

## **Effective campaigning – training for environmental and advocacy NGOs**

China Association for NGO Cooperation (CANGO)  
Dorit Lehrack/Li Jing (CANGO) – Instructors

### **1. Description of the course**

*This training is mainly shaped, inputted and facilitated by Chinese NGO experts and volunteers. It's a unique skill sharing between Chinese NGOs and NGO researchers aimed to build up the capacities of young NGOs. Two-thirds of the training will be reserved for practical exercises, group discussion and information exchange. Most of the handouts are developed based on the practical experiences of the facilitators and adapted to the needs of Chinese NGO staff.*

Voluntary engagement plays an increasing role in China. Committed volunteers gather in organizations such as social welfare groups, environmental organizations, advocacy groups and many others. The efforts of those groups are aimed to alleviate poverty in the country, raise awareness for the environment, support the disadvantaged, call for gender equity and thus contribute to the sustainable development of the country. While NGOs, depending on cultural backgrounds, history and development, use different kinds of action in lobbying best for the interest of their beneficiaries, there are basic principles and practices which are transferable from one type of organization to another, from region to region, and from one culture to another.

The 5-days training is aimed to build up capacities, especially for environmental and advocacy organizations, in effective campaigning and communication. Starting from case studies of well-tried campaigns such as the CLEAR campaign in England, followed by real campaign situations introduced by the trainees, campaigners will be made familiar with topics such as “when a campaign is the appropriate tool to achieve your goals?”, “how to identify goals, objectives, and indicators to measure progress? – what is your strategy”, “how to win it? – about tactical steps, key players, “how to move the players in the desired direction?”, “how to communicate/sell it?” – convince by communication (key messages). Another component of the campaign tool box is to make it realistic and winnable (SMART goals) by identifying or mobilizing resources necessary to achieve the goal. Tools to be imparted are amongst others: the Playing field method, SMART goal setting, SWOT analysis, critical issue analysis and decision making tools, GOPP, AIDA principle for effective communication. Briefings are focused on topics such as “historic development of campaigning”, “how to make an impact”, “how to lobby successfully” etc.

Sufficient space will be given to unique driving forces such as the power of vision and the ability to motivate and persuade others. Campaign team leaders will be made familiar with steps and methods of teambuilding and communication and cooperation skills. Campaign team leaders will also deal with conflict solutions models aimed to develop capacities to turn conflicts into opportunities. Some basics about managing differences will be added to the agenda.

External presenters will enrich the training courses by giving further inputs through case studies. A considerable part of the training is reserved for group work and discussion enabling all participants to practice what is transferred in theoretical sessions. In the course of the training participants will have to apply what they have learned by developing a strategy for a self-chosen and practically relevant campaign topic..

At the end of the training, it is expected that participants will have gained an understanding of and skills in:

- The “Art of Campaigning” such as deciding a strategy but varying tactics, creating alliances, identifying “enemies”, using actions as campaign tool
- Skills such as goal setting, planning, decision-making with regard to a specific campaign topic
- The visionary campaign team leader as a driving and motivating force: Skills in managing the campaign team such as facilitating team-building and cooperation and managing conflicts
- Convincing communication, lobbying and persuading others – advocating successfully
- Skills in administrating campaigns, such as identifying and mobilizing resources, budgeting and monitoring expenses.

## **2. Course Format**

The course is presented in a workshop format. Participants will be given many occasions to actively participate in the training activities and discussions. Each work group of 6 will design and develop a campaign in the course of the training. Direct actions applicable to the special cultural background such as silent theatre will be introduced and practiced.

Participant handouts will be distributed at the workshop. Results of workgroup activities such as flipchart copies will be given to participants after the workshop. External presenters assist the participants in presenting case studies using multi-media tools and facilitating discussions with the participants.

Instructors will be able to manage the agenda of the Workshop with a high degree of flexibility focusing on needs the majority of participants will express in the course of the training.

Pre-Assessment: Participants are asked to come to the training with:

- Campaign case studies or planning documents
- Organization’s vision and mission statement
- Copies of brochures, newsletters, annual report...
- A filled-in participants questionnaire introducing the organizations profile
- Special questions related to the ways of goal achieving will help to fine-tune the agenda of the workshop.

## **3. Trainings Outline**

### **Part 1 - Introduction**

1. Introduction to the workshop
2. Getting known to each other
3. Introduction to the work groups’ projects task: to design and develop a campaign on a topic to be chosen from the work group

### **Part 2 – the Art of Campaigning**

4. introduction to the CLEAR campaign case study
5. success components of the case
6. conclusions for your cases

7. how to make in impact
8. sharing of skills and experiences using your cases
9. lessons learnt

### **Part 3 – establish a winning campaign team**

10. why is team diversity an advantage?
11. how to assess your team – and how to improve performance?
12. what is leadership taxonomy?

### **Part 4 - design and plan the campaign – what tools are helpful?**

13. setting achievable objectives – the S.M.A.R.T principle of goal setting
14. decide on your campaign focus
15. how to use S.W.O.T?
16. what is strategy – and what tactics?

### **Part 5 – who are the actors?**

17. the Playing field method of “moving stakeholders”
18. how to identify the position of your actors – and how to influence them?
19. using science and research
20. creating campaign highlights – about the value of non-violent direct actions
21. role play direct action

### **Part 6 – effective communication**

22. how to create a high profile?
23. tools for effective communication (AIDA and ACT-ON)
24. what are my key messages?
25. speak to empower! – using the media for goal achievement
26. how to lobby effectively?

### **Part 7 – if you campaign in an alliance.....**

27. how to empower your coalition?
28. key principles for cooperation

**if time allows, we also introduce you in to following topics:**

### **Part 8 – if you like it or not, paper work has to be done**

29. matching your goals with your resources
30. mobilizing new resources
31. budget your campaign and monitor expenses
32. what happens in case of budget cuts?

**Part 9 – did you achieve the goal?**

- 33. introduction to monitoring and evaluation
- 34. if we failed, what then? – adapting goals, strategies, tactics, give up?

**Part 10 – lessons learnt**

- 35. introduction work groups campaign drafts
- 36. lessons learnt
- 37. evaluation
- 38. action plan