



WAVE CAMPAIGNING & ADVOCACY TOOLKIT FOR Young Activists





WOMEN AGAINST VIOLENCE EUROPE



Funded by
the European Union

Imprint

Publisher: WAVE – Women Against Violence Europe, Bacherplatz 10/6, A-1050 Vienna WAVE
Information Centre: Monday–Thursday: 9:00 to 17:00, Friday: 9:00 to 15:00
Phone: +43-1-548 27 20
E-mail: office@wave-network.org
Website: www.wave-network.org
ZVR: 601608559

Authors: Sabiha Azad, Charlotte Cramer, Laetitia Hohwieler, Eliana Jimeno
WAVE Team Coordination: Branislava Aradjan and Eliana Jimeno
WAVE feedback and proofreading: Beverly Mtui
Graphic Design: Alina Karre
Acknowledgments:

“I want to thank all the amazing women I have had the pleasure of meeting throughout my life, they have left a massive imprint on me, in particular my sister who has inspired me to be all that I want!”

Sabiha Azad

“I would like to thank my professor Salvatore Saguès, who through his passion and experience inspired me to take the path to become a human rights researcher and gave me the necessary knowledge to create this toolkit. And thank you to all the ones who have shaped me to become an intersectional feminist.”

Charlotte Cramer

“I would like to thank all the academics and activists that have shaped my views and knowledge of lobbying and campaigning who have showed me that individuals and groups can make meaningful contributions to legislation and the society. And I would like to thank everyone who chooses to use their voice to make policy better and more inclusive.”

Laetitia Hohwieler

“To all the people, experiences and places that brought me into self reflection and that mirror back areas where I needed to discover more of myself, I'm grateful for the lessons, and for the unconditional love of those who see me, as I am.”

Eliana Jimeno

Place and year of publication: Vienna, Austria, 2022

This toolkit has been produced with the financial support of the Rights, Equality and Citizenship Programme of the European Union. The contents of this publication are the sole responsibility of the authors and can in no way be taken to reflect the views of WAVE Members, the European Commission and other funders.

TABLE OF CONTENTS

1.	The Inner Side of Activism	1
	Micro-Identity Narratives or the “story of self”	3
	Meso-Identity Narratives or the “story of us”	6
	Macro-Identity Narratives or the “story of now”	9
	<i>by Eliana Jimeno</i>	
2.	How to create a Campaign	13
	Step I - Identify an Issue	13
	Step II - Develop a Strategy	14
	Step III - Develop an Action Plan	15
	Step IV - Campaign Delivery and Monitoring	17
	Step V - Follow-up, Evaluation and Exit Strategy	17
	<i>by Charlotte Cramer</i>	
3.	Ideas of Campaigning	17
	Catcalls of New York	18
	Aorists - LGBTQ+ Inclusive Education	20
	LoveYourPeriod	23
	<i>by Sabiha Azad</i>	
4.	Lobbying Strategies	25
	4.1. The Messenger	25
	4.2. The Message	25
	4.3. The Channel	27
	4.4. The Target	27
	4.5 Factors that may determine your strategic choice	29
	<i>by Laetitia Hohwieler</i>	
5.	Recommendations	30

Overview

Campaigning to end gender-based violence (GBV) and advocating for women's rights is a long-term effort that requires structure and innovation. Different campaigning and advocacy tactics have been used for decades to promote women's rights: protests, sit-ins, educational events, town halls, petitions, op-eds, panels, fact sheets, social media campaigns and other various methods. As new challenges to human rights and specifically to women's and LGBTQI+ rights emerge in the national and international socio-political arena, new tactics are needed to make human rights activism more effective.

This toolkit will address both the inner and outer layers to cultivating stronger activism for effective advocacy & campaigning. It will include innovative tactics for campaigning and advocacy rooted in creativity (outer aspect) as well as the role community organising plays in achieving sustainable activism (inner aspect). The toolkit is meant to be a dialogical space for young activists to exchange their experiences, questions, concerns and expectations on sustainable activism for women and LGBTQI+ rights in today's world.

Objectives

1. Increased awareness of the role that community organising plays in achieving sustainable activism for women's and LGBTQI+ rights in a constrained sociopolitical context;
2. Provide young activists with a hands-on guide to campaigning tactics for advancing women's and LGBTQI+ rights even with few resources;
3. Offer key concepts of effective advocacy and lobbying strategies.

1. The inner side of Activism

Through narratives and storytelling, we –as individuals, communities, and nations– can learn how to make choices in response to the challenges of the uncertain world we live in. Narratives are how we communicate our values through stories, bringing alive the motivation we need to change the world. Because it engages the mind (cognitive self) and the heart (emotional self), narratives can both instruct and inspire, teaching us why we should act and, at the same time, moving us to take action.

This part of the toolkit addresses how inward and outward narratives shape our ACTivism in the world, and consequently, our community organising for advocacy & campaigning actions. By inward and outward narratives, we mean the stories that are at the core of why we are becoming activists¹.

¹ The content of this section is based on the content of the following two online courses. ANDERSON Hooker, David & CZAJOWSKI Potter Amy (2020) "Transforming Historical Harms". EMU Edu. <https://emu.edu/cjp/docs/transforming-historical-harms.pdf>. RE:POWER (2022) "Grassroots Organizing Storytelling Academy". Retrieved from: <https://repower.org/trainings-events/gro-storytelling-academy/>

Those narratives are divided into three pillars:



Each of these pillars, when explored from the perspective of activism, helps us identify how our actions in the world, in the form of advocacy and campaigning, are mainly directed by the narratives we hold within, as individuals, as collectives, as well as the story we have constructed of the world around us. To take mindful action in the world as activists, we need to make these narratives conscious. In other words, we must be aware of what is moving us to take action for a particular cause.

From this lens, these three pillars interrogate us:



The “story of self”

What is the story of why you, as a young activist, feel called to leadership and activism?



The “story of us”

How and to what extent, are your values connected to the values of other young activists?



The “story of now”

What is asking for action in your world? What are the challenges that demand urgent, intense activism?



“Narratives are critical because, in this public life, we need to claim ownership of our stories, otherwise, others will”

Dr Marshal Ganz



The Story of Self

What is one story that you tell about yourself that describes you “in a nutshell”?

When asked to describe ourselves, we often think of specific traits of our core identity, our *primary sense of self*: sex, gender, race and ethnicity, age, ability, class, education, faith, nationality, as well as the *roles* we play in our lives linked to family, employment, community involvement, hobbies, knowledge, etc.

The others, who are on the receiving end of our self-description, tend to think that our core identity is something fixed. We, ourselves, might also be inclined to think the same. However, in reality, our primary sense of self is highly influenced by the context. In other words, we are constantly “negotiating” our identity depending on the context we are in.

Think, for example, of how your sense of self changes when you are in a foreign country. Certain traits of your identity (language, race) might be more noticeable than others, depending on how *you* and *others perceive you* in that new space.

Why is this relevant? Because it illustrates how, our personal narratives, **our “story of self” is relational**. In other words, the story of who you are in a given context is based on narratives given to you, through relationships, not only on narratives that you created.

How does the “story of self” influence your activism?

At the level of the “*Story of Self*”, one of the impacts of not talking about ourselves in this public life is **disconnection**. Not talking about oneself stops us from building deep relationships. This makes it more difficult to be authentic, to show up authentically as ourselves, in “the space” or “the community”.

Granted, showing up authentically requires a high dose of **vulnerability** and a **safe space**² that can serve as a container for the process of starting to unveil to others, and to ourselves (!), who we are in the space. Nevertheless, the rewards of allowing ourselves to be vulnerable and share our “*Story of Self*” is worth it. The relationships and connections that emerge from that space are the basis for the knitting of community, the “safety net” that will hold our backs when faced with uncertainty and constant rebuttals to our activism.

Hence, the first step to building a strong basis for our activism and our activism with others is to be aware, and conscious of why you, as a young activist, feel attracted to leadership and activism. What is the story behind it?



Identifying and sharing our “*Story of Self*”

Working together in discovering the “*Story of Self*” of each activist in your team would allow you to create a sense of community, as well as to understand what makes you belong together as a group and why your paths are now crossing.

² According to the Transforming Historical Harms narrative transformation framework a safe space is one where your assumptions can be challenged and reflection enabled while your dignity as a person is not put at risk. A space where people will not be exposed to discrimination, harassment, or any other emotional or physical harm, but will be invited and accompanied to lean into the discomfort of being exposed to narratives that are inconsistent with their values and beliefs.

It can create a space where **your voice can be heard** when the world around us tries to silence us. It will also help us see what our common values are, and to see our humanity beyond and behind the “professional self”.



Identifying and sharing our “Story of Us”

⇒ Has a **CHALLENGE**

An experience that illustrates “Who am I?”, “Why am I here?” is a moment that gives people a brief window into why you do what you do.

The challenge focuses on A moment, not multiple moments. And why is it important that it is A moment? Because it focuses us! Don’t try to tell your whole story at once. A moment is the building block of a story. It paints a picture, involves our 5 senses, and shares emotions.

⇒ Has a clear **CHOICE**

It illustrates how in that one moment we are recalling that something challenged or threatened our **values**, and moved us into action.

⇒ Has an **OUTCOME**

It also brings to the forefront what, who, and from where did you get the **strength to persevere** and what gave you hope to continue your journey.



EXERCISE

Questions for the “Story of Self” (for individual work)

1. What is **ONE** story, that if you told differently, could immediately change relationships?

This is an invitation to self-reflection and to look into your past and stories from a different perspective. It is an incursion into how one specific relationship could change if you chose to tell a story from a different perspective. For example, imagine you have been wronged in a relationship, be it a friendship or in the professional space, and you walked out of that relationship, and every time to recall the story of why you left or stopped being friends with that person, you only recall the harm that was done to you. If, you could for a moment, tell that same story, reflecting on how, inspite of the wrong they did to you, their dignity as human beings is still something to be acknowledge, that would open the door to seeing other dimensions of that experience, that could be healing for you and to that past.



EXERCISE

Questions for the “Story of Self” (for individual work)

2. What story/conversation are you BEING in the world?

This is an invitation to hear from others, about how you are coming across in their lives or your shared spaces. Ask 20 to 50 people the following questions:

- Who am I in your life?
- What do you appreciate about the way I show up in the world?
- What disappoints you or surprises you about the way I show up in the world?



Questions/Prompts for the “Story of Self” (in a group discussion)

1. When and why did you learn how to care about gender-based violence?
(there could be more than one moment, story, or experience that lead you to care, pick one that would help you convey your call to leadership/activism more clearly)
2. What gave you hope after you experienced that moment?
(who helped you or encouraged you, what tools and actions allow you to move forward and past that moment of adversity? How did you find the strength to persevere and why is that important?)

Developing your “story of self” is a process. It takes time and self-reflection AND it can be a common process with your peers who, as recipients of your story, can give you feedback and ask constructive questions.



TIP

Conversation Tips - Discovering my and other’s stories of self

- x DON’T - Tell other people what story they should tell.
- x DON’T - “That story was GREAT!”
 - this type of feedback: i) prematurely ends the conversation
 - ii) does not provide the storyteller with enough feedback
- x DON’T expect people to talk about their wounds, but rather to share their scars
(respect the level at which people share, if they do not go into details of their wounds, but stay at the level of what they learned).
- v DO - Ask questions to help the storyteller go deeper.
i.e. “Why this choice?” you want to be curious about others
- v DO - Reflect on what worked (emotions, clear choice points, images).

The “story of self” is, in the activism space, our personal call to leadership.



The Story of Us

If the “Story of Self” is about helping people “get” you, The “Story of Us” is about helping others “get” each other. How to make people feel connected.

In the “Story of Self,” we identify stories, **singular moments**. With those stories, we recount a particular sequence of events situated in the past, for a rhetorical purpose. Those stories suggest a particular relationship between and among events.

When identifying or building a “Story of Us”, we name the meta-narrative of how our stories of identity and belonging define our communities and world. In other words, we name the **multiple stories** that through their interweaving, **form a narrative** of who we are. The “Story of Us” then is an **interdependent system** that is given form by common conversations and experiences. It can also be thought of in terms of the practices of a community that enable others to connect and that are the result of their **shared values and experiences**.

In identifying and developing our “Story of Us”, we need to make a distinction between a *categorical us* and an *experiential us*. An example of **categorical us** is “*we are all survivors*”, or “*we are migrants*”. Does this descriptor of survivors or migrants as an “us” tell you much about the person who is sharing the story? Not really! It only tells you about their belonging to a category: survivors, migrants, indigenous peoples, etc.

It is only when we share an experience we had with that “us”, i.e. “*we went together as survivors and demonstrated against Roe v. Wade being overturned*”, “*we organised a dinner together with our host communities to share our food and culture*” that we get a feeling, an idea of what that “us” is about. That is the **experiential us**. Those experiences are the ones that call emotion and also give you more information about what makes that “us”.

Your “Story of Us” needs to include, as the “Story of Self”, **multiple moments** like the examples above. If you describe your “us” as “we are a group of people that care for social justice” or we are a group of “young activists that care for gender equality” that is not enough to call people into action. It is those shared experiences that will compel others into action and is how we can use our narratives proactively. A compelling “Story of Us” is one in which **people can see themselves being a part of**, one in which people feel **connected**.

If our purpose as activists is to mobilise and enable action and leadership in ourselves and others, calling for those moments, those **shared experiences**, is what will show that **this is an “us” that matters**. However, sharing experiences is not enough to build community. **Intentionality** is the key to creating a real sense of community, a real “us”.

This implies that people need to make a **conscious choice** of creating something together. It does not suffice to say, we are together, hence we are a community. People need to choose to be there or to create something together. In that regard, the “us” arises as a result of our mindful and conscious choice of being part of it, in other words, **people need to consent to be part of a community**.

If there are differences regarding the values that bring people together, we also need to take the **time** to **enable** those **moments of choice**, to come together and make a choice on the shared values, and then move from there. This active decision-making of being part of a space is a key part of the connection. Without those choice moments, it is not possible to build a common narrative of who we are and where we want to be. Likewise, these choice moments actively give members of a community **permission to exercise their power**.



Identifying and sharing our “Story of Us”

⇒ Has a **CHALLENGE**

That main challenge is the **one thing** that within the group you are working with, speaks the most to you in connection to the action that is bringing you to this space.

⇒ Has a clear **CHOICE**

It illustrates the choice we made, which **affirmed** our values.

⇒ Has an **OUTCOME**

It highlights the action that we did, **together with others**, and that shows that we believe in each other and ourselves.



EXERCISE

Questions/Prompts for the “Story of Us” (if it is a brand new space)

- Is there an “US” that you have been part of?
- What makes you feel connected to that group?
- Do you feel you can be safe, and vulnerable in that space?
Is feedback in that space intentional and constructive?
- What makes you hopeful about being a part of that “US”?
- Have you had a chance to participate and bring your voice into a common action with that “US”? Tell us about it!
- In making that choice of bringing your voice, what did you learn about that group and what did you learn about yourself?
- What are you still curious about from that space, what left you feeling that you want to learn more about?

(if it is a space you have already been a part of)

- What are some meaningful moments that you have experienced with this group?
These should be events, not characteristics, that your group feels connected around, whether they occurred before or during the activity that is currently bringing you together.



- What was the **challenge** at that moment? What made it a moment?
- What was the **choice** at the moment?
- What was the **outcome**?
- What do we learn from the way the group responded? What specific **shared values** are expressed in that response?

How does the “Story of Us” help us leverage our activism?

Within the *Public Narrative Framework* by Dr Marshal Ganz, leadership is understood as “accepting responsibility for **enabling others** to achieve a **shared purpose** under conditions of **uncertainty**”.

In that definition, the *enabling others* part is what is connected to the “Story of Us” and to our storytelling as a community. And how is it connected? When identifying and building our narratives, our “Story of Us”, we are connecting with our values and with emotions.

We show others and ourselves how to access the **emotional resources** required to exercise our **agency** when we are **confronted with challenges**. We learn that the stories that make the “Story of Us” are a gateway, the key to finding the courage that we need to **keep moving**.

Community values on their own might seem abstract, it is the emotion that mobilises us to action. “Social justice” and “Gender Equality” as values, what do they mean? What is helpful is to source the moments when you felt something was unjust, what emotions you felt, and how you decided to move forward. Emotions are important because they are activated by our values. Those commitments that are most important to us. **Narratives** allow us to turn those emotions, and the knowledge embedded in them, into **purposeful action**.

That is the power of storytelling: it takes what can feel inhibiting and make it motivational. It teaches us when we or other people sourced the courage to move from inertia to urgency, from apathy to anger, from fear to hope. How to find our **agency**, understood within this framework, as the **emotional capacity to make mindful choices**.

Next to mobilising us to action, thanks to consciously connecting with emotions, the building of the “Story of Us” through experiential moments also teaches us to **see beyond binaries**. Why? Because by building an intentional community, an intentional “us” and by giving space and permission for different “Stories of Self” to cohabit in the “Story of Us” you are constructing a common vision that, in the process, challenges your assumptions about yourself and the other. It builds a “muscle” for constant self-reflection and community inquiring. It teaches you to see beyond the binaries the world offers as responses to most challenges.

Put into practice, this can positively impact your activism if you sustain this self and community reflection process by:

- Crafting a vision of what you are **for**
- Identifying the **beliefs** that are impediments to that vision
- Identifying the way **your own actions** affirm those beliefs
- Determining what **would you do differently** if you believed differently

And after you do this, you, as a community...

- Explain new actions to *those who inquire* in **ternary, not binary ways**³
- **Open doors** to those who share the vision

The Story of Now

“If not now, when?”

The “Story of Now” is about calling people to ACTION, about enabling others to participate in bringing the world as it is, closer to the world as it could be by creating a strategic and clear pathway to action. In other words, the “Story of Now” is a **hard ask**, it asks people whether or not they want to take action **now**.

For the call to action, the “Story of Now” to be compelling it needs to be:

Specific - do we know when, where and how we have to take action?

Collective - does it build community power or is it just an aggregated ask?
 (i.e. donate now) In a collective ask, we come together, we bring together the forces that we have and we do something greater than the sum of its parts.
 (i.e. let’s collect donations to then, build together the school room that is needed).

Measurable - do we know whether people are taking action or not?
 You want to know, are the people you are calling to action in or are they out?

Strategic - does it move us towards our goal? Is this action a real step to bring the world as it is, closer to the world as it could be?



Identifying and sharing our “Story of Now”

⇒ Has a **CHALLENGE**

Identifies A moment of **URGENCY**. A moment when our values are threatened by this challenging world.

⇒ Has a clear **CHOICE**

Offers a narrative of **HOPE**. A tertiary story of what the world could look like IF we take action and address that urgent challenge.

⇒ Has an **OUTCOME**

This is the **ASK**; the action the storyteller is confronting others with to decide a specific hopeful outcome, or to choose not to take action which would lead to the continuation of the challenge.

How do we create urgency?

There are two kinds of urgency. The first is the *urgency of opportunity*. Examples of this type are an election, a new law, or a new treaty. A clear window of opportunity for change. And then there is the *urgency of need*. Examples of this are the melting of the ice caps, the conflict in the Sahel region, or the famine in Yemen. In this type of urgency, there is a clear picture of what the world will be if we don't act, (extinction of polar bears) and also a clear picture of what it could be if we do act (survival of polar bears).

Whichever type of urgency we are tackling, we must tell the story via moments, linked to emotions, and not only to statistics or data because we are trying to shape and change the public narrative about the issue.

Examples of emotions that INHIBIT action include isolation, doubt, apathy, fear, and powerlessness. These can be overcome by emotions that MOTIVATE action: solidarity, self-efficacy, outrage, hope, and power.



EXERCISE

Questions for the “Story of Now” (in a group)

- Find a partner. Introduce yourselves.
- Partner X shares A 1-minute moment of an urgent challenge they care about (something you want to work on).
- Partner Y listens.

SWITCH!

- Partner Y shares A 1- minute moment of an urgent challenge they care about.
- Partner X listens.
- Come together and debrief: did you find elements of the stories of self, us and now in the urgent challenge your partner shared? How can they improve their call to action?

How does the “Story of Now” help us leverage our activism?

While articulating a clear sense of urgency that is specific, collective, measurable and strategic is fundamental, it is also important to recognize that **narratives are infused with social power**, hence **narrative transformation challenges that power**. In other words, activism aimed at transforming a narrative in the world creates a shift, it proposes to change. Not only material change but mental and behavioural change.

Therefore, when defining actions for our activism, be it via campaigning or advocacy action, be aware that “the world as it is” has created an experience for those who defend that worldview.

Therefore, be mindful that:

- Your actions will be met by unconscious or conscious expectations of what “your place in the world” is, meaning, how you are **expected** “to behave”.
- By offering a different interpretation of the world and attempting to transform the narrative, you are asking for people to have a different interpretation of **their experience** of the world, and they might not be willing to change their experiences. Offering a different experience and a different set of expectations will **unavoidably lead to conflict** (and conflict is not always bad!).
- Those you are asking to change will be confronted with the dilemma of new information that is **inconsistent** with deeply held values and beliefs. Hence, offering a ternary option becomes paramount.



*“You never change things by fighting the existing reality.
To change something, build a new model that
makes the existing model **obsolete**”*

Buckminster Fuller

To make the “Story of Now” an effective call to action, infuse your activism actions with **counternarratives**. Meaning, narratives that **resist** the fault representation of a person, a group of people or a situation, that are contained in the dominant narrative. To do this, your story of “the world as it could be”, replaces **particular portions** of the dominant narrative in ways that give life or possibilities for a new model to flourish. Counternarratives **do NOT fully** replace dominant narratives, they shift the master narrative to its place of **weakness or inconsistency** and introduce a **story of resistance**.

Effective activism is a question of **leverage**:

- What *must I/others believe* to accept this counternarrative as true or correct?
- What do I/others *actually believe*?
- What is *only possible if/when* the narrative is changed?
- What is the *context* that I need to create to have others believe differently?

Linking the three stories together



*“You have to act as if it were possible to transform the
world radically. And you have to do it all the time.”*

Angela Davis

The three levels of inner activism are deeply intertwined. If one of the stories is missing, your narrative of transformation framework is incomplete. The three levels of the stories are a framework of leadership and activism, but **leadership is a practice of relationship** and to be in a relationship, you need to show up!

Imagine for a moment you are putting a puzzle together. If you have a finished one, or two parts of the puzzle, but one big chunk is still missing, you won't be able to see the full picture. The same will happen to others, they won't see the whole picture, if the puzzle is incomplete. The same applies with this framework. If one of the "stories" is missing, what would the problem be with that?

A missing "Story of Self" can lead to...



- People might not do what you are asking them to do, because they don't know who you are!
- It creates a lack of trust because people do not know what you have been through, or what is motivating you to do what they are doing.

A missing "Story of Us" can lead to...



- An individualistic approach to change - "good for you!" but, what does this have to do with me?
- It would lack collective connection, there is no building of community or collective power.

A missing "Story of Now" can lead to...



- People not knowing how to plug in, how to be in action, together with you.
- You are not mobilising people into anything, it creates confusion.

What is the "glue" that holds these three stories together?

Your **values**, be it equity, justice, love, fairness, etc. you name it, are what link the different pieces of your story together. Therefore, make sure to communicate **clear and consistent** values throughout your activism actions. Remember to always include self, us, and now, as well as, a challenge, a choice and an outcome in your messaging. Values tie the story of self, story of us and story of now together **into a linked narrative**.

In closing, keep present the following quote, which brings together the "story of self", the "story of us" and the "story of now":



*If I am not for myself,
who will be for me?
If I am not for others,
what am I?
And if not now,
when?*

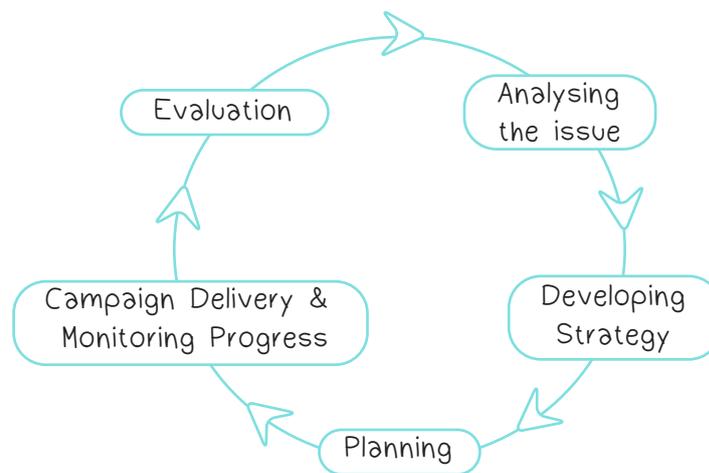
Rabbi Hillel

2. How to create a Campaign

‘To make the world a better place’ is one of the most used sentences by activists, feminists, human rights defenders, and politicians. But what does it mean? And what kind of change do we want? The second part of this toolkit will try to provide valuable tools to obtain meaningful, lasting, and structural change through campaigning.

Campaign for change!

Amnesty International has identified six principles to create a promising campaign. Your campaign needs to have: **1- Focus, 2- Clarity, 3- Credibility, 4- Relevance, 5- Timing, 6- Commitment**⁴. In the following chapter, we will explain step by step how to implement those six principles throughout the campaigning cycle⁵.

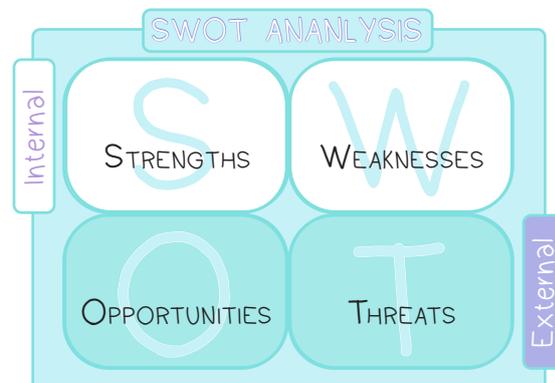


Step One ▢▢▢▢▢

I. Identify an issue

First, decide what you want to change. Ask yourself the following questions: *What issue am I passionate about and needs to get more attention? What made me care? How severe is this issue? How relevant is the topic for other people? What kind of resources do I have? With whom could I collaborate? Who will I need to convince the most?*

You will first need to research to get some of the answers. Good research is vital, as your campaign must be credible and founded. For this, you can use tools such as the **SWOT** analysis, the Problem and Solution Tree, or the **PESTEL** analysis. For example, the SWOT analysis will look at the following:



4 Amnesty International (2001). Amnesty International Campaigning Manual, (2nd ed), p.15 <https://www.amnesty.org/en/documents/ACT10/002/20>

5 NCVO (n.d.) Campaigning and influencing. Retrieved November 30, 2022. <https://www.ncvo.org.uk/help-and-guidance/running-a-charity/engaging-your-audience/campaigning-influencing/#/>

1. The **STRENGTHS** of your organisation. *Do you have passionate staff, is your organisation recognised as credible, do you have many followers on social media?*
2. The **WEAKNESSES** will include factors such as a lack of experienced members or scarce financial resources.
3. The **OPPORTUNITIES** could be an upcoming important date, such as the 16 Days of Activism starting on the 25th of November or the International Day Against Homophobia, Biphobia, Lesbophobia, and Transphobia on the 17th of May.
4. The **THREATS** could be an economic or political crisis, hostile government, etc.

It's crucial for your safety and the safety of your organisation's members, and for the success of your campaign to analyse all four factors, especially the threats, with care!⁶

The **PESTEL** is an excellent tool to better understand these threats, through analysing the **P**olitical context of where your campaign will take place, as well as the **E**conomic, **S**ocial, **T**echnological, **E**nvironmental, and **L**egal situation!

Once you have identified the issue, you should take some time to reflect on your own position. Ask yourself: *Am I entitled to talk about this issue? Am I silencing voices or am I amplifying voices? What is my position regarding this topic? I am taking the space of someone else more close to the issue? Will I harm someone through my campaign? What power dynamics will come into place?* You should also be aware of your own bias and implement the **Do No Harm principle**⁷ before thinking about your campaign strategies!

Step Two 00000

II. Develop a strategy

In the second step, you need to define the goals and objectives of your campaign. Remember: They need to be **SMART!** (**S**: specific, **M**: measurable, **A**: achievable, **R**: realistic, **T**: timebound) Try to always be short and clear. One should understand your objectives and goals in one sentence!

For example:

Goal ▶ put an end to femicide

Objectives ▶

1. Ratification of the Istanbul Convention;
2. Acknowledgement that femicide is a human rights violation;
3. Explicit commitment to ending it.

⁶ If you are planning to do some advocacy and campaigning work around the Istanbul Convention in an environment experiencing an anti-gender backlash, WAVE's methodology (2022) could be a valuable resource to help debunk myths and false information. https://wave-network.org/wp-content/uploads/Methodological-package-for-NGOs_Methodology-to-run-awareness-campaigns.pdf. See more useful material on WAVE's website: <https://wave-network.org/wave-istanbul-convention-rights/>

⁷ The Do No Harm principle should be at the centre of every research and campaign which means that the security risks of all actors must be carefully assessed and the campaign and research must always be victim-centred. Do not re-victimize or retraumatize the actors involved!

All these objectives are medium and long-term objectives with national and international scopes. Take a look at your goal and objectives, and identify:

- the scope: local, national, international;
 - the time frame: short, medium, and long-term with key dates and timeline;
- and,
- the targets and channels of influence! For this, you will need to make a stakeholder analysis. (see more on stakeholder mapping in the last chapter about advocacy and lobbying)



Keep in mind: partnerships and collaborations are key!

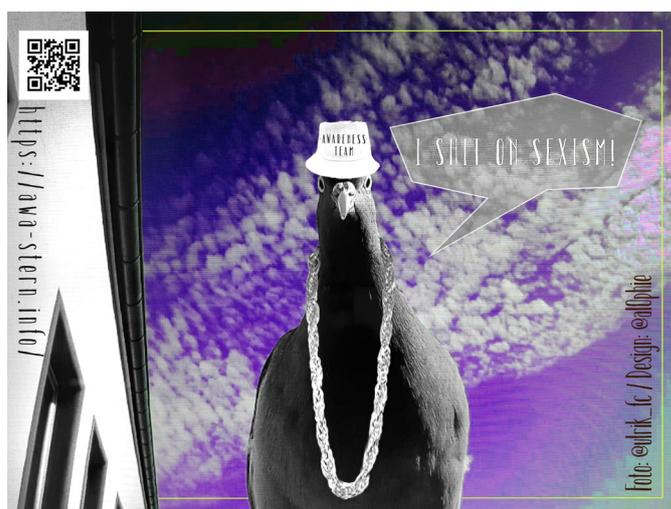
TIPS

We often tend to seek partnerships with obvious allies in campaigning. Let's try to take a step back and find different and unusual collaborations. Plus, try to have an intersectional approach⁸ in your social movement work which means finding "common identities while acknowledging differences, explicitly recognising power differentials based on group identities, identifying collective action built on shared goals rather than shared identities, or a combination thereof."⁹

Step Three 00000

III. Develop an action plan

You can use different tactics to achieve your objectives. From letter-writing and petitions to organising public events and protests, lobbying, working with influencers, doing performance art, using banners, sending postcards, publishing social media posts, printing fact sheets, or writing messages with chalk on the street! Use your creativity to share your message!



By Alina Karre

Find the right message and framing.

8 Intersectionality refers to analysing how different identities such as gender, sex, race, abilities, class intersect with each other and create different lived experiences and discriminations. Working with an intersectional approach requires all parties to be aware of these power dynamics, to recognize when privileges and subordination come into play and to include meaningfully marginalised voices.

9 Bodur Ü. M. (2019). Gendered mobilization and intersectional challenges: contemporary social movements in Europe and North America. Cited in Bond, J. (2021), Global Intersectionality and contemporary Human Rights. P.191

"Change is only possible once our movements are telling better stories through being more representative, diverse, and connected" ¹⁰

By now, you should precisely know who to target. The next step is to identify how to frame your campaigning message.¹¹ It should be clear and powerful. For this, you need to know your audience, and understand their thoughts and values. According to this, you need to frame and create your campaigning story. Creating stories is a powerful way to achieving change, as stories can:

- Create common ground,
- Make people see the change we want to achieve
- Debunking false claims,
- Make complex things easier to grasp, and
- Awake the audience's empathy and humanity.¹²

Why creative activism? It's accessible, fun, and effective!



Emilia from CatcallsOfVienna explains:

"For me, art is anything that generates a reaction out of people, and this is exactly what we are hoping to do. Chalk is a way to create a message, to create activism...we cannot choose who sees this and how they react...and that's the beauty in it." ¹³



Some TIPS for creative activism

Use signs, symbols and performance art; be seriously funny; demonstrate reality; make the invisible visible; use pop culture and cultivate desire!¹⁴



Some TIPS for social media campaigns

Use different messages and visuals for the different social media platforms and know your audience!

Find catchy **#Hashtags** and create **inspiring and motivational posts** with the support of graphic design platforms that offer numerous tools online (and even for free!).

And depending on your campaign and message, you could also create "Explain videos". Finally, try using different angles for your pictures and videos, and make your posts more interactive, for example, by using polls!

10 ILGA-Europe & PIRC (2017) Framing equality toolkit. p.13 <https://www.ilga-europe.org/report/framing-equality-toolkit/>

11 See the 'Framing equality toolkit' by ILGA-Europe & PIRC (2017) for more information on framing messages for lasting change. <https://www.ilga-europe.org/report/framing-equality-toolkit/>

12 'Ibid. p.56.

13 Holch, M. & Shilova A. (2022). Art against gender-based violence. WAVE <https://wave-network.org/catcalls-of-vienna/>

14 Training done by JustLabs in 2020 at WAVE trainings institute.

Step Four

IV. Campaign delivery and monitoring

You should **ensure that everyone knows her/them/his role within the campaign**. Make an internal stakeholder analysis to understand who will be involved in different stages and what kind of position they will have. For example, who will be leading the campaign, who will do the fundraising, the communication part, etc. You can use various tools to effectively coordinate each activity, for example, through online calendars and by pre-scheduling your posts. Make sure you have assigned a person to monitor the campaign and react swiftly in case of backlash, especially on social media!

Step Five

V. Follow-up. Evaluation and exit strategy

For your campaign to be meaningful, lasting, and impactful, you must **evaluate the impact of the campaign**. For example, write down how many people you have reached, send out surveys at the beginning and the end to see a change, and take notes during these processes. Take the monitoring and evaluation part seriously! Without it, there will be no learning experience, and **sustainable change will hardly be achieved**. Thus, allocate time and money to this step! And don't forget the exit strategy!

For the exit strategy and planning of further actions, you should think about the questions: Have the objectives of the campaign been reached? If not, why? Is it reasonable to stop or to continue the campaign? How will this campaign gradually phase out?



Some TIPS how to evaluate your campaign

1. Was the campaign communicated well and visible enough?
2. Did you have many corporations? New and unusual partnerships?
3. Was the strategy clear, and the goals SMART?
4. Did you receive any funding? If yes, for how long? Is it sustainable/long term? Have you been transparent?
5. Did you monitor, report and evaluate all the steps of your campaign?
6. Have you meaningfully included the people concerned? Are diverse voices represented within the campaign? Did you use an intersectional approach?
7. What was the learning experience of the campaign?

3. Ideas of Campaigns

One of the biggest Youth Feminists in the world is Malala Yousafzai who became a global name following her activism in education for girls in Pakistan opposing Taliban restrictions. Malala's activism and campaigning started by writing a blog post using a pseudonym about the increasing military activity in her home town and fears about what this would mean for girls just like her.

In 2012, Malala was attacked by the Taliban whilst she was returning home from school and in a moment of national solidarity, over 2 million people signed a right to education petition which became ratified into Pakistan's first Right to Free and Compulsory Education Bill.¹⁵

Malala's story is powerful, but the message is simple. Malala used her voice to champion equality! She saw injustice and used the resources at her disposal to raise awareness of what was happening and share her real fears which led to the country mobilising to ensure all children, primarily young girls, could continue accessing education.

There are so many other inspirational Feminist Youth Activists across the Globe, but here is a glimpse into a few campaigns to show you that anything is possible. Remember that all these activists started just like you: angry, frustrated and hopeful to see the change the world desperately needs.



Catcalls of New York

Who are they?

Chalk Back is a global movement inspired by the grassroots initiative and online platform Catcalls of NYC and grassroots initiative account, Catcalls of NYC. The collective gathers stories of sexual harassment and writes them word-for-word using sidewalk chalk in the spots where they happened alongside the hashtag #stopstreetharassment.

The stories are then also shared on social media to further spur dialogue and story sharing; both offline and online. Through local Instagram sites, social media campaigns, community events, and anti-harassment workshops, Chalk Back members influence bold cultural change within their communities.¹⁶

What is their mission?

Their mission is to raise awareness about gender-based street harassment by chalking people's experiences on the streets.¹⁷

Where is this happening?

This grassroots initiative uses chalk art to raise awareness about gender-based street harassment, colloquially known as catcalling. The public share their stories of harassment and where this occurred in cities around the world, and local artists write out the comments in chalk adding #stopstreetharassment.

There are now more than 350 related Instagram accounts around the world where people share photos of pavements they've chalked with the words they have had to endure.

¹⁵ Yousafzai, M. (n.d.). Malala's story. Malala Fund. Retrieved November 10, 2022, from <https://malala.org/malalas-story>

¹⁶ Levine, A. S. (2018, October 3). Press. Catcalls of NYC. Retrieved November 10, 2022, from

<https://www.catcallsofny.com/press>

¹⁷ Catcalls of New York (n.d.). About. Catcalls of NYC. <https://www.catcallsofny.com/about-1>

Why is this needed?

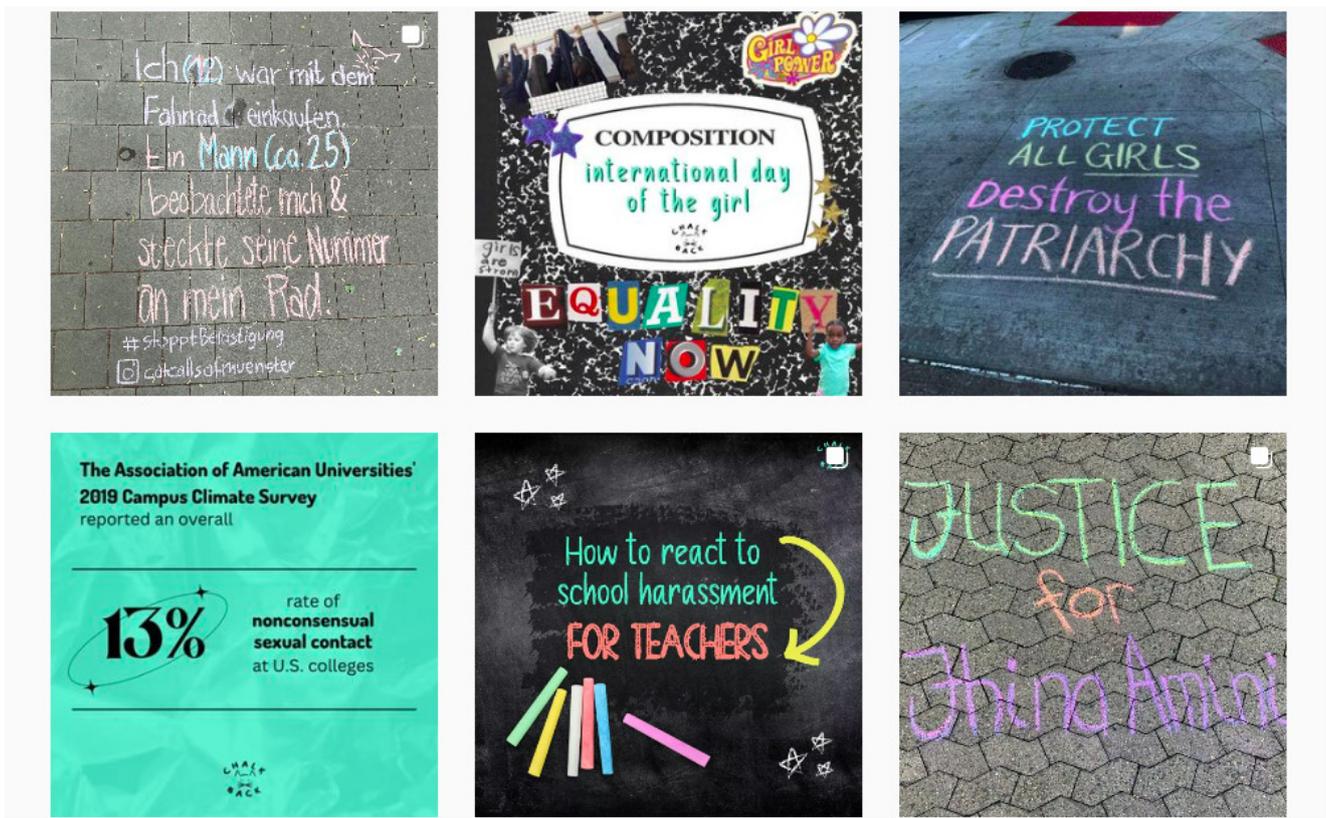
For too long, women and girls have been told to ignore the comments made to them and often politely laugh at these 'jokes'. This campaign not only raises awareness of this issue, but also helps women and girls feel united in their fight to be able to exist in the places they live in. Many women and girls who have raised concerns about this have been dismissed, by displaying what has happened to them in the streets, they are reclaiming their power empowering others to do the same.

This campaign has led to communities demanding more from the local government and it lets survivors reclaim the space and empowers them.

"By creating awareness of street harassment, I hope we can have more people involved in the solution. More people who know about this behaviour can look out for it and hopefully make the streets safer for everyone."



Sophie Sandberg¹⁸



18 Ahmed, T., & Griggs, B. (2019, May 02). Fed up with hearing catcalls on the street, women around the world are fighting back -- with Chalk. CNN Retrieved November 10, 2022, from <https://edition.cnn.com/2019/05/02/world/catcalls-instagram-street-harassment-trnd/index.html>

How did they do this?

This effective campaign started small, Sophie Sandberg created an Instagram account and asked users to share where they experienced street harassment and what was said usually over direct message. She then grabbed some chalk and travelled to the location where the catcall happened and chalk the quote on the ground.



"When you're catcalled, you're objectified, but when you write it, you become an agent to take the power away from the catcaller."

Sophie Sandberg - Gender Activist and Artist

TIPS and Resources



- Grab some chalk.
- When creating content for social media try to keep consistent messaging, choose a format and keep to this.
- The focus is on street harassment. Therefore, try to only chalk experiences that happened in the public space.
- Include everybody. Chalk Back is intersectional which means submissions can be from everyone.¹⁹
- Take Care of Yourself, **Know Your Limits and Stay Safe.**

Aorists - LGBTQ+ Inclusive Education

Who are they?

AORISTS is the pseudonym of Anshika Khullar, an illustrator based in England. Anshika is an Indian, non-binary transgender creative, and they have a focused interest in intersectional feminist narratives with illustrations that are colourful, detail-oriented, and which often tackle overarching socio-political themes.²⁰

What is their mission?

Their aim is to use illustrations to raise awareness of intersectional feminist issues and display these narratives in inclusive ways.

19 Mil Chalk Back. (n.d.). Media Information Literacy Toolkit. Chalk Back. Retrieved November 11, 2022, from <https://www.chalkback.org/mil>

20 About. (n.d.). Retrieved November 17, 2022, from <https://www.aorists.com/about>

Where is this happening?

Anshika uses all avenues to raise awareness of intersectional feminist narratives ensuring that marginalised identities are not forgotten. Most recently, they partnered with Stonewall, a UK wide by and for LGBTQIA+ organisation.

They created an illustrated timeline of LGBTQ+ history in the UK to raise awareness and campaign for an LGBTQ+ inclusive education in the UK.²¹

Stonewall x Anshika Khullar @aorists

LGBTQ - inclusive education

From Section 28 to 2021:
An illustrated timeline

Stonewall
x
Anshika Khullar
@aorists

1988 – Section 28 becomes law.

Section 28 banned the ‘promotion’ of homosexuality in Britain’s schools and prevented councils from funding much needed initiatives during the AIDS crisis.

In one memorable protest, a group of lesbian activists abseiled into the House of Lords after peers voted in favour of the bill.

Stonewall x Anshika Khullar @aorists

1989: The campaign against Section 28 leads to the creation of Stonewall.

‘Protests didn’t make a blind bit of difference to the passage through Parliament: we lost the battle on Section 28. Afterwards, some of us quietly went away and began working on what would become Stonewall.

And I think it’s the strongest example in the entire world of a successful LGBT lobbying group changing a country’s mind about some of its citizens.’

-Lisa Power

Stonewall x Anshika Khullar @aorists

It took over a decade of campaigning to overturn Section 28.

On 21 June 2000, this became one of the very first acts of the newly devolved Scottish Parliament.

On 18 November 2003, Section 28 was also wiped from England and Wales’ statute books.

21 Campaign for LGBTQ-inclusive education: #hearqueeryouth. (2021, September 09). Retrieved November 17, 2022, from <https://www.stonewall.org.uk/our-work/campaigns/campaign-lgbtq-inclusive-education-hearqueeryouth>



Images taken from @aorists on instagram

Why is this needed?

All LGBTQ+ children and young people deserve an education that reflects who they are. LGBTQ+ individuals experience hate crime at a disproportionate rate. We know that hate is taught, but we can create safer, more inclusive communities by highlighting how diverse the world is.

How did they do this?

By creating a short illustrated timeline of LGBTQ+ history and legislation that has criminalised the community, Anshika was able to draw attention to the discrimination the community faces. It also enabled us as the audience to think creatively on how we can challenge this and mobilise **to demand for LGBTQ+ inclusive education.**



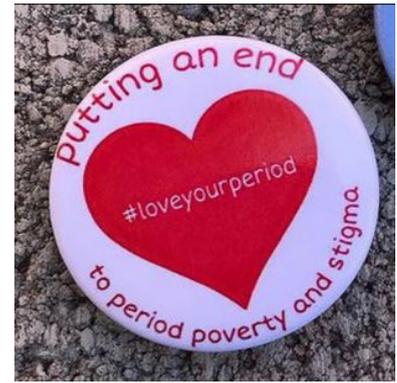
TIPS and Resources

- Share information and knowledge in creative ways such as images, illustration and videography!
- Activism is unique to you - you decide what you want to platform and how!
- Find like minded people - your community.
- Take care of yourself - **do activities that make you feel happy!**

LoveYourPeriod

Who are they?

Molly Fenton, a young teen in Wales, UK, founded the ‘Love Your Period Campaign’ to end period poverty and stigma for school pupils across Wales. Molly launched the campaign at the age of 15. After noticing the stigma associated with periods and the lack of access to free period products, Molly decided to campaign for the improvement of menstruation education.²²



What is their mission?

The goal is to educate, destigmatise and raise awareness of the importance of sustainable and plastic-free menstrual products.²³

Where is this happening?

Initially this started in Cardiff in her high school, where Molly raised awareness about period poverty and asked teachers to display period products that could be accessed freely. In 2022, Molly regularly meets with the Welsh Government period dignity roundtable to help shape policy and break the stigmas associated with periods and accessibility to period products.²⁴

Why is this needed?

Molly was inspired following Amika George’s Campaign Free Periods to make sure every menstruating pupil in England had access to period products and did not miss school due to menstruation.²⁵

After reading the campaign, Molly wanted to improve her self confidence and signed up to a speaking competition. Molly’s speech was titled ‘*if we remove period stigma, can we more effectively tackle period poverty?*’ Molly placed second, she did not win because the judges found the topic ‘inappropriate.’

This led to Molly creating an Instagram campaign to raise awareness and break the silence about all things menstruation and make Wales a country where all young people who are menstruating can access period products and tackle the stigma that surrounds menstruation.²⁶

How did they do this?

Molly’s campaign started with conversations.

22 Shorthand Stories. (n.d.). Points of Light Awards, Spotlight. Dcms Shorthand Stories. Retrieved November 10, 2022, from <https://dcms.shorthandstories.com/PointsOfLightSpotlight/index.html>

23 Crabbe, E. (2022, March 11). Meet the 19-year-old addressing period poverty amid the Ukraine crisis. Cardiff Journalism. Retrieved November 10, 2022, from

<https://cardiffjournalism.co.uk/thecardiffian/2022/03/11/meet-the-19-year-old-addressing-period-poverty-amid-the-ukraine-crisis/>

24 Crabbe, E. (2022, March 11). Meet the 19-year-old addressing period poverty amid the Ukraine crisis. Cardiff Journalism. Retrieved November 10, 2022, from

<https://cardiffjournalism.co.uk/thecardiffian/2022/03/11/meet-the-19-year-old-addressing-period-poverty-amid-the-ukraine-crisis/>

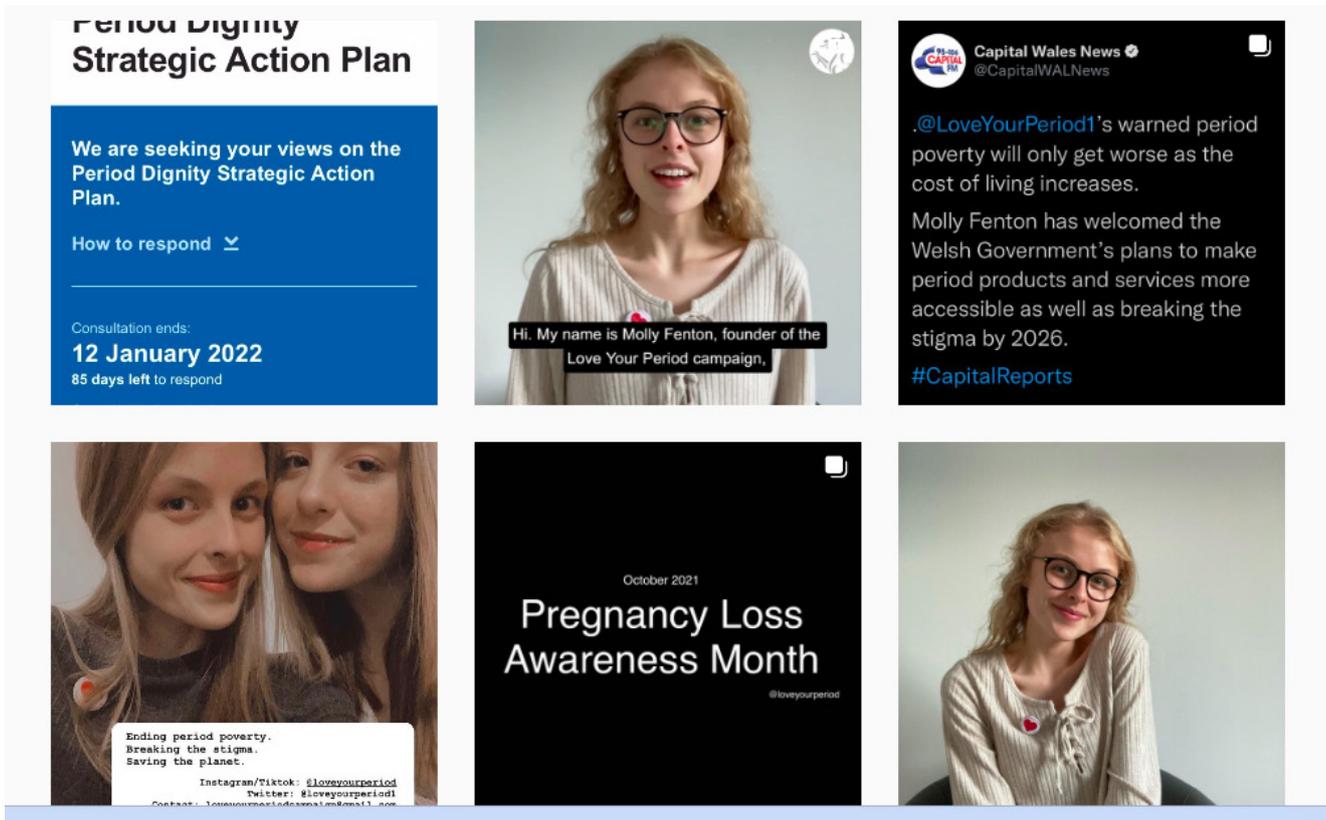
25 Free periods. (n.d.). Free Periods. Retrieved November 10, 2022, from <https://www.freeperiods.org/>

26 Warriors Women Collective (2020, April 14). Warrior Women Weekly: Molly Fenton.

<https://warriorwomenscollective.co.uk/our-blog/mollyfenton>

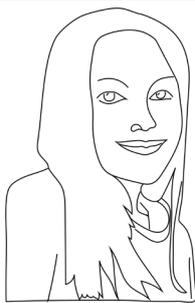
She first broke the stigma of talking about periods with her headteacher at her high school, who supported her to set up a club in school to raise awareness.

By raising awareness, Molly found allies and supporters who helped her grow her campaign on social media. She was able to reach more people to not only share free menstruation products to all those who needed it, BUT also dispel myths about periods.²⁷



TIPS and Resources

- Be committed to the change you want to see!
- Have a plan of what you want to do.
- Involve your existing connections, such as teachers, friends, family members - everyone has a role to play.
- Use different types of activities such as public speaking, informal talks.
- Don't be scared to raise your voice!



In the words of Molly Fenton, Youth Campaigner and Founder of 'Love your Period'

"Campaigning is hard. Especially as a young person in the society we live in. But isn't anything worth doing a challenge anyway?"

²⁷ Welsh Government (2021). Molly Fenton - Love your Period campaign, Young Person award 2021 winner, Gov.Wales. <https://gov.wales/st-david-awards/molly-fenton>

4. Lobbying Strategies

Lobbying can be defined as either direct contact between an interest group and decision makers or any activity directed at decision makers to influence the policy making process²⁸. There are a multitude of different strategies to come up with a suitable lobbying campaign and each campaign should be unique and adapted to the specific circumstances. But four steps can help you when building a lobbying campaign to try and influence the policy making process in a meaningful way.

4.1. The Messenger

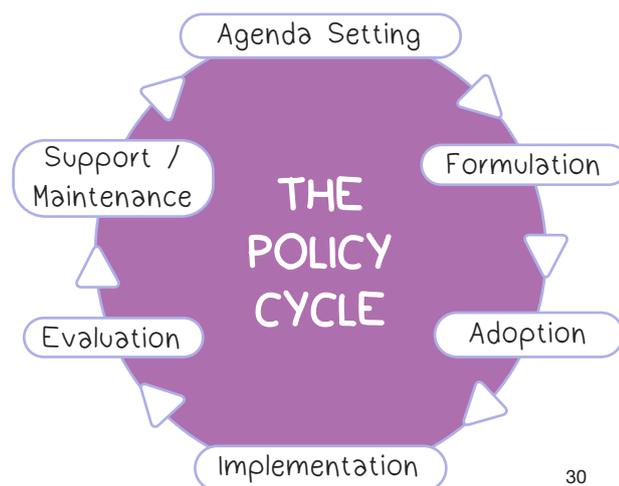
The messenger of a lobbying campaign can be an interest group or an individual activist advocating for change. The main decision that you should make in this step is whether you want to act alone or in a lobbying coalition - both can have advantages and disadvantages. You may choose to act alone due to time pressure; acting alone can be more efficient, as decisions do not require consultation and approval from multiple actors and groups.

Another advantage of choosing to lobby alone is that there is no need for compromise when deciding the content of your message - working together in large coalitions means that the many different voices and perspectives need to be combined. If the opinions of the coalition vary greatly and you need to make a lot of compromises, it may weaken the message of the lobbying campaign, in this case, lobbying alone is the better strategy.

However, joining a lobbying coalition also has its advantages. In a coalition interest groups are stronger, they can pool their resources such as finances, access to policy makers, and combined knowledge. Together the interest groups have the potential to amplify their voices²⁹.

4.2. The Message

The next decision you need to make to develop your strategy is what aim the message should have. There are three main aims for messages - agenda-setting, informing and arguing.



30

28 Gullberg, A. T. (2008). Rational lobbying and EU climate policy. *International Environmental Agreements: Politics, Law and Economics*, 8(2), 161–178.

29 De Bruycker, I. (2014). How Interest Groups Develop Their Lobbying Strategies. In *The Logic of Endogeneity*. Paper Prepared for the European Consortium for Political Research (ECPR) General Conference, Glasgow. <https://lobbyists.ru/eu1/strategies.pdf>

30 Versluis, E., Keulen, V. M., & Stephenson, P. (2011). *Analyzing the European Union Policy Process* (The European Union Series). Palgrave Macmillan.

1. **Agenda-setting** is when interest groups attempt to show gaps in the current legislation that need to be filled. Here the interest groups are using awareness-raising strategies to get the attention of policy makers.
2. **Informing** is referred to as 'access good'³¹, as it is one of the main ways to get direct access to policy makers. Here the role of interest groups is to collect data and information that support policy makers in writing evidence-based policies.

Decision makers welcome information as they cannot gather all the information without support and in turn, the interest groups can make sure the policy takes into account a certain perspective that may otherwise not have been taken into account.
3. **Arguing** is when interest groups provide policy makers with concrete points they would like to be implemented into the legislation. This can be done by gaining direct access to decision-makers or by awareness-raising campaigns³².

It is important for you to know which message you want to choose because it has an effect on the time frame in which you start the lobbying campaign and who the targets of the campaign will be. Lobbying campaigns that aim to influence the political agenda take place at the very beginning of a policy cycle when a government or an institution decides on their priorities. Entities that are elected or depend on public opinion can be targeted when there is an election or when a specific topic has become relevant in the public debate. The 'Kingdon multiple stream model' shows that next to there being a problem and a solution there needs to be a political event to raise the awareness of the public to put a topic on the political agenda of decision makers³³; this is where you as lobbyists and activists come in!

When you want to lobby using information to get access to policy makers, you should aim to start influencing the policy-makers during the formulation of a policy. To influence the legislation by arguing, you could start lobbying in the formulation stages of a policy, but this method can also be used in later stages during the adoption and implementation of a policy.

31 Bouwen, P. (2002). A comparative study of business lobbying in the European Parliament, the European Commission and the Council of Ministers (No. 02/7). MPIfG discussion paper.

32 De Bruycker, I. (2014). How Interest Groups Develop Their Lobbying Strategies. In *The Logic of Endogeneity*. Paper Prepared for the European Consortium for Political Research (ECPR) General Conference, Glasgow. <https://lobbyists.ru/eu1/strategies.pdf>

33 See: Kingdon's Multiple Stream Model - Kingdon, J. (2010). *Agendas, Alternatives and Public Policy*, (2nd ed.). New York: Pearson.; Versluis, E., Keulen, V. M., & Stephenson, P. (2011). *Analyzing the European Union Policy Process* (The European Union Series). Palgrave Macmillan.

4.3. The Channel

The channel refers to how you choose to try to influence a policy.

The main distinction in the channel is between **inside** and **outside lobbying**³⁴.

Inside lobbying ...

- ... refers to any direct and private access to the policy-makers.
- ... is any direct communication of an interest group to a policy-maker, for example, meetings or emails that are not accessible to the general public. According to academic research, inside lobbying is highly effective as the relevant decision-makers are definitely hearing the perspective of the interested group, however...
- ... is also criticised as being very untransparent.
- ... usually focuses on the later stages of the policy cycle, namely on implementation and policy formulation³⁵.
- ... is usually used by bigger and more powerful organisations, such as business corporations that have good connections with policy makers and have the capacity and the finances to provide a lot of information - the access good.

Outside lobbying ...

- ... is when an interest group uses public debate to influence a certain policy. Sometimes called the *weapon of the weak*³⁶, outside lobbying can be highly effective if the interest groups advocate for an important cause that manages to catch the attention of the general public.
- ... includes any action of interest groups and activists that could influence public opinions - **such as awareness-raising campaigns, open letters to politicians, collecting signatures, organising protests and many more.**
- ... is often chosen by NGOs as it needs less access, but at the same time, NGOs often have valuable messages that parts of the general public will likely support, such as human rights issues or environmental issues³⁷.

While NGOs and activists usually focus on outside lobbying and corporate groups focus on inside lobbying, most interest groups choose a mixture of both channels, but focus on one.

4.4. The Target

The last step in the formulation of a lobbying strategy is determining who you want to target within the relevant institutions. There are three types of politicians and civil servants to target: allies, opponents and the undecided³⁸.

34 De Bruycker, I. (2014). How Interest Groups Develop Their Lobbying Strategies. In The Logic of Endogeneity. Paper Prepared for the European Consortium for Political Research (ECPR) General Conference, Glasgow.
<https://lobbyists.ru/eu1/strategies.pdf>

35 Dür, A., & De Bièvre, D. (2007). The Question of Interest Group Influence. *Journal of Public Policy*, 27(01), 1–12.
<https://doi.org/10.1017/S0143814X07000591>

36 Della Porta, D., & Diani, M. (1999). *Social Movements: An Introduction*. Blackwell Publishing.

37 Dür, A., & De Bièvre, D. (2007). The Question of Interest Group Influence. *Journal of Public Policy*, 27(01), 1–12.
<https://doi.org/10.1017/S0143814X07000591>

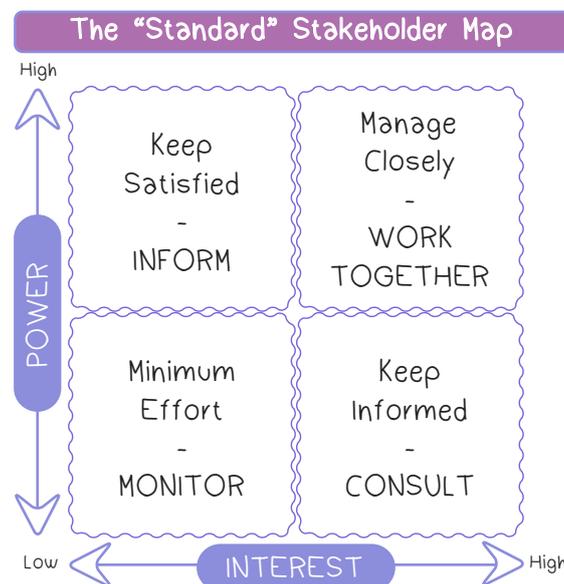
38 De Bruycker, I. (2014). How Interest Groups Develop Their Lobbying Strategies. In The Logic of Endogeneity. Paper Prepared for the European Consortium for Political Research (ECPR) General Conference, Glasgow.
<https://lobbyists.ru/eu1/strategies.pdf>

- Allies** are policy-makers or politicians that are likely to already agree with your perspective on the issues, targeting them could be helpful as they can help to amplify your voice and advocate for your cause inside the relevant institution. Additionally, you can provide them with more valuable information that helps them in their work to bring the cause further³⁸.

- Opponents** are the political actors that do not agree with your policy ideas. Targeting opponents can be difficult but also rewarding if successful. You might target opponents to try and change their minds about an issue and help them see your perspective. This would be particularly rewarding in a democratic setting as it reduces the number of people working against your campaign⁴⁰.

- Undecided** policy makers are those who have not yet made up their mind. Targeting them can be a good strategy as they are easier to convince than opponents who already made up their minds. This can be especially useful in a democratic institution that needs a certain percentage of votes for a policy to get adopted⁴¹.

In reality, most lobbying strategies do not just target one of these groups, however even if you target a mixture of the groups, it is important to be aware of who you are lobbying to adapt the message to the target⁴². Using the stakeholder map you can keep up to date and informed on developments of the different stakeholders such as other interest groups or possible targets.



43

39 Bauer, R. A., Pool, I. D. S., & Dexter, L. A. (1972). American business and public policy: the politics of foreign trade. With a new prologue. Transaction Publishers.; Hall, R. L., & Daerdrorf, A. V. (2006). Lobbying as Legislative Subsidy. American Political Science Review, 100(1), 69–84.

40 Austen-Smith, D., & Wright, J. R. (1994). Counteractive Lobbying. American Journal of Political Science, 38(01), 25–44.

41 Denzau, A. T., & Munger, M. C. (1986). Legislators and interest groups: How unorganized interests get represented. The American Political Science Review, 80(01).

42 Hojnacki, M., & Kimball, D. C. (1998). Organized Interests and the Decision of Whom to Lobby in Congress. American Political Science Review, 92(4), 775–790. ; De Bruycker, I. (2014). How Interest Groups Develop Their Lobbying Strategies. In The Logic of Endogeneity. Paper Prepared for the European Consortium for Political Research (ECPR) General Conference, Glasgow. <https://lobbyists.eu1/strategies.pdf>

43 Clayton, M. (2014). The Influence Agenda: A Systematic Approach to Aligning Stakeholders in Times of Change (1st ed. 2014). Palgrave Macmillan.

4.5. Factors that may determine your strategy choices:

Several factors may determine which strategy you choose.

- 1** The first factor is **institutional**. Is the institution you are trying to lobby a democratic institution that is directly elected by the people, such as members of parliament or the government? If so then they are much more likely to respond to shifts in public opinions, as they are dependent on re-election. Here you can choose outside lobbying and campaigns that aim to shift public opinion. An institution that is less accountable to the people, such as the Council of Europe or the UN is less likely to be influenced by public opinion in the same way.
- 2** The second factor is **issue specific**, here you need to assess whether your message is one that the public may support? Is the topic highly contentious? As human rights activists chances are that your message will get support at least from parts of the public. This again means that you could choose either channel, without your message damaging your lobbying strategy or your public image. This may be different for business cooperation or other groups, whose messages might not get public support, they would choose inside lobbying and targeting mainly allies and possibly undecided policy makers⁴⁴.
- 3** The third factor is **group-related** and is mainly affected by the messenger you choose. Actors that have disproportionately few resources may not choose to go into a coalition with very strong players, as their message might become overshadowed. However, groups that can find similar players, with similar resources and a similar message, may choose to join an alliance with them, as they can pool their resources and are not forced to make too many concessions in their message⁴⁵.

44 Weiler, F., & Brändli, M. (2015). Inside versus outside lobbying: How the institutional framework shapes the lobbying behaviour of interest groups. *European Journal of Political Research*, 54(4), 745–766. <https://doi.org/10.1111/1475-6765.12106>

45 Mahoney, C. (2007a). Lobbying Success in the United States and the European Union. *Journal of Public Policy*, 27(1), 35–56. <https://doi.org/10.1017/s0143814x07000608>

5. Recommendations



Inner side of activism: storytelling and narratives

- Take the time to self-reflect and find your own story.
- **Be authentic** and share about yourself even if it requires to be vulnerable!
- Find the crucial moment that shaped your story.
Don't try to tell your whole story at once.
- Awake emotions and all the 5 senses of your audience!
- Share what, who, and from where you get the strength to persevere.
- Find common stories, experiences, and values to connect and create a sense of belonging with others.
- Make people feel that they are part of this story and encourage different voices to be part of it too!
- Create urgency, find a narrative of hope, and define desired change for motivational call for action.
- Remember to always include the story of self, us, and now, as well as, a challenge, a choice and an outcome in your messaging!

Meaningful and sustainable campaigns

- **Do No Harm Principle! Safety always comes first.**
- Think about your **positionality and power dynamics** behind the campaign!
- Think about your **own bias**.
- Your objectives need to be **specific and clear**.
- Your information must be **reliable**.
- The issue must be **relevant**.
- Find people who have the same values as you, and **stay committed!**
- **Monitoring and evaluating** need to be at the centre of the campaign!
- Think about the **exit strategy** before the end of the campaign!
- **Be creative!**

Effective lobbying and advocacy work

- Language matters - make sure to be inclusive and particular in the words and phrases you use, use the correct terms.
- Know the institutional structure you want to influence.
- Stay informed about the policy process and newest developments.
- Stay connected to other activists and interest groups.
- Find a message worth fighting for, be flexible in the strategy where possible, but **stay true to your message**.
- Include policy makers and other interest groups in your stakeholder mapping, and update your document regularly.

