It indicates the effectiveness of your campaign in achieving specific goals.
- **Follower Growth:** This metric measures how many new followers you gain over a specific period. It provides insight into how effectively your content is resonating with your audience and how well your outreach efforts are working.

- **Sentiment Analysis:** This metric uses natural language processing (NLP) algorithms to analyse the sentiment of the comments and messages received on social media. Sentiment analysis helps you understand how people feel about your campaign and can help you identify issues or concerns that need addressing.
- **Share of Voice:** This metric compares the number of mentions of your campaign to those of your competitors or other relevant campaigns. It provides an indication of how much attention your campaign is getting compared to others in your industry or niche.

By monitoring these metrics, you can gain valuable insights into how your campaign is performing and identify areas for improvement. Remember to set specific goals and KPIs for your campaign, so you can track progress towards your objectives and make data-driven decisions.

Financial sustainability

Financial sustainability in the context of a campaign for social change refers to the ability of the campaign to secure and manage the necessary financial resources in a manner that allows it to continue its advocacy efforts, achieve its mission, and create a lasting impact over the long term. It involves developing strategies and funding sources that ensure the campaign's financial viability and independence, reducing its reliance on short-term or unpredictable funding while maintaining its ability to pursue its goals effectively.

Sustainability models for campaigns

- **Grants** are non-repayable funds typically awarded to organizations by foundations, government agencies, or philanthropic institutions to support specific projects or initiatives aligned with their mission.
- **Fundraising** involves soliciting financial support from individuals, organizations, and the public to fund your campaign's activities.

- **Cooperation** involves forming strategic partnerships and collaborations with organizations, communities, and stakeholders that share your campaign's goals and values, often extending beyond traditional capitalist structures.

Let's go over each with more detail

GRANTS

Grants are non-repayable funds typically awarded to organizations by foundations, government agencies, or philanthropic institutions to support specific projects or initiatives aligned with their mission.

- **Foundation Grants:** Foundations play a significant role in providing financial support for social change campaigns. These organizations are typically established by individuals, families, or corporations with a mission to make a positive impact on society. To tap into foundation grants, start by researching foundations that align closely with the goals and mission of your campaign. Each foundation may have specific areas of focus or grant programs, so it's crucial to find those that share a common interest in your cause. Once identified, follow their grant application process, which often involves submitting a detailed proposal outlining your campaign's objectives, strategies, and expected outcomes.
- **Government Grants:** Government agencies, whether at the federal, state, or local levels, frequently offer grants to support initiatives related to various social issues. To access government grants, begin by researching available grant opportunities from relevant agencies. These grants can cover a wide range of topics, from healthcare to education to environmental conservation. Pay close attention to eligibility criteria and grant guidelines, as government grants may have specific requirements and reporting obligations. Be prepared to demonstrate how your campaign aligns with the agency's priorities and objectives when applying for government grants.

- **Corporate Grants:** Some corporations have established philanthropic arms or corporate social responsibility (CSR) programs aimed at supporting non-profit organizations working to address social and environmental challenges. To explore corporate grant opportunities, research companies that have a history of supporting causes related to your campaign. Corporate grant applications may involve a competitive process, so ensure that your proposal clearly articulates the alignment between your campaign and the company's values and CSR goals. Building relationships with corporate representatives can also be beneficial in securing corporate grants.
- **International Grants:** If your social change campaign has a global reach or impact, international grants can be a valuable funding source. These grants are often offered by international organizations, non-governmental organizations (NGOs), and institutions with a focus on addressing global challenges such as poverty, health, human rights, and climate change. Research international grant opportunities that align with your campaign's objectives. Keep in mind that international grants may have specific requirements related to cross-border initiatives, partnerships, and compliance with international regulations. When applying for international grants, emphasize the global significance and potential impact of your campaign.

Sources: [Link for Grants.gov](#), [Link for candid.org](#), [Link for Trust Bridge Global](#), [Link for Devex Funding](#), [Link for Open Society Foundation](#)

[Link to Mural for collaborative Grant Hunt](#)

Grant Writing

Source: [The Grantsmanship Center Model by Norton Krirtz](#)

Writing a proposal for a grant is not an easy task, our best recommendation is that you follow closely the guidelines presented for the application. However, within our experience as an organization, we know from the inside what is usually needed for a proposal to be successful. Here we present a structure you can follow to write your proposal:

Summary

- Gives a brief overview of the entire proposal and provides the reader with context for understanding all other sections.
- Prepares the reader to review the proposal.

Introduction to the Applicant Organization

- Describes the organization seeking grant support.
- Explains its mission, services, and qualifications.
- Demonstrates credibility and shows its ability to address the problem.

Problem

- Describes the situation motivating the grant request.
- Explains why the situation matters and its underlying causes.

Outcomes

- Specifies the measurable improvements the proposed program will bring to the situation described in the Problem section.

Methods

- Justifies the chosen approach and presents a detailed plan for program implementation.
- Outlines how the organization will address the identified problem.

Evaluation

- Describes how the applicant will assess whether the program activities are proceeding as planned and producing expected results.
- Ensures accountability for implementation and results.

Future Support

- Describes the strategy for sustaining the program or its benefits after grant funding ends.
- Demonstrates why the requested funding is a worthwhile investment.

Budget

- Details the financial aspects of the request.
- Outlines expenses to be covered by the funder and resources provided by the applicant or others.
- Explains how expenses are calculated and provides written justifications for each expense.

Having these elements will ensure your project covers the essential aspects of any successful project. However here are some extra tips to consider when writing:

- **Follow Funder Guidelines:** This is crucial. Pay close attention to the specific guidelines provided by the funding organization. Guidelines typically include instructions on formatting, required content, submission deadlines, and any specific themes or priorities the funder is interested in.
- **Make it Easy and Pleasant to Read:** Use clear and simple language. Avoid dense paragraphs and complex sentences. Organize your proposal with headings, subheadings, and bullet points for readability. A visually appealing document is more likely to be well-received.
- **Avoid Jargon:** Steer clear of technical jargon or industry-specific terms that may not be understood by a general audience. If you must use specialized terms, provide clear explanations.
- **Have an Outsider Read It:** Seek feedback from someone who is not intimately familiar with your organization or project. They can offer a fresh perspective and identify areas that may be unclear or require further explanation.
- **Be Concise:** Keep your proposal focused and concise. Stick to the key points and avoid unnecessary details or lengthy narratives. Reviewers often appreciate brevity and clarity.

- **Get "Up" for the Work:** Approach your grant proposal with enthusiasm and passion. Convey your commitment to the project and the positive impact it will have. Your enthusiasm can be contagious and inspire confidence in reviewers.
- **Focus on the Positive:** Emphasize the strengths and opportunities of your project rather than dwelling on problems or challenges. Highlight the solutions and positive outcomes your initiative will bring.
- **Avoid Assumptions:** Don't assume that the reader knows everything about your organization or the problem you're addressing. Provide context and evidence to support your claims. Clearly articulate the "why" and "how" of your project.
- **Choose Words Wisely:** Every word counts in a grant proposal. Use language that is impactful and precise. Be specific in describing your goals, objectives, and intended outcomes. Avoid vague or ambiguous statements.
- **Make It Human:** Share personal stories, anecdotes, or case studies that humanize your proposal. Explain how your project will positively impact the lives of individuals, communities, or the environment. Connect with the reader on an emotional level.
- **Balance the Content:** Maintain a balanced approach to your proposal. Address both the strengths and potential challenges of your project. Show that you've considered various aspects, including risks and mitigation strategies.

By adhering to these principles, you can create a grant proposal that is not only technically sound but also engaging and persuasive. Remember that your goal is to make a compelling case for why your project deserves funding and how it will make a meaningful difference.

FUNDRAISING

Fundraising involves soliciting financial support from people, organizations, and the public to fund your campaign's activities.

Individual Donations

Individual donations: one-time or recurring donations to your campaign. Some events you can think of for this type of fundraising are:

- **Special Events:** Organizing special events, such as fundraising dinners, auctions, or charity runs, can be a great way to engage with donors and encourage individual contributions. These events provide a platform for donors to connect with your campaign's cause on a personal level.
- **Mail Campaigns:** Traditional mail campaigns involve sending direct mail appeals to potential donors. It's essential to craft compelling messages, include clear donation instructions, and use personalized communication to encourage individual contributions.
- **Gifts:** Gifts or incentives can motivate individual donors to contribute. Consider offering small tokens of appreciation, like branded merchandise or exclusive content, to express gratitude and encourage support.
- **Peer-to-Peer:** Peer-to-peer fundraising involves enlisting supporters to fundraise on your campaign's behalf. They reach out to their networks, expanding your reach and potential donor base. It's crucial to provide peer fundraisers with the tools and resources they need to succeed.

Membership Programs

Membership programs is a system of collecting donations based on belonging to a network. While this is more oriented at creating a service for your audience, it can be an effective fundraising model. Here are some tips to consider:

- **Clear Value Proposition:** When establishing a membership donation program, clearly communicate the benefits of membership. Explain how members' contributions directly impact your campaign's mission and what exclusive perks or privileges they will receive.

- **Membership Fees and Levels:** Offer different membership tiers with varying contribution levels to accommodate a wide range of supporters. Each tier can come with distinct benefits, encouraging individuals to choose the one that suits their preferences and budget.
- **Online Portal:** Create a user-friendly online portal where individuals can easily become members, renew their memberships, or cancel if necessary. The process should be streamlined and secure.
- **Renewal & Cancellation:** Make it simple for members to renew their memberships automatically, ensuring a steady stream of contributions. At the same time, allow easy cancellation options for those who no longer wish to continue their membership.

Crowdfunding and Online Donations

Crowdfunding/Online donations are efforts of collection of resources through online platforms that enable online donations. Some tips are:

- **Clear Goals:** Define clear and achievable fundraising goals for your crowdfunding campaign. Donors want to know what their contributions will support and what impact they can expect.
- **Personal Story:** Share a compelling personal story or narrative that connects donors emotionally to your cause. People are more likely to contribute when they can relate to the campaign on a human level.
- **Follow-up:** Keep donors informed about the progress of your crowdfunding campaign. Provide updates, express gratitude, and let donors know how their contributions are making a difference.
- **GoFundMe, CrowdFunder, Patreon:** These are popular crowdfunding platforms that offer various features and benefits. Research each platform to determine which aligns best with your campaign's needs and target audience.

In all fundraising methods, transparency, ease of use, and strong communication are key to building trust with donors and ensuring a positive experience. Make sure your donors feel valued and informed throughout their engagement with your campaign.

COOPERATION

Cooperation refers to collaborative efforts where organizations, groups, or individuals work together to achieve shared goals by **exchanging skills, resources, and support without relying on traditional market or monetary practices**. Focus on building trust and partnerships and exploring: *What can we be for each other?*

Here are some possibilities and examples of cooperation strategies:

1. **Skill Sharing and Knowledge Exchange:** Participants or organizations can share their expertise, knowledge, and skills with others involved in the campaign. This can include workshops, training sessions, or mentorship programs.
2. **Resource Sharing:** Collaboration can involve the sharing of physical resources, such as office space, equipment, or transportation. For instance, multiple organizations working on similar causes can pool their resources to reduce costs.
3. **Volunteer Networks:** Building a strong network of volunteers who are passionate about the campaign can be a valuable form of cooperation. Volunteers contribute their time, skills, and efforts without monetary compensation.
4. **Barter and Trade:** Organizations can engage in barter agreements where they exchange goods or services of equal value. For example, one organization might offer graphic design services in exchange for marketing support from another.
5. **Time Banking:** Time banking systems allow individuals to exchange services based on the time spent providing assistance. Participants earn "time credits" for helping others and can redeem these credits when they need assistance.

6. **Collaborative Advocacy:** Campaigns can collaborate with other advocacy groups, NGOs, or community organizations to amplify their voices and impact. This includes joint lobbying efforts, public awareness campaigns, and shared advocacy platforms.
7. **Community-Based Support:** Engaging with local communities and grassroots organizations can provide a strong foundation for cooperation. Communities may offer support in the form of volunteers, local resources, or spaces for campaign activities.
8. **In-Kind Donations:** Encourage individuals or businesses to make in-kind donations of goods or services that are essential for the campaign's operations. This can include office supplies, printing services, or event venues.
9. **Resourceful Alliances:** Form alliances with organizations or groups that have complementary missions or goals. Together, you can pursue joint initiatives, share expenses, and leverage each other's strengths.
10. **Shared Fundraising and Grant Applications:** Collaborate on fundraising efforts, such as organizing joint fundraising events or applying for grants together. Pooling resources can increase the likelihood of securing financial support.
11. **Social Enterprise Models:** Explore social enterprise models where the campaign generates income through activities that align with its mission. The generated revenue can help fund campaign initiatives.
12. **Reciprocal Agreements:** Establish reciprocal agreements with partner organizations to provide mutual support. For example, if one organization assists with outreach, the other may help with research.

Cooperation strategies not only promote financial sustainability but also foster a sense of community, shared responsibility, and a more comprehensive approach to addressing social issues. Effective cooperation relies on trust, open communication, and a commitment to the common cause.

CAMPAIGN VISUAL IDENTITY

Visual identity is more than just a logo or a colour scheme; it's a comprehensive system that includes key elements we'll explore. However, the realm of branding and visual identity extends far beyond these components. In order to make your campaign easily recognisable, you need to build an identity for it. Think of how each TV show has its distinct vibe to it – consider the eerie, '80s nostalgia of "Stranger Things" or the grand, historical fantasy of "Game of Thrones" – your projects can also have their individual identities. Yet, there's immense power in consistency.

In very basic terms a visual identity must include the following:

- **A name:** Make sure it represents your campaign and can be easily linked to the message of your campaign. You could use a generator like [namelix.com](https://www.namelix.com) to find a name for your campaign.
- **A colour scheme:** A good colour scheme is extremely important as it is the first thing people will notice when they see your campaign.
- **Hashtags:** If your campaign is online, hashtags are an excellent way to grow and get noticed. Consider making one hashtag hyper local, one regional and one national (or international). You need to make sure the specific hashtag you want to use has not been used before, for example #loveislove is an international hashtag, but if you translate it into your own language then it might be available. March For Our Lives used a number of hashtags, such as #neveragain, #enoughisenough, and the hyper local hashtag, #parkland.
- **Good visuals, wording and appropriate language**
- **Bio:** Be authentic in your bio, making sure to be short and concise, as people need to know what to expect. Have a punchy headline and perhaps include something that starts a conversation. Include your location and a call to action with a link.
- **Slogan:** A slogan can be used to make your message stick. Just think of 'Just do it' by Nike, 'Impossible is nothing' by Adidas, or 'I'm Loving it' by McDonalds. We can easily link these simple lines with the brands who use it. Marketing campaigns often use slogans to make a message stick. Just think of 'Just do it' by Nike, 'Impossible is nothing' by Adidas, or 'I'm Loving it' by McDonalds. We can easily link these simple lines with the brands who use it.

Key Elements of a Visual Identity

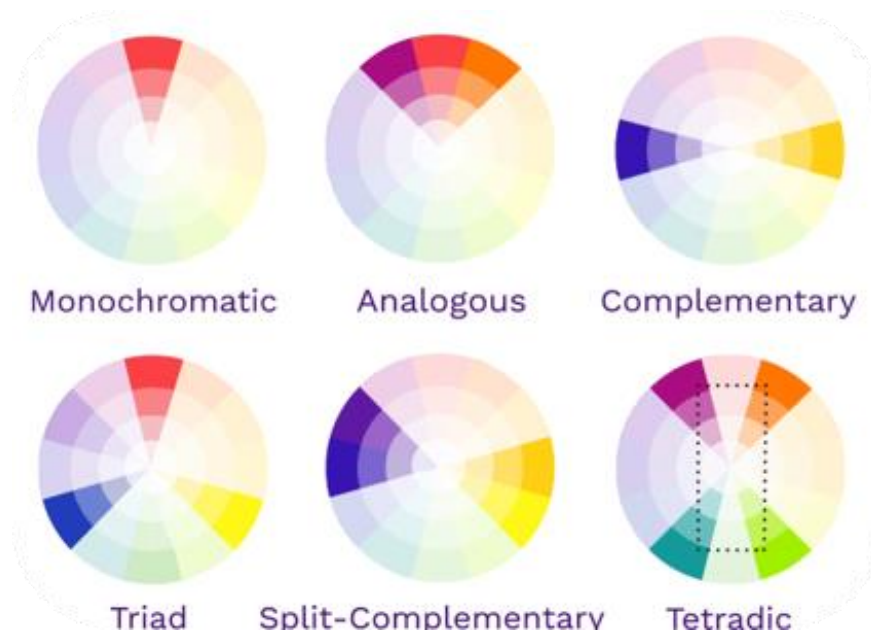
The key elements to consider are:

1. **Colour Scheme:** Colour is emotion in visual form. The colours you choose are more than just aesthetic choices; they communicate feelings and messages without a single word. As you select your palette, consider what emotions you want to evoke in your audience. Is it the calmness of blue hues, the energizing effect of vibrant oranges, or the trust evoked by greens?
2. **Photos and imagery:** Photos and images are the storytellers of your brand. They convey your narrative, showcase your values, and connect with your audience on a personal level. Choosing the right visual stories will ensure your brand is seen and remembered.
3. **Fonts and Photography:** Typography is the voice of your written word. The fonts you select will 'speak' to your audience with a certain tone—be it professional, friendly, or authoritative. Ensure your typographic choices reflect the character and strength of your voice.
4. **Logo:** Your logo is the cornerstone of your visual identity. It's the symbol that will come to mind when people think of your brand. A good logo is distinctive, appropriate, and simple enough to work across various mediums. It's not just a mark; it's your brand's flag.

Before you create a visual identity, you should ask yourself the following questions:

- *How can visuals contribute to my story and enrich it?*
- *How do I want my audience to feel when interacting with my content?*
- *Different visuals work better for different audiences, what do I need to keep in mind when targeting my audience?*
- *What visuals would match the tone of my content? Should I be serious, funny, elegant, playful, colourful, dramatic?*

Colour Scheme



A colour scheme is a combination of colours that you use for a project. There's a variety of ways that you can generate colour schemes, but the key is to choose one that makes your work feel cohesive. These six possibilities of combining colours are what generally works according to colour theory.

Try creating your own palette by using websites like [Coolors](#) or [Color Hunt!](#)

Photos and imagery

Think for your campaign, what is the vibe you want to project? Align with your core values and always remember who your audience is!

- *Do you want to use primarily photography or illustrations?*
- *What style of photography or illustration will you be using?*

Opting for photography means you're choosing to reflect the world as it is—authentic, unfiltered, and resonant with real-life texture. Photography can be a powerful tool to connect with your audience on a human level. It can capture the spontaneity of moments, the granularity of emotions, and the tangible reality of experiences.

Illustrations, on the other hand, offer a realm of creativity and abstraction that photography can't. They can simplify complex ideas, bring whimsy and fun to serious topics, and create a unique, stylized aesthetic that's entirely your own. Illustrations can be playful, surreal, or starkly minimalist—whatever serves your campaign’s message best.

Fonts & Photography

Your typography expresses your content/project personality through written elements of your brand. This includes choices of fonts, stylization, and capitalization.

- *Are you doing advocacy? Bold, strong fonts will communicate urgency and action.*
- *Are you creating a playful piece of content? A light, geometric font might suit the job.*

Additionally, make sure your font is readable both digitally and in print! You don't want anyone to miss your message entirely.



Logos

Logos are a critical aspect of a brand's visual identity — they are the symbols that represent and identify a company, product, service, or individual. Think of a logo as a visual shorthand, a graphic emblem that conveys the essence of your brand at a glance. You don't necessarily need a logo for a small content project, however, as a content creator you might tackle bigger projects, like campaigns, collectives, events which require a powerful logo.

WWF has probably the most recognizable non-profit pictorial logos, where they use an image as their focal point. Since it uses a monochrome colour palette, it's very adaptive and can be easily used in multiple mediums. The positive (black) space gives just enough definition, so that a viewer's eye can complete the rest and recognize the panda in an instant. The cute panda brings focus to the foundation's mission of conserving wildlife and nature.

Teach for Canada: The logo was developed in three languages in order to represent each of Teach for Canada's different audiences: Ojibwa, French and English. It's inclusive and makes sense for the region.

The Black Lives Matter logo is simple but the monochrome colour scheme actually does the work for itself – it uses the raised fist, a long-established symbol, colours it in black to signal black lives and keeps a strong, powerful font.

Extinction Rebellion has an hourglass to symbolize time running out and the urgent need for climate intervention, the logo is available in many colours, but it's often found in green to signal its' connection to climate activism.

It Gets Better integrates a rainbow to signal that it's an LGBT project

Assignment – Branding: Define the brand guidelines for your campaign and make sure it is aligned with your Core Values!

RESILIENT CAMPAIGNS: RISKS & MITIGATION STRATEGIES

Resilience Pyramid



In our journey to create a positive impact in the world we will **face distinct but interconnected risks**. Addressing them requires a **contextualization** of the risk and using their corresponding mitigation strategies. However, thinking of **resilience** as a comprehensive concept will offer a **holistic approach** to safety that can benefit the entire movement.

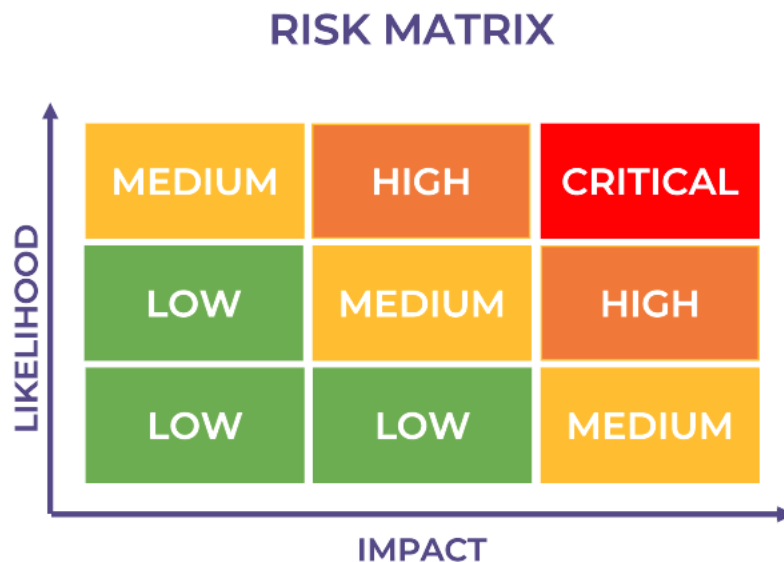
Addressing risks within a social change campaign involves considering multiple levels of potential challenges and crafting specific mitigation strategies accordingly. These three distinct levels of risks encompass not only the beneficiaries of the campaign but also the campaigners themselves and the campaign as a whole.

- Risks for core actors: End beneficiaries (victims/survivors)

- Risks for Campaigners: People at the front of the campaign
- Risk for campaign itself: Backlash and opposition

Addressing risks within a social change campaign requires a multi-level approach. By considering the well-being of beneficiaries, the safety of campaigners, and the resilience of the campaign itself, advocates can craft specific and effective mitigation strategies. These strategies should be rooted in sensitivity, security, and a commitment to the overarching goal of creating positive and lasting social change while minimizing harm.

Risk Matrix



The risk matrix tool is a framework used to categorize and prioritize risks based on their likelihood of occurrence and the impact they would have if they did occur. For campaigns focused on social change, this tool is relevant as it helps organizers assess and manage potential risks effectively. By identifying which risks could significantly affect their campaign, organizers can allocate resources, develop strategies to mitigate these risks, and prepare contingency plans, ensuring the campaign remains

To use the risk matrix effectively, start by identifying potential risks related to your campaign. Then, assess each risk based on its likelihood of occurring and the impact it would have on your campaign if it did occur. Plot these risks on the matrix according to their likelihood and impact levels. This visualization helps prioritize risks, allowing you to focus on mitigating those with the highest likelihood and impact first. The goal is to manage risks proactively, ensuring your campaign can navigate challenges more effectively resilient against unforeseen challenges.

Risks for Core Actors

At the forefront of any social change campaign are the individuals it aims to support - the beneficiaries. These individuals may be survivors of trauma, discrimination, or injustice. When they come forward to share their experiences and provide testimonies, they can face the risk of re-victimization, which further exacerbates their past traumas. To safeguard their well-being, campaigners must adopt two crucial approaches:

Framing the Social Issue: Careful framing of the social issue is essential. Campaigners must ensure that the issue is presented in a way that respects the dignity and privacy of the beneficiaries. Sensitivity in language and messaging can minimize the risk of re-victimization and traumatic triggers.

Prioritizing Safety and Security: The safety and security of beneficiaries must always come first. Robust protocols for protecting their identities, providing emotional support, and respecting their boundaries are essential. Consent and autonomy should guide all interactions with survivors.

Core actors (end-beneficiaries) are the people whom the campaign aims to help. When placed at the centre of the campaign (design, decisions, and implementation) they face some risks

- **Re-victimization:** reliving their experiences might cause them to feel the trauma over and over again.
- **Invasion of privacy:** they might be subjected to harassment and surveillance.

- **Discrimination:** by sharing their experiences publicly they might face being discriminated against in their personal or professional settings.
- **Failure of campaign or backlash:** if the campaign is not successful, the proposal is not appropriate, or it produced social backlash they might suffer the most

Assignment – Risks for Core Actors: Identify the specific risks your core actors (end-beneficiaries) might face, prioritise them using the Risk Matrix and begin thinking about mitigation plans.

Risks for the campaign

Campaigns for social change often face backlash from dominant and oppressive structures resistant to change, both in narrative and systemic forms. These risks can undermine the effectiveness and sustainability of the campaign.

- **Narrative backlash:** opposition might use tactics to frame the problem and the campaign in their own terms.
- **Social backlash:** if the campaign is not framed from clear values which society can accept it might create a further polarization and division.
- **Systemic backlash:** legal and institutional obstacles (budgeting, deadlines etc) to impede progress.

Backlash

Backlash is indeed a strong, negative response to social or political changes, and it can significantly impact movements for social change. **Campaigns that seek to challenge and reform entrenched systems often face considerable opposition because they threaten the status quo and the interests of those who benefit from existing arrangements. The systems targeted by these campaigns are typically dominant in social discourse, enjoying widespread acceptance, institutional support, and legislative reinforcement.** This dominance is not coincidental but rather the result of historical processes and power dynamics that favor certain groups or ideologies over others.

When social change movements begin to gain traction, they can disrupt the established balance of power, prompting those with vested interests to mobilize a backlash. This reactionary response can manifest in various ways, including public demonstrations, negative media campaigns, political lobbying, and even legal challenges designed to delay or overturn progressive measures. **The backlash often frames the push for change as a threat to traditional values, social order, or economic stability, which can resonate with broader segments of the population who fear the implications of such changes.**

Furthermore, backlash is not merely a grassroots phenomenon. **It can be orchestrated or amplified by powerful entities, such as political groups, religious organizations, and corporations, who have the resources to shape public opinion and influence policymakers.** As a result, movements for social change must contend with not only changing minds and hearts but also with altering deeply ingrained institutional and legal frameworks that support the status quo.

The prevalence of backlash in response to progress in civil rights, gender equality, environmental policy, and other areas underscores the difficulty of social reform. It highlights the resilience of established systems and the complexity of the task faced by those who seek to change them. To overcome backlash, social change movements often have to build broad coalitions, work on multiple fronts—including education, legislation, and direct action—and prepare for a long, sustained effort to achieve and secure their goals.

Here are 10 things you can do to make sure your cause is heading to the right direction:

1. Recognize what the opposition has done right and where you might have missed the boat. It is more than just control of the media, though that is far from trivial. What they have done right is to successfully frame the issues from their perspective. Acknowledge their successes and our failures.
2. Remember, "Don't think of an elephant." If you keep their language and their framing and just argue against it, you lose because you are reinforcing their frame.
3. The truth alone will not set you free. Just speaking truth to power doesn't work. You need to frame the truths effectively from your perspective.

4. Always speak from your moral perspective. Progressive policies follow from progressive values. Get clear on your core values and use the language of values. Drop the language of policy wonks.
5. Understand where conservatives are coming from. Get their morals and its consequences clear. Know what you are arguing against. Be able to explain why they believe what they believe. Try to predict what they will say.
6. Think strategically, across issue areas. Think in terms of large moral goals, not in terms of programs for their own sake.
7. Think about the consequences of proposals. If this or that proposal gets approved, what change will come therefore?
8. Remember that voters vote their identity and their values, which need not coincide with their self-interest.
9. Unite! And cooperate! Then rise above your own mode of thought and start thinking and talking from shared progressive values.
10. Be proactive, not reactive. Play offense, not defense. Practice reframing, every day, on every issue. Don't just say what you believe. Use your frames, not their frames. Use them because they fit the values you believe in.

Extra resources: we recommend reading [Link The commons Library resource on how to frame the debate](#)

CONCLUSION

As you conclude this journey through Media Campaigns for Social Change, take a moment to reflect on the knowledge and skills acquired. You've navigated the complexities of designing campaigns with impact, understanding your audience, and crafting messages that resonate. Armed with tools for advocacy, digital engagement, and strategic planning, you're now equipped to enact the change you know this world deserves. Let this handout serve as a guide and a reminder of your commitment to making a difference.

We hope we keep in contact, keep us in the loop about your work!

