

For Civil Society Organisations engaged in the Millennium Development Goals

“Not only do you (civil society organisations) bring to life the concept of ‘We, the Peoples,’ in whose name our Charter was written; you bring to us the promise that people power can make the Charter work for all the world’s peoples in the twenty-first century.”

United Nations Secretary General Kofi Annan at the Millennium Summit

Acknowledgements

Publishers:

CIVICUS: World Alliance for Citizen Participation and Millennium Development Goals Campaign office

Text:

Jacqui Boulle and Debbie Newton

Sources:

The material in this toolkit has been drawn from existing materials prepared by civil society organisations. In particular the team would like to thank CIVICUS, David Cohen of the Advocacy Institute and Beaty Hofmeyer of ETU for granting permission to use their material

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Guide to this Manual

This manual aims to assist you and your civil society organisation in campaigning for the Millennium Development Goals (MDGs). The Millennium Development Goals form an ambitious agenda for reducing poverty and improving lives. World leaders formulated the MDGs at the United Nations Millennium Summit in September 2000. Each goal contains one or more targets to be reached by 2015, and each country has to set realistic, time-bound and measurable national development goals in line with these targets.

Although it is governments who are responsible for achieving these goals, civil society organisations (CSOs) need to hold government to account. Whether your organisation is locally, nationally or regionally focused, the opportunity exists to link your efforts with the MDG Campaign at all levels. This toolkit aims to assist you by:

- Giving you some basic information on the Millennium Development Goal Campaign
- Guiding you through planning a campaign
- Providing you with some essential campaign tools
- Alerting you to a few campaign skills
- Inspiring you through case studies on MDG campaigns that have been run around the world
- Motivating you with practical hints and tips
- Linking you to UN support and to other people with similar aims.

There are many existing campaign guides and manuals. This toolkit complements the excellent material that already exists and refers you to it wherever possible. It provides a framework and a starting point. You will need to customise the ideas and obtain the relevant information for your own country or region.

Chapter 2:

Millennium Development Goal Campaign

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2.1 The Millennium Declaration

When 189 member states of the United Nations signed a declaration following the Millennium Summit September 2000 to fulfil the Millennium Development Goals (MDGs) by 2015, many rejoiced and perceived it as a partial victory for civil society efforts. The Declaration consolidates a set of eight interconnected development goals into a global agenda with time-bound targets and quantifiable indicators. These goals are known as the “Millennium Development Goals” or MDGs. The Summit’s Millennium Declaration also outlined a consensus “road map” for how to proceed, with a strong focus on human rights, good governance and democracy.

The eight goals are ones that tens of thousands of civil society organisations had advocated for, for decades. The goals set forth concrete and relevant targets ranging from eradicating extreme poverty and hunger and achieving universal primary education to ensuring environmental sustainability and developing a global partnership for development. The goals exemplified the synthesis of civil society agendas into practical global policy.

This is not to say that the goals are not without their shortfalls. The goals, many feel, are just not ambitious enough. But they are a starting point. By using the political legitimacy that the MDGs provide, civil society organisations are in a strong position to co-opt and drive forward their agenda in these areas. Put differently, the MDGs are a means and not an end in themselves.

The momentum created by the adoption of the declaration was reinforced at the International Conference on Financing for Development at Monterrey in March 2002. At this conference, leaders from both developed and developing countries started to match their commitments with resources and action. The global deal which was made exchanges sustained political and economic reform in developing countries for direct support from the developed world in the form of aid, trade, debt relief and investment. However, the World Bank estimates that an additional 40 to 70 billion dollars a year in development aid is needed if the goals are to be reached within the given time frame.

The goals are unlikely to be achieved without the active involvement of civil society. Civil society should celebrate the mobilising opportunities the MDGs present and harness its forces to secure the resources and political will to make the goals a reality by 2015. This includes the challenge of linking current campaigns and activities to the global campaign.

2.2 The Millennium Development Goals

The Millennium Development Goals are, in short, a framework world leaders have agreed upon to reduce poverty and improve lives. The eight goals offer a vision of what we want to achieve to address the eight agreed problems. The goals respond to the problem by creating a vision.

	P r o b l e m	G o a l
1	<p>Billions of people live in poverty all over the world. Poverty has many dimensions. 1.2 billion people live on less than a \$1 a day. Millions do not have access to land and housing. Millions more do not have access to basic services like water and sanitation.</p> <p>800 million people are undernourished and 153 million children are underweight. The challenges include distributing food more equitably and increasing productivity.</p>	<p>Eradicate extreme poverty and hunger</p>
2	<p>Worldwide, primary school enrolment has been improving, rising from 80% in 1990 to roughly 85% now. But this means that, of the 680 million children of primary school age, 115 million are still not in school — 97% of them in developing countries.</p> <p>Ironically, countries can usually spend more on education as their economies grow. The poorest countries need to spend more on education to escape their poverty — but they do not have resources to make such an investment.</p>	<p>Achieve universal primary education</p>
3	<p>64% of the world's estimated 876 million illiterate adults are women. 80 % of all refugees are women and 60% of the 113 million children not in primary schools are girls. Around the world, women's earned income is still significantly less than men's earned income. Only in nine countries in the world are a third or more of the seats in national parliaments held by women.</p>	<p>Promote gender equality and empower women</p>
4	<p>Every year, more than 10 million children die of preventable causes — 30 000 per day.</p> <p>Immunisations in developing countries had levelled off at about 75% of children in 1990. In recent years, immunisations have fallen below 50% in sub-Saharan Africa. Sub-Saharan Africa, ravaged by HIV/AIDS, saw life expectancy reverse in the 1990s from already low levels.</p>	<p>Reduce child mortality</p>

P r o b l e m	G o a l
<p>5 Every year, 500 000 women die as a result of pregnancy and childbirth. In sub-Saharan Africa, a woman has a 1 in 16 chance of dying in pregnancy or childbirth. In OECD countries, it is 1 out of 2 800.</p>	<p>Improve maternal health</p>
<p>6 By the year 2000, almost 22 million people had died from AIDS, 13 million children had lost their mother or both parents to the disease and more than 40 million people were living with the HIV virus, 90% of them in developing countries, 75% in sub-Saharan Africa.</p> <p>Every year, there are more than 300 million cases of malaria, 90% of them in sub-Saharan Africa. And every year, 60 million people are infected with tuberculosis. Current medical technologies can prevent cure these diseases from being fatal, but lack of access to healthcare means that tuberculosis kills 2 million people per year and malaria 1 million.</p>	<p>Combat HIV/AIDS, malaria and other diseases</p>
<p>7 In 2000, more than 1 billion people in developing countries (1 in 5) lacked access to safe drinking water, and 2.4 billion lacked access to adequate sanitation. Both can be life-or-death issues.</p> <p>Soil degradation affects nearly 2 billion hectares of land, damaging the livelihoods of up to 1 billion people. 70% of commercial fisheries are fully or over-exploited. 1.7 billion people (a third of the developing world) live in countries facing water stress, and more than 250 million people living off the land are directly affected by desertification.</p> <p>Global warming is a global concern and carbon dioxide emissions are one of its main causes. High-income countries with 14% of the world's population generate 44% of CO₂ emissions.</p>	<p>Ensure environmental sustainability</p>
<p>8 \$100 billion minimum is needed per year to meet the goals, or 0.5% of the gross national income of the Development Assistance Committee countries. Total official aid is less than half of this. Unless rich countries keep their pledges to deliver financing for development, the Millennium Development Goals will not be met.</p> <p>More aid alone is not enough. It also has to be more effective. Aid should not be tied, should be harmonised with local development priorities and should have its administration reduced as far as possible.</p> <p>New approaches to debt relief are needed, particularly in the face of collapsing produce markets.</p> <p>Current trade policies are highly discriminatory. For example, agricultural subsidies in rich</p>	<p>Develop a global partnership for development</p>

P r o b l e m	G o a l
<p>countries lead to unfair competition, crippling developing countries' markets. The average OECD tariff on manufactured goods from developing countries is four times those on goods from other OECD countries.</p> <p>There is significant scope to improve poor people's access to global technologies. For example, only 10% of global spending on medical research is directed at diseases of the poorest 90% of the world.</p>	

The MDGs did not stop at goals. For each goal, one or more clear measurable target, to be reached by 2015, has been developed. These are the minimum targets. Countries and local communities are free to expand these goals as they concretise them to respond to their local reality.

Countries have been asked to take the eight goals and localise them. This has resulted in a number of national development targets. The tables that follow provide examples of the goals, MDG targets and national targets. Some countries, like Vietnam, have gone even further and developed additional goals not linked to the MDGs as part of the process of developing their national development targets.

For more information on the goals, targets and processes to localise the targets please go to www.undp.org/mdg or www.un.org/millenniumgoals.

Goal		Target/s	Examples of National Target	
			Bulgaria Example	Lesotho Example
1	Eradicate extreme poverty and hunger	Halve the proportion of people living on less than a dollar a day and those who suffer from hunger.	Increase average monthly income to €280.	Cut by one third the proportion of people who live below the national poverty line.
2	Achieve universal primary education	Ensure that all boys and girls complete primary school.	Increase the net enrolment rate in secondary school from 68.3% in 2002 to 86% and the net completion rate from 85.1% to 90%.	Ensure that all children will be able to complete a full course of primary school by 2007.
3	Promote gender equality and empower women	Eliminate gender disparities in primary and secondary education preferably by 2005, and at all levels by 2015.	Increase the percentage of the pay of women in relation to the pay of men from 72% in 2002 to 80% in 2015.	Eliminate gender disparity in all levels of education and increase the proportion of seats held by women in the National Assembly to 30% by 2007.
4	Reduce child mortality	Reduce by two-thirds the mortality rate among children under five.	Reduce the child mortality rate for 0-5 age group from 17 per 1000 live births to 9.5 per 1000 live births.	Cut infant mortality by one third between 1990 and 2015.

ε	Improve maternal health	Reduce by three-quarters the ratio of women dying in childbirth.	Reduce the maternal mortality rate from 19.1 per 100 000 live births to 12 per 100 000	
ε	Combat HIV/AIDS, malaria and other diseases	Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases.	Prevent the epidemic spread of HIV/AIDS by limiting prevalence among people aged 15-24 from under 1% to under 0.01%	Halt and reverse the spread of HIV/AIDS by 2007.
7	Ensure environmental sustainability	Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources. By 2015, reduce by half the proportion of people without access to safe drinking water. By 2020 achieve significant improvement in the lives of at least 100 million slum dwellers.	Reverse the loss of environmental resources by increasing the proportion of protected territories from 4.8% to 12%.	Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources. Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation.

		Canada Example
8	<p>Develop a global partnership for development</p> <p>Develop further an open trading and financial system that includes a commitment to good governance, development and poverty reduction – nationally and internationally.</p> <p>Address the least developed countries' special needs, and the special needs of landlocked and small island developing states.</p> <p>Deal comprehensively with developing countries' debt problems.</p> <p>Develop decent and productive work for youth.</p> <p>In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.</p> <p>In cooperation with the private sector, make available the benefits of new technologies – especially information and communications technologies.</p>	<p>Fulfilled a commitment to 8% annual growth for Canadian aid</p> <p>Canada increased their International Assistance Envelope by 8% each year for 2002/03, 2003/04 and 2004/05, adding \$1.8 billion in new aid resources. International aid currently receives 0.29% of Canadian Gross National Income.</p> <p>Retooled aid delivery to improve aid effectiveness</p> <p>In September 2002, the Canadian International Development Agency (CIDA) published "Canada making a difference in the world: a policy statement on strengthening aid effectiveness". Like other donors, CIDA has used this policy to retool many aspects of its aid delivery.</p> <p>Focused programming on sectors and strategies to reduce poverty</p> <p>In recent years, CIDA has increased resources to the four social development priorities (basic education, health and nutrition, HIV/AIDS, and child protection); agriculture and rural development; and the private sector in development, including a focus on the informal and small business sector.</p>

Vietnam Development Goals (VDGs)

Goal 1: Reduce the percentage of poor and hungry households

- Target 1** Reduce by 40% the proportion of people living below the international poverty line between 2001 and 2010
- Target 2** Reduce by 75% the number of people living below the international food poverty line by 2010

Goal 2: Universalise education and improve education quality

- Target 1** Increase net enrolment in primary school to 97% by 2005 and to 99% by 2010
- Target 2** Increase net enrolment rate in junior secondary school to 80% by 2005 and 90% by 2010
- Target 3** Eliminate the gender gap in primary and secondary education by 2005, and the gap between ethnic minorities and others by 2010
- Target 4** Increase literacy to 95% of under-40-year-old women by 2005 and 100% by 2010
- Target 5** By 2010 have improved the quality of education and increase full-day schooling at primary level (exact target depends on funding)

Goal 3: Ensure gender equality and women empowerment

- Target 1** Increase the number of women in elected bodies at all levels
- Target 2** Increase the participation of women in agencies and sectors [includes ministries, central agencies and enterprises] at all levels by 3-5% in the next 10 years
- Target 3** Ensure that the names of both husband and wife appear on land-use right certificates by 2005
- Target 4** Reduce the vulnerability of women to domestic violence

Goal 4: Reduce child mortality, child malnutrition and reduce the birth rate

- Target 1** Reduce the infant mortality rate to 30 per 1000 live births by 2005 and 25 by 2010, and at a more rapid rate in disadvantaged regions (see below)
- Target 2** Reduce the under-5 mortality rate to 36 per 1000 live births by 2005 and 32 by 2010
- Target 3** Reduce under-5 malnutrition to 25% by 2005 and 20% by 2010

Goal 5: Improve maternal health

- Target 1** Reduce the maternal mortality rate to 80 per 100 000 live births by 2005 and 70 by 2010 with particular attention to disadvantaged areas

Goal 6: Reduce HIV/AIDS infection and eradicate other major diseases

- Target 1** Slow the increase in the spread of HIV/AIDs by 2005 and halve the rate of increase by 2010

Goal 7: Ensure environmental sustainability

Target 1	Extend forest cover to 43% by 2010 (from 33% in 1999)
Target 2	Ensure that 60% of the rural population has access to clean and safe water by 2005 and 85% by 2010. This should be the case for 80% of urban people by 2005.
Target 3	Ensure there are no slums and temporary houses in all towns and cities by 2010
Target 4	Ensure that all waste-water in towns and cities is treated by 2010
Target 5	Ensure that all solid waste is collected and disposed of safely in all towns and cities by 2010
Target 6	Air and water pollution must attain national standards by 2005.

Goal 8: Reducing vulnerability

Target 1	By 2005, increase the average income of the lowest expenditure quintile to 140% of that in 2000 and to 190% of that by 2010
Target 2	Reduce by half the rate of poor people falling back into poverty due to natural disasters and other risks by 2010

Goal 9: Improving governance for poverty reduction

Target 1	Effectively implement grassroots democracy
Target 2	Ensure budget transparency
Target 3	Implement legal reform agenda

Goal 10: Reducing ethnic inequality

Target 1	Preserve and develop the reading and writing ability of ethnic languages
Target 2	Ensure entitlement of individual and collective land-use rights in ethnic minority and mountainous areas
Target 3	Increase the proportion of ethnic minority people in authority bodies at various levels

Goal 11: Ensuring pro-poor infrastructure development

Target 1	Provide basic infrastructure to 80% of poor communes by 2005 and 100% by 2010
Target 2	Expand the national transmission grid to 900 poor commune centres by 2005



TIPS on localising the targets

It is important to start off with high quality detailed poverty analysis

Localising the MDGs is only possible when detailed country data is available on poverty and all its dimensions, causes and trends.

Continuously engage all line ministries

Line ministries and departments need continuous support, ideas, facilitated discussions and examples to facilitate their engagement.

Secure dedicated capacity

Localising the MDGs is a labour-intensive effort and it is essential to have the right specialists available to do the work.

Network and form partnerships

Excellent networks between all the stakeholders (government, donors, NGOs, communities) are key, as are practical partnerships

Facilitate vertical and horizontal linkages

Communication between different ministries and between national and local government is important as it impacts on resource allocations

Use the process to broaden discourse on poverty

The process provides an ideal opportunity to broaden the discourse on the nature of poverty and possible strategies for addressing it.

Be flexible

The MDGs and targets are merely guidelines. Rework timeframes as Lesotho did or add new goals as Vietnam did.

Secure ownership

Developing national goals provides a vehicle for ownership of the MDGs. Once you have your national targets you can link these to international commitments and processes.

2.3 What is special about the Millennium Development Goals?

International compact between rich and poor countries

Unlike previous declarations, the MDGs are measurable, time-bound and involve a compact between rich and poor countries. Goal 8 commits rich countries to deliver on aid, debt, trade and technology transfer, while Goals 1-7 commit poor countries to put the right type of policies in place.

Measurable progress at international and national levels

Goals and targets mobilise national and international partners into action and help forge new alliances. They also provide a means for benchmarking and assessing progress towards human development. Policy reforms, institutional change and resource allocations often result from discussions centred on time-bound targets. Each country is required to set such targets in line with the MDGs. They offer a minimum threshold-level of transparent and quantifiable outcomes, targets and indicators rendering themselves open to independent monitoring. Annual Reports are to be published for each country assessing their progress in relation to each goal.

Interdependence between growth, poverty reduction and sustainable development

The goals are interlinked and provide a platform for linking and following up on all the commitments made at the various UN global summits held in the 1990s. They recognise the interdependence of growth, poverty reduction and sustainable development.

Achievable goals and targets

The MDGs are not over-ambitious. We are the first generation that has the financial resources and knowledge to meet the basic needs of all people in the world in an equitable manner. The Monterrey Conference has shown that the resources are available to achieve these goals. Only US\$100 billion of additional aid per year would be needed to meet the goals. This is not much more than global military expenditure or the billions spent in the Iraq war. Political will is needed on the part of all states to allocate adequate resources to create an enabling environment to achieve the goals.

Clear roles

The MDGs bring clarity to the shared and individual roles and responsibilities of key parties:

- Governments are responsible for achieving or enabling the achievement of the goals and targets.
- Networks of international organisations are responsible for marshalling their resources and expertise in the most strategic and efficient way possible, to support the efforts of partners at global and country levels and to monitor progress.
- Citizens, civil society organisations and the private sector are required to contribute their unique strengths for motivation, mobilisation, action and evaluation.
- In the light of the above, the “No Excuse” Campaign was launched to transform the Millennium Declaration from a vision into a set of actions.

2.4 The “No Excuse” Campaign

“We know **what** to do
We know **when** to do it
We know **who** should do it
We have adequate **resources**
We can **monitor** progress
There is **no excuse** not to fulfil the...
...Millennium Development Goals”

The Millennium Development Goals are realistic and achievable by 2015. The main challenge of the MDG campaign is to change political attitudes. The MDGs are achievable with the right combination of policy action and policy sequencing, the right application of resources and effective communication. Central to achieving these goals are the networking and co-operation required between rich and poor countries.

The UN at the highest level, reporting directly to the Secretary General and working closely with the head of the UNDP, set up the Millennium Campaign. The Campaign’s explicit purpose is to increase public awareness of the MDGs and support national actors in holding their own governments to account.

The Campaign works with existing efforts, connects them with similar efforts by civil society organisations (CSO) in other parts of the world, and provides information and linkages within the UN system. Several international networks of CSOs, local authorities, media and parliamentarians are already engaged in campaigning specifically for the achievement of the MDGs.

The Campaign provides an umbrella and common message under which individual sector and national campaigns can work. In this way we can build up significant pressure on decision-makers.

For example:

 Goal	Links to local campaigns
Eradicate extreme poverty and hunger	<ul style="list-style-type: none"> • Campaigns against hunger e.g. Zero Hunger Campaign in Brazil • Campaigns that mobilise the poor e.g. Speak out on Poverty Hearings in South Africa • Budget campaigns e.g. Mexico women's budget • Campaigns for an end to agricultural subsidies e.g. Oxfam's Stop the Dumping Campaign • Campaigns to build the asset base of the poor e.g. Slums Dwellers International
Ensure that all boys and girls complete primary school	<ul style="list-style-type: none"> • Global campaign for education e.g. Elimu Yetu in Kenya and Global Campaign for Education • Campaigns to ensure girl children attend schooling e.g. Global Movement for Children • Campaigns against child labour e.g. Stop child labour, school is the best place to work and the Stop child trafficking campaigns
Promote gender equality and empower women	<ul style="list-style-type: none"> • Campaigns for gender political representation e.g. the Women's movement in Bangladesh or the ANC in South Africa • Campaigns to strengthen the economic base of women through savings and credit e.g. Mahila Milan • Campaigns against female genital mutilation e.g. Baobab or the Somali FGM campaign

<p>Reduce by two thirds the mortality rate among children under five.</p>	<ul style="list-style-type: none"> • Primary health care campaigns e.g. Health Now Campaign • Immunization campaigns e.g. global polio campaign • Nutrition campaigns e.g. Global Alliance for Improved Nutrition, India's right to food campaign • Campaigns for improved water and sanitation e.g. Water, Sanitation and Hygiene for All (WASH) campaign
<p>Reduce by three quarters the ration of women dying in child-birth</p>	<ul style="list-style-type: none"> • Health care campaigns e.g. People's Health Movement • Campaigns around maternal mortality e.g. International Planned Parenthood campaign in Nepal
<p>Halt and begin to reverse the spread of HIV/AIDS and incidence of malaria and other major diseases</p>	<ul style="list-style-type: none"> • HIV/AIDS campaigns e.g. TAC or STOP campaigns • Awareness campaigns e.g. TB awareness campaign • Campaigns against pharmaceutical companies drug prices e.g. AIDS activists campaign • Campaigns to access drugs e.g. MSF campaign for access to essential medicines
<p>Ensure environmental sustainability</p>	<ul style="list-style-type: none"> • Water and sanitation campaigns e.g. Water is Life Campaign and Mercy Corp Clean Water Campaign • Re-forestation campaigns e.g. Forest People Alliance • Climate change campaigns e.g. Friends of the Earth
<p>Develop a global partnership</p>	<ul style="list-style-type: none"> • Fair trade campaigns e.g. Trade Justice Movement • Debt campaigns e.g. Jubilee 2000 • Campaigns around investment priorities e.g. Global Trade Watch or Anti-Free Trade and Globalisation Movement • Campaigns for effective aid e.g. Italian MDG campaign

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<p>Develop a global partnership</p>	<ul style="list-style-type: none"> • Fair trade campaigns e.g. Trade Justice Movement • Debt campaigns e.g. Jubilee 2000 • Campaigns around investment priorities e.g. Global Trade Watch or Anti-Free Trade and Globalisation Movement • Campaigns for effective aid e.g. Italian MDG campaign

By working under one umbrella we can prevent one sectoral campaign from undermining another. Those campaigning around education do not want the money to come from HIV/AIDS funding. By campaigning together we can all unite in arguing for a bigger cake instead of competing for how the cake is cut.

2.5 The United Nations' role and responsibilities for the campaign

The United Nations (UN) is the umbrella body under which the MDG Campaign is co-ordinated. In support of its efforts to ensure that the MDGs become an integral part of the priorities and actions of a broad range of actors globally, the UN has developed a four-pronged strategy, namely:

- Monitoring: Systematic and sustained tracking and review of progress through MDG reports and country office programmes
- Analysis: Definition and assessment of the policy dimensions of achieving the MDGs
- Campaign support: Through the MDG office collaborating with a wide range of partners to harness existing energy and capacity and foster a self-sustaining movement
- Assistance: Goal-driven assistance to address key constraints to progress.

Implementing the strategy, the MDGs have been integrated into every United Nations programme, and a MDG Campaign office has been set up by the UN. The Campaign office will support national processes and the build-up of a global MDG movement with international events and joint action across the world. By providing an international platform, the Campaign aims to strengthen each national campaign. The MDG Campaign will provide:

- Global credibility and legitimacy
- Leverage to bring actors together, for example, the private sector, governments and CSOs, around a common set of goals.

For example

The logo consists of the word "example" written twice. The top "example" is in a dark red color, and the bottom "example" is in a light green color. They are positioned one above the other, with the top one slightly offset to the left.

UNDP brings actors together

UNDP brought together representatives from more than 14 African countries in a week-long workshop that highlighted the critical role communities play in achieving the MDGs. The workshop resulted in learning exchange agreements that support the MDGs through the transfer of knowledge from one community to another, often in countries distant from one another. At the week's end, the diverse groups presented to the Kenyan government's Assistant Minister of Planning and National Development and the Minister of Environment a community declaration of policy considerations on the MDGs.

As a result, the Ministers publicly recognised local communities as key partners in sustainable use of the environment, fighting poverty and combating HIV/AIDS. This also led to the Ministry of Planning and National Development officially launching a civil society organisation (CSO) campaign on the MDGs in Kenya.

- Guidelines on how the MDGs can be achieved and support to local, national and regional efforts
- A platform to develop international coalitions and networks
- A platform for highlighting national issues, linked to the goals, in the international arena
- A knowledge centre responsible for co-ordinating and sharing information
- A mechanism to monitor delivery through the MDG Reports required of every country

For example

example
example

Processes for MDG Reports

By facilitating the production of the first MDG reports in over 40 countries the UN and their civil society counterparts introduced governments to the key issues, including the national status of the goals, the adequacy of data and its relevance. The reporting process helped governments understand the utility of the MDGs. Discussion around the reports demonstrated the benefit of the Report as a tool for dialogue, debate and coalition building.

These benefits need to be exploited for each of the multilateral reports required from every country, namely:

- Human Development Report: In-depth nationally-owned policy analysis document with bold policy messages
- MDG report: User-friendly report on the status of progress to date and distance to travel to reach the MDGs
- Poverty Reduction Strategy Paper: Medium-term action plan describing national poverty reduction programmes.

2.6 The Millennium Development Goals Campaign Unit

Following informal consultations with key civil society organisations (CSOs) and individuals with campaigning experience, the UN decided to set up a small Millennium Campaign Unit. The Unit is identified as a UN initiative to ensure maximum benefit from the UN system. It operates, however, at arms-length from the regular UN bodies, allowing more freedom of action and flexibility.

The functions of the unit are to:

- Disseminate information
- Forge connections with existing campaigns and movements
- Promote networking, consultations and partnerships, especially with civil society
- Co-ordinate campaign strategies and messages.

2.7 Government's role and responsibilities for the campaign

Governments are responsible for achieving the MDGs. Most governments have signed the Millennium Declaration stating their intention to put in place the necessary policies, implementation frameworks and resources to meet the targets. That is, however, the easy part. Meaningful engagement with the MDGs happens when governments demonstrate the political will to utilise the goals and targets to guide national policies and programmes.

Your government should not only have signed the Declaration, but should have translated the goals and targets into clear national development goals as demonstrated in the examples earlier. Many of the countries which have signed the Declaration have already developed national goals as a basis for their national campaign. The next crucial step is for the governments to put in place a plan to achieve the goals. Each government is also committed to reporting on its progress.

The challenge is not just one for national governments. Local governments also have an important role to play. The goals provide local authorities with a government-endorsed framework that can be used to push pro-poor reform and boost spending on health, education and the environment. The goals are also an opportunity for local authorities to unite with their citizens and members of parliament representing their constituencies to put pressure on their government to deliver.

For example

example
example

Roles for municipal governments

Perugia gates

On the occasion of the Italian peace march in October 2003, the MDG campaign sponsored eight gates representing the MDGs. These sparked interest from cities around Europe wanting to host the gates to support local events.

Carapegua local authority adopts the MDGs

In the city of Carapegua, Paraguay, the Municipality issued an ordinance and a resolution declaring the MDGs a core foundation of the strategic plan for community development. They also established a board of advisors to help implement programmes to achieve the MDG targets.

Los Angeles resolution

In Los Angeles a resolution was adopted supporting the MDGs. The debate leading up to the resolution contributed to putting international development at the heart of the city's agenda. It also triggered media interest and sent a political signal to Washington about the importance of pro-development policies.

2.8 Civil society's role and responsibilities for the campaign

Governments are responsible for achieving the MDGs. What is lacking is the political will to make this happen. Political will is not fixed, however. It can be changed if citizens hold their governments, donors and the private sector to account. In taking up the MDG Campaign, we refuse to be the generation that missed the opportunity to make the difference. After more than four decades of failed international targets it is time to do things differently.

Reflecting on the past, it is clear that acting together and focusing on the same issues are essential if we are to have a chance of changing the power balance and securing our vision. Each organisation and network will already be working on their own issues. By linking our work to the individual MDGs and the Millennium Declaration we can build up significant pressure on politicians.

Civil society can play a role by:

- Raising awareness about the MDGs.
- Engaging in actions to put pressure on decision-makers and monitoring what government is doing and/or supporting your government by providing examples of how it can be done.
- Strengthening existing local and national campaigns by linking them to an integrated international campaign. The eight goals are ones that thousands of civil society organisations (CSOs) have advocated for decades. The MDGs therefore provide a focus for building networks and partnerships. Through these partnerships, CSOs can provide examples of how we can make the MDGs real and relevant to local struggles, and can also strengthen campaigns by providing expertise, credibility and sometimes funding.

For example

example
example

Jubilee debt relief campaign links up with MDGs

The vision of the Jubilee Debt Relief Campaign is a world in which the people of the poorest countries are liberated from the crushing burden of debt, and in which the future financial arrangements between rich and poor nations are founded on fairness, accountability and transparency. NGOs around the world have united to campaign for debt relief for poor countries.

Agencies linked to the Jubilee 2000 debt relief campaign have long argued that debt reduction needs to be linked to poverty reduction.

MDG literature acknowledges that aid shortages persist, even after the Monterrey Financing promises. Without a near doubling of aid, most low-income countries (LICs) and hence most of Africa are unlikely to achieve the MDGs.

The Jubilee campaign argues that if the achievement of the MDGs is accorded the priority it deserves, further debt reduction will be essential. This is because the LICs do not have the necessary internal fiscal revenue, and they cannot necessarily count on sufficient foreign aid to fill the revenue gap.

(CAFOD, H Northover, October 2003)

For example

example
example

The People's Budget and Basic Income Grant (BIG) Campaign in South Africa

For the past three years, South African trade unions, churches and NGOs have collaborated to develop an alternative budget framework called The People's Budget. The initiative analyses the poverty trap in which half of South Africa's population lives and proposes an alternative macroeconomic framework based on developmental intervention by the government. The People's Budget recommends a review of fiscal policy towards developmental objectives, including the provision of national health insurance and a basic income grant to address the crisis of unemployment facing South Africa.

The People's Budget was preceded by national poverty hearings conducted by the national NGO coalition, in which communities throughout the country were called upon to provide input on the conditions of poverty and underdevelopment in their communities. It also included follow-up People's Budget hearings where CSOs, especially community-based organisations, were asked to give input on what they believed the national budget should prioritise. A similar model of popular budget hearings was later adopted by the Gauteng¹ provincial government.

The Basic Income Grant (BIG) campaign grew out of the People's Budget process. The BIG campaign proposes that a 100 Rand universal grant be provided to all those living in South Africa as a development grant to break the cycle of poverty in which the poor are caught.¹ BIG researchers estimate that the provision of a basic income grant would reduce South Africa's poverty gap by 74%, lifting 6.3 million people above the poverty line. They also demonstrate that the provision of BIG is affordable.

The BIG campaign falls entirely in the MDG framework. However, there has been no reference to the MDGs in any BIG research or campaigning activities. This is largely due to the low levels of awareness about the MDGs among CSOs in Southern Africa. Another contributing factor is the gap that exists between CSOs operating at the national level and multilateral institutions such as UNDP, at least in South Africa.

Increased communication about the MDGs with the CSOs active in the BIG campaign can result in the integration of the MDG framework and the BIG campaign. This can provide a boost to the MDG Campaign, especially to its advocacy efforts with government and the public awareness drive on the MDGs.

(N Gabriel, *the MDGs: Towards a civil society perspective on reframing poverty reduction strategies in Southern Africa*, Southern African MDG forum, July 2003)

2.9 The private sector's role in the campaign

The private sector can contribute its knowledge in organising and managing projects and the necessary technology.

For example

The logo consists of the word "example" in a red, lowercase, sans-serif font, positioned above the word "example" in a green, lowercase, sans-serif font. Both words are contained within a white rectangular box.

Corporate volunteers help to achieve Goal 8

In 1996, employees of SUEZ, a French group of companies specializing in energy, water and waste management, formed a humanitarian organisation to help poor communities in the development and management of water resources through sharing of knowledge and skills as well as material resources. SUEZ has sent many of its employees as corporate volunteers to help address waste and energy needs in developing countries. So far, missions have been carried out in Albania, Ecuador, Honduras, Mali and East Timor, and many more are in the planning stage.

2.10 The role of other actors in the campaign

Like the UN, other aid and development agencies also have a role to play in making the MDGs a reality. They can raise awareness of the MDGs, align their programmes to the MDGs and re-prioritise resources to MDG goals.

For example

example
example

Asian Development Bank throws its weight behind the MDGs

The Asian Development Bank (ADB) takes pride in its role in helping its developing member countries—and the entire region—achieve the Millennium Development Goals. But meeting them by 2015 will be a challenge, with many countries potentially falling short of achieving some or all of the targets. ADB is committed to creating an environment for achieving the MDGs, a shared responsibility of all development stakeholders. To assist in its work ADB dedicated a Review to highlighting MDG issues and providing examples of innovative projects that are eradicating extreme poverty and hunger, strengthening primary education, promoting gender equality, improving health, fighting HIV/AIDS, protecting the environment, and promoting partnership. For more information see: http://www.adb.org/documents/periodicals/adb_review/2004/vol36_3/vol36_3.pdf

The International Campaign to Ban Landmines (ICBL) case study demonstrates the importance of having all the various stakeholders act together to achieve a global goal such as the MDGs. It also provides a number of campaigning lessons that illustrate the approach in Section 3.

Case Study: International Campaign to Ban Landmines (ICBL) July 2004

The campaign to ban landmines has been widely celebrated as one of the most successful international campaigns. It mobilised grassroots activities, galvanised public opinion, lobbied governments and by the third quarter of 1997 had secured a treaty comprehensively banning the production, transfer, stockpiling and use of anti-personal landmines.

The issue

At the outset of the campaign in the early 1990s estimates suggested that more than 100 million mines had been scattered through over 60 countries as each month some 2 000 civilians were either killed or severely injured. In addition to the direct human costs the mines obstructed access to infrastructure, land and reconstruction efforts.

ICBL formation

In November 1991 the Vietnam Veterans of America Foundation and Medico International agreed to mount a campaign to bring together NGOs to call for a global ban on landmines. Around the same time in Europe Handicap International (HI), Mines Advisory Group (MAG) and Physicians for Human Rights launched a signature campaign to stop the “Coward’s War.” These two efforts were merged in 1992 when the five organisations together with Human Rights Watch agreed to coordinate their efforts and call a NGO conference on the issue. The conference called for an international ban on antipersonnel landmines, the establishment of an international fund to support victims and an effort to ensure countries involved in the trade contributed to the fund.

The International Campaign to Ban Landmines (ICBL) invited other NGOs to support these calls. Within two years over 350 organisations around the world had given their support. NGOs also advanced the cause through national campaigns launched in Cambodia, Sweden, Germany, Britain, the United States, New Zealand, Australia and Italy with Belgium, Ireland Canada, South Africa and Afghanistan following later. In addition to lobbying political leaders and meetings with government officials national efforts also included public awareness programmes and signature campaigns. Throughout the campaigns activists combined technical expertise and mobilisation.

Joint action

During the January session of the conference eight pro-ban states – Austria, Belgium, Canada, Denmark, Ireland, Mexico, Norway and Switzerland – met with the ICBL to discuss future strategy. Further meetings resulted in an offer by Canada to hold a small meeting for NGOs, pro-ban governments and international organisation. Although not apparent at the time, a profound change in the nature of the campaign was underway. To this point the principal pro-ban actors (NGOs and international agencies) had engaged in a relatively typical, if extremely successful, advocacy campaign. There was not doubt the despite a lot of sympathy the campaigners were lobbying from outside. Within months however the campaign was transformed into a strategic partnership between non-state actors and pro-ban states. In October 1996 the so-called Ottawa Process, a fast track diplomatic initiative to negotiate in less than 14 months an international convention to ban the use, stockpiling, production and transfer of anti-personnel mines was initiated at a conference attended by 50 states, the UN, ICRC and dozens of NGOs.

In 1996, a resolution was put to the General Assembly welcoming the conclusions of the Ottawa conference, and calling on states to; ‘pursue vigorously an effective, legally-binding international agreement to ban the use, stockpiling, production and transfer of anti-personnel mines with a view to completing negotiations as soon as possible. The resolution was passed 156-0 with ten abstentions. Having secured the global endorsement the effort to build political will shifted to regional initiatives.

The ban

The last major stop before Oslo was the Brussels meeting where NGO coordinator, Jody Williams, coined the phrase ‘no exceptions, no reservations, no loopholes’. In September in Oslo the Ban Treaty was negotiated and agreed. Had the U.S. not been present, a range of potential divisive issues might have occupied the delegates. Instead people were focused and the convention was strengthened during the course of the negotiations. States returned months later to Ottawa to sign the convention on 3 December 1997. One hundred and twenty two states signed the Convention. Three countries ratified the convention during the signing ceremony. The 40th ratification needed to trigger the enforcement of the Convention was signed by Burkina Faso in September 1998, a record turn around for any international treaty. The treaty came into force on 1 March 1999.

Ingredients of success

The campaign was striking for its multidimensional quality. Many actors were involved, including individual experts, NGOs, the ICRC, states and multilateral organisations. Multiple mechanisms were employed, such as preparation of expert studies, mass promotion material, lobbying of government from below, representation at international conferences. The following key lessons have been extracted to help you to develop an effective MDG campaign.

Articulate your goal and message clearly and simply

Every issue is complicated, but the importance of a focused, clear, concise and consistent message cannot be overstated. The success of the ICBL was defining antipersonnel mines as a discrete problem with the general context of the human costs of violent conflicts.

Political relevance and timing

Campaigns must be relevant. The changing global situation in the later 1980s and early 1990s was a critical factor in the development of the ICBL. The end of the Cold War made it possible for NGOs and governments to look at issues differently. Increased attention was being devoted to conventional, as opposed to nuclear weapons and the crisis around the impact of mines was growing.

Be inclusive

The ICBL has always subscribed to the big tent theory. To become a member it is necessary to inform the coordinator that you share and endorse the campaign's call for a total ban on antipersonnel mines and do at least one landmine related campaign activity per year. Each country and campaign was free to determine its own strategy based on the local context provided these all shared the one common goal. There were no dues and no restrictions. In addition, the effective working relationship between the ICBL and other non-state actors like the ICRC and the UN was crucial.

Communication

Clear and consistent communication is key. The campaign maintained close links to country efforts and stayed in touch using phones, faxes and emails. People were able to speak with authority about what was happening everywhere to eliminate the problem.

Consistency and continued commitment

The goal of the campaign remained the same. Campaigns fought tirelessly for the goal in every forum. As each victory was won they immediately developed the next strategy and action plan. Activists were committed to finishing the job they had begun. For example, as soon as the treaty was signed ICBL launched a plan for ratification and implementation. ICBL launched the Landmine Monitor as one mechanism to ensure compliance.

Speak with one voice

Despite significant differences of opinion were evident those closer to government and those working with victims all NGOs worked within the coalition framework. Major statements were agreed by consensus and circulated on ICBL letterheads. This enabled the ICBL to get a seat at several meetings where NGOs may be traditionally excluded.

Credibility

The ICBL grew out of fieldwork in mine affected communities. The campaign was led by organisations focusing on assisting victims and clearing mines, with most key individuals having years of experience in the field. Their unparalleled expertise could not be easily dismissed by military personnel or politicians. The campaign also included people directly affected by landmines. They made compelling spokespeople who could not be easily dismissed by politicians.

Provide expertise and documentation

Members of the ICBL carried out a concerted research agenda and disseminated its research widely to both governments and the public. Materials includes information on the impacts on landmines, global mine production, trade, stock and use as well as sophisticated legal analysis and advice on treaties. These were powerful advocacy tools.

Dual target

In all cases the national campaigns began with the twin objective of raising public awareness of the crisis and lobbying government officials to commit to a comprehensive ban.

Building from below

The greatest strength was the dozens of well-coordinated country campaigns. Although the objective was a global ban considerable effort was made to disaggregate the process through regional meetings and country campaigns. A strength was that the model of the national campaigns was remarkably consistent – an inclusive coalition. Despite this there was always flexibility for local campaigns to develop their own approach, structure and activities.

The state as a partner

Although the state is often seen as the target the landmines case underlines the importance of building partnerships between NGOs and sympathetic states. Solving landmines problems required changes in state policy and the consent of states. Therefore the campaign had to involve and engage the state and use pro-ban states to lobby other states.

Need for leadership and committed workers

Successful coalitions are large and diverse. But most operate on the work and experience of a dedicated core, supported by many. Leadership was key to the campaigns success.

Know how to organise

Typical coalition members do not have the skills and expertise to organise large scale events or to lobby. Issue expertise does little good without organisational expertise when it comes to campaigning. The ICBL produced education materials on how to organise national campaigns, prepare press releases, interact with the media and other aspects of campaigning.

Use every platform to promote your message

The media is just one of many platforms to promote your message. The ICBL used conferences, statements, resolutions, email, websites, personal contacts and the media to popularise its message.

This case study has been compiled from:

The Landmine Ban: Case Study in Humanitarian Advocacy by Don Hubert with preface by N Macfarlane, Institute for International Studies, Occasional paper 42, 2000.

The Campaign to Ban Antipersonnel Mines: Potential Lessons, S. Goose, FIM 2000.

Chapter 3:

Planning a Campaign

What is on this page?

3.1 What is a campaign?

3.2 Types of campaigns

3.3 Campaign truths

3.4 Campaign strategy

3.5 Campaign tips

3.1 What is a campaign?

There are many possible definitions for a campaign and the activity of campaigning. Some of the more useful definitions are as follows:

- Campaigning is speaking up, drawing a community's attention to an important issue, and directing decision-makers towards a solution.
- Campaigning involves putting a problem on the agenda, providing a solution to that problem and building support for action to solve the problem.
- Campaigns can involve many specific, short-term activities to reach a long-term vision of change.
- A campaign is a series of actions directed at changing the policies, positions or programmes of any type of institution.
- Campaigning involves working with other people and organisations to make a difference.
- Campaigning consists of differing strategies aimed at change at the local, provincial, national and/or international levels.

(Adapted from SARA/AED Advocacy Training Guide, by R. Sharma)

In summary, a campaign is an effort to bring about some change. It is not one single action, but a combination of a number of actions, reports and events put together in a sequenced plan (UNDP, Blue Book).

A campaign should be **big** enough to make a difference, but **manageable** enough to get short-term results. It should build the **base for future** campaigns and actions.

3.2 Types of campaigns

There are many different types of campaigns you can run:

- Mobilising and involving people – for example, anti-crime campaigns or the polio campaign

For example

The graphic consists of the word 'example' in a bold, red, sans-serif font, positioned above the word 'example' in a lighter, green, sans-serif font. The text is set against a white rectangular background.

Volunteers help realise Goal 6: Halting the incidence of major diseases

In 2000, ten million people volunteered to support the immunisation of 550 million children as part of the Global Polio Eradication Initiative. The vast majority were concerned citizens, volunteering in their own communities. They gave their time to ensure that children reported to immunisation stations, were properly documented, and received the oral vaccine. The total value of the support provided by volunteers was estimated at \$10 billion, well beyond the reach of governments or international and national organisations. This example illustrates well how the solidarity and creativity of millions of ordinary people, channelled through volunteerism, are key to achieving the Millennium Development Goals (MDGs).

- Pressurising decision makers – for example, marches to councils / police stations demanding national or global action.

For example

example
example

Palestinians and Israelis march

On 7 February 2004 an estimated 3000 protesters, including Palestinians and Israelis, demonstrated against Israel's controversial separation barrier which cuts through the West Bank. Protesters marched along the wall for two kilometers in the biggest anti-wall demonstration yet.

"No to apartheid," and "the wall creates a prison for Palestinians, a ghetto for Israel," the demonstrators chanted, many of them waving Palestinian flags.



The protest was organised to put pressure on the Israeli government by two peace groups, the Israeli-Palestinian Taayush movement and the Israeli Gosh Shalom Movement. They call for ending the occupation and withdrawing from the West Bank.

For example

example
example

Citizens unite to achieve Goal 2:

Global Campaign for Education (GCE)

Education is a basic human right and is fundamental to the fight for human dignity and freedom. Worldwide, 125 million children and 880 million adults have been denied that right. A further 150 million children will not finish primary school.

The Global Campaign for Education (GCE) promotes education as a basic human right, and mobilises public pressure on governments and the international community to fulfil their promises to provide free, compulsory public basic education for all people; in particular for children, women and all disadvantaged, deprived sections of society.

April 19-25 2004 saw the world's biggest ever lobby on education. The Campaign mobilised 850 000 people in 105 countries to lobby for Goal 2 by calling on their governments to prioritise and provide resources for education.

In support of the GCE, young people in the UK invited their MPs to come back to school for a day, and told them why they think education is so important.



Source: GCE website

- Informing and educating the public – for example, voter education campaigns

For example

example
example

Uganda postage stamps

Uganda issued a set of postage stamps on the eight MDGs. The designs were developed during an earlier action, an MDG painting competition in secondary schools.

- Changing behaviour and attitudes – for example, HIV/AIDS campaigns such as the TAC campaign detailed at the end of this section.
- Persuading people to support something – for example, election campaigns or campaigns against hunger

For example

example
example

Brazil takes action on Goal 1: Zero Hunger Campaign

President Lula da Silva's Zero Hunger Campaign is an innovative approach to eradicating hunger and achieving MDG Goal 1.

Brazil has one of the highest income inequalities in the world. There are 46 million poor people in Brazil. Zero Hunger was created to fight hunger and its structural causes, going beyond eliminating hunger today by ensuring long-term food security for all Brazilians. It aims to ensure that all families are able to feed themselves with dignity and with the regularity, quantity and quality required for the maintenance of physical and mental health. The program includes direct aid to the poor, but also training to help people feed themselves, and it involves businesses and ordinary citizens as well as government.

Zero Hunger gives the poor an electronic Food Card to receive food aid if they take a three month literacy course. It teaches them how to build cisterns to collect rainwater and how to plant vegetable gardens. It also enlists local community volunteers to help collect emergency food baskets, clothes and medicine, provide weekly meals for the hungry, develop seed banks, offer courses about food nutrition, etc. Popular support for the program is very strong, with affluent neighborhoods organising gift campaigns and large companies offering free advertising, phone lines and other services. "Micro-credit" financing—small loans to poor people to set up a business or family agriculture—is especially encouraged, as it has been so successful around the world.

The Zero Hunger project is inspiring people in all walks of society (actors, musicians, churches, youth groups, business, etc.) to form partnerships with government in this effort. As President da Silva explains, "If every business entity, every person who has a soul and political awareness in this country decides to join this campaign to do away with hunger...it won't be the miracle of one President. It will be the miracle of the Brazilian society...Don't keep waiting for the Brazilian government..."

And finally, campaigns that build a positive image for an organisation or a brand – for example, the campaign to market South Africa as a tourism destination. Many public issue campaigns combine more than one of the above types of campaigns.

3.3 Campaign truths

Anyone who runs a public issue campaign must bear in mind the following universal truths about campaigns:

- The best public issue campaigns are based on hopes and dreams, rather than fears and problems. If you want to involve people you must inspire them and generate enthusiasm for the campaign. They must feel that something will improve if they support your campaign. Negative approaches that exploit emotions like fear or anger can sometimes mobilise people for a short period, but are much harder to use to build organisations or transform society.
- Campaigns will only succeed if you can make your target audience identify with your issue – make sure you know your target audience and have done research about their concerns, values and views on the issue.
- Every successful campaign needs a clear identity and a message that the public understands. This means you need logos and slogans that people identify with the campaign. You also must be clear about the message that you want to get across in all the speeches you make or media you produce. The message sums up the key things that you want the public to understand around your issue.
- Once your target audience identifies with the issue, you have to move them to take action. To do this you need a mobilising and organising strategy.
- A successful campaign never moves off its message. Do not get diverted by other issues, especially by opposition attacks. Stick to the positive message you want to get across, regardless of what other people say. This enables you to set the agenda.

3.4 Campaign strategy

This section has been written using materials from the Advocacy Institute, Advocacy Resource Handbook, 2004 and the SARA/AED Advocacy Training Guide by R Sharma.

This section outlines models of a campaign, and takes you through eight areas you need to cover in determining your campaign strategy and plan.

Campaign models

Campaigns are based on identifying a problem and finding a solution to that problem. Sometimes they involve creating the political will for change. The relationship between these three elements is depicted in the diagram below:



Adapted from SARA/AED Advocacy Training Guide by R Sharma

A campaign can succeed when, concurrently, a problem is recognised, the solution is accepted and there is political will to act. This overlap usually occurs during a short window of opportunity that must be seized.

Campaigns must be based on the aims of your organisation and must have clear goals. A campaign must be well researched and properly planned. Each phase and action must have the human and financial resources needed to succeed.

Many campaigns get off to a great start and then fizzle out because of bad planning. Just as a successful campaign will strengthen your organisation and motivate people to get involved, a failed campaign will weaken your organisation and disillusion your supporters.

The diagram below illustrates all the steps you need to take in determining your campaign strategy and plan.



Adapted from SARA/AED Advocacy Training Guide by R Sharma and Advocacy Institute Advocacy Resource Handbook, 2004

Step 1: Problem analysis

What is the problem or issue?

Before you can develop a campaign strategy you must do research and analysis that provides you with:

- Clear campaign objectives, so that you know exactly what you want to achieve

- A good understanding of your target audience and their concerns, values and interests
- An understanding of the main challenges and tasks that you face in the campaign
- An analysis of your own weaknesses and strengths in terms of meeting these challenges and doing the tasks
- An analysis of the opportunities that you can exploit and the threats that may derail your campaign.

Identifying the issue or problem around which there will be action is referred to as setting the campaign agenda. You need to decide which problem to address. The problem could relate to one of the MDGs or to creating a world without poverty, which would involve all eight goals.

Identifying a problem involves analysing the local and international political, economic and social context, local culture and available resources.

There are always many potential problems that a campaign can tackle. The MDGs have selected eight key issues to focus on. Within each of these issues a number of sub-issues can be identified and will need to be put in order of priority.

The following pointers provide a guide to selecting a problem or issue to focus on:

- Will resolving the issue result in a real improvement in people's lives?
- Will the campaign give people a sense of their own power?
- Will the campaign strengthen organisations and citizen power?
- Does the campaign advance the efforts of an overall MDG?
- Can the campaign be completed or show some good results within one year?
- Is the issue widely and/or deeply felt?
- Can you mobilise enough of a support base around the issue?
- Is the issue consistent with your values and vision?
- Can your organisation claim some credit for the campaign?

Step 2: Goals and objectives

What are you trying to achieve?

Goals

A goal is what you want to achieve. It is the end point. To achieve the goal you need to define a series of objectives which include a statement about who needs to act or make a particular change and by when. Your campaign should have very clear objectives or goals. You may have long-term objectives as well as short-term objectives.

There are several possible overarching approaches to a campaign, namely:

Education:

Raising awareness. For example, raising awareness about TB, in developing countries to help minimise its impacts, or raising awareness about the plight of people in Africa, so that the public in developed countries will better understand and sympathise with your cause

Social mobilisation / building the constituency for change:

Citizens become aware of their power, and use this power to secure change in a process, policy or party in power

Persuasion:

Persuading decision-makers to change a process, either formal or informal, for example, a campaign for a people's budget that aims to change the way in which a national budget is decided and allocated or organisations lobbying government regarding social security benefits for single mothers unable to obtain financial support from the fathers of their children

Changing attitudes and behaviour:

Persuading people to change their behaviour, for example, campaigns around HIV/AIDS that aim both to raise awareness and to change sexual behaviour

Co-operation:

Building collaboration between groups (usually communities and the state or business) to achieve a goal, disseminate innovations, provide state services and/or improve local infrastructure

Litigation:

Promoting change by using the court system to test and challenge laws and institutions as detailed in the Section "Using the law"

Direct action:

Using direct actions to challenge and draw attention to a problem, and through this, pressurise for change. Non-violent action involves confronting unjust uses and abuses of power to bring about democratic change, for example, the demonstration against the Iraq war or activities by NGOs in South Africa to provide a platform for the poor to be heard

For example

example
example

Millions march against war in Iraq

Uganda issued a set of postage stamps on the eight MDGs. The designs were developed during an earlier action, an MDG painting competition in secondary schools.

For example

example
example



Millions march against war in Iraq

Over 6 million people took to the streets in cities around the world on 20 & 21 March 2003 to protest against the war in Iraq. This was the biggest anti-war demonstration seen since Vietnam. The demonstration in London was the biggest yet in the UK's political history.

Source: BBC

For example

example
example

South African poor speak out

Despite one of the best Constitutions in the world millions of South Africans continue to live in poverty. Frustrated by the lack of focus on social and economic rights the South African NGO Coalition, in partnership with the Gender and Human Rights Commissions, initiated the Speak Out on Poverty Hearing. The nation-wide hearings were held over 2 months. The hearings moved from village to village providing the poor with a platform to share their perspectives on what social and economic rights mean for them and how they experience poverty.

After over 10 000 submissions commissioners drawn from outside government were able to identify gaps between constitutional rights, laws, policies on the one hand and people's lived experiences on the other. The findings were presented to parliament around the same time as the first report on South Africa's Human Rights situation. The hearings were both a tool of empowerment and mobilisation in the hands of the poor and a tool in the hands of their advocates to lobby government.

Objectives

The goal is the overall long-term aim of the campaign. This is supported by two kinds of objectives – intermediate and short-term. Intermediate objectives reflect victories that might be accomplished midway through the campaign. Short-term objectives are steps required to achieve intermediate goals.

There are three important things to remember when you set an objective:

1. An objective should be measurable – you should be able to count or measure what you have achieved.
2. An objective should have a time-frame or deadline – by when will you have achieved it.
3. An objective must be realistic and achievable.

For example

example
example

Citizens in El Salvador run an effective campaign

Citizens in El Salvador, co-ordinated by the CSO Social Watch, developed an innovative plan to fulfil the MDGs. A brief outline of the campaign objectives and actions follows:

Objective 1: Secure political commitment

Activities:

- Lobby officials of the government
- Lobby political parties
- Lobby UNDP representatives

Objective 2: Establish mechanisms to translate the MDG goals into national goals

Activities:

- Lobby government
- Co-ordinate civil society organisations

Objective 3: Raise awareness

Activities:

- Conduct information media campaign
- Produce and distribute printed materials
- Lobby local authorities
- Pilot national targets in selected municipalities
- Secure the support of high profile personalities

Objective 4: Achieve co-ordinated monitoring by civil society

Activities:

- Lobby national NGOs
- Set up broad social watch network
- Regional and international links and reporting

Step 3: Stakeholders

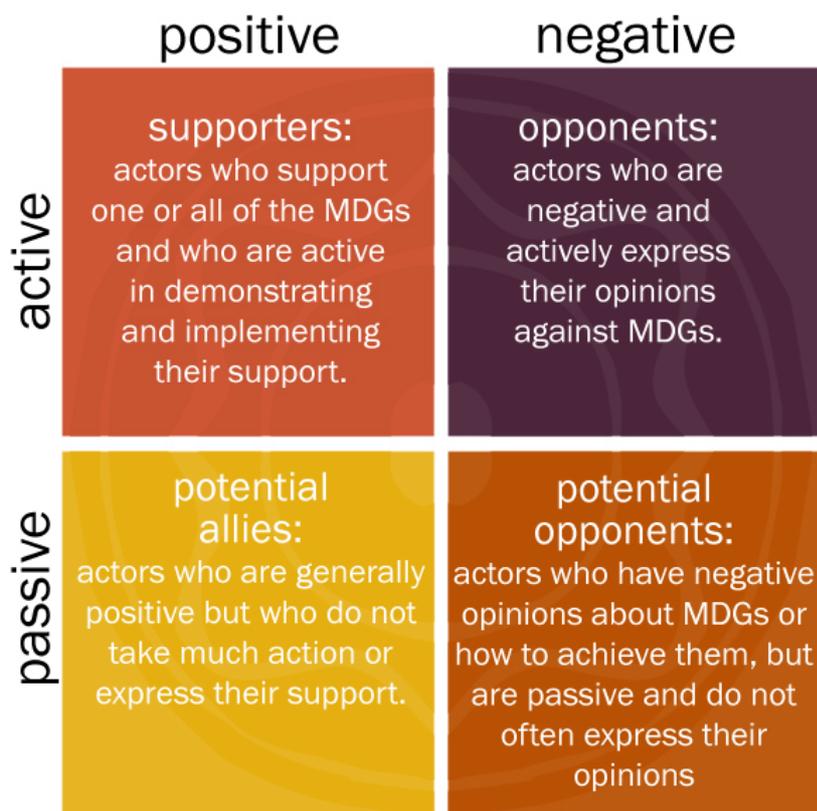
Who can help you achieve the goal?

It is important to understand all the various groups of stakeholders – those with power, supporters and opponents and the dynamics between them.

Stakeholder analysis

Each movement for change is an uphill battle. To assess how difficult the battle will be, you need to understand who your allies and opponents are, and the relative power and influence of each. You need to recognise that most organisations are not monolithic blocs. With most sectors and organisations there will be some people who support you and some who oppose you.

The following matrix is a useful tool for mapping the key actors.



UNDP, the Blue Book: a hands-on approach to communicating the MDGs, 2004

Create a list of your allies and opponents. Once you have a list, you need to consider the relative importance of those on the list.

The following questions will assist you:

- How many people are involved in the group, sub-group or organisation?

- What is their political power base?
- What is their reputation?
- What is their financial situation?
- What is their citizen support base?
- What skills and information do they have?
- What is the media's relationship with these people?
- What will your success give them / cost them?

Target audiences

Once you have mapped the stakeholders, you can determine your target audience. Who are the people you need to make the changes? Primary targets are the people who have the power to make your solution a reality, e.g. political decision-makers. You also need to target secondary targets – individuals and organisations who do not have direct power to achieve the goal but who are in a position to pressurise your primary target into making the changes you desire.

Possible target audiences include:

- A government official – best influenced by data and understanding the consequences and benefits of change
- A political representative – best influenced by the impact the change is likely to have and by the numbers of people affected. The international community – like to add value. Provide examples of how their contribution will make a difference.
- The media – like simple direct messages, such as personal stories, controversial issues, eye-catching images and the use of high profile celebrities
- A potential ally – will respond to the vision of the future you share
- An individual – responds best to personal stories and the views of high profile influential people.

Step 4: Message

What do the target audiences need to hear?

A message is a concise and persuasive statement about your campaign goal that captures what you want to achieve, why and how. The message should also include the specific action you would like people to take. Every campaign will have a core message which is called the “primary message”. That message is then tailored to different audiences in “supporting messages”, depending on what they are ready to hear. A simple message has great power.

These are the key elements of a message:

- **Idea** – This includes what, why, how and what action.
- **Consistency** – Messages are not absorbed overnight. Repetition is vital. Your message must be consistent. Deliver the same message in different ways, using different words and actions so that it does not become boring. Be persistent.
- **Length** – The message should be focused and short.
- **Language** – Use clear, inclusive, powerful language. Use everyday language and no jargon. Avoid technical terms. Use positive rather than negative images.
- **Human face** – Wherever possible, give the issue a human and local face. Make it personal.
- **Messenger** – Use the organisation or person who will be most credible and mobilise the most support.
- **Format** – Consider what is the most effective medium to deliver the message (see Tools below).
- **Time and place** – Consider what timing and place will enhance the credibility / impact of your message?

Every message must have a primary message – for example, “We can eradicate polio by 2005” or “We can eradicate extreme poverty and hunger by 2015”. The primary message is then built on by supporting messages that allay fears, meet needs of different audiences, build passion and broaden support. Supporting messages often talk about how the objective will be met, how much it will cost and the methods by which it can succeed. Supporting messages are only used after the primary message has been disseminated and only if a particular audience needs reinforcement.

Primary and supporting messages work together. In the first years of the World Health Organisation (WHO) campaign the focus was on the primary message. Since attitudes have changed, the supporting messages have become more prominent, focusing on how the goal can be achieved.



...When developing your message:

- Keep it simple.
- Determine your primary message.
- Create your supporting messages for each audience.
- Everything must be repeated.
- Stay on the message until the message gains power and influence.
- All actions and activities speak, and they must all speak the same message.
- Combine the emotional and the rational.
- Do not use jargon.

(UNDP, Blue Book)

case study

Messages in the WHO polio campaign

The World Health Organisation (WHO) campaign to eradicate polio has many different dimensions, and the actual programme takes different forms in different countries. Yet the overall message has been the same.

Primary message:

"We can eradicate polio by 2005."

The message has worked because it created a simple compelling goal that motivated various audiences: philanthropists, NGOs, health organisations, religious organisations, developed countries and countries afflicted by the disease. The primary message was coupled with supporting messages targeting specific audiences.

Supporting messages:

Supporting message for donors

"The global funding gap of US\$ 210 million for activities from now until 2005 remains the single greatest risk to polio eradication."

Supporting message for G8 countries

"France, Germany and Italy must follow the lead of their G8 counterparts and fulfil their financial pledge and commitment to polio eradication."

Supporting message to governments of countries where polio is endemic

"Political commitment and ownership at the sub-national level needs to be established or strengthened, to mirror the strong existing commitment at the national level. Ongoing polio transmission in the endemic countries will continue to pose a risk to children everywhere until polio is eradicated."

Supporting message to countries where polio has recently been imported

Polio has recently been imported from endemic countries into nine previously polio-free countries. Importations will remain a risk until polio is eradicated everywhere and should be treated as a public health threat, requiring a full and immediate immunisation response.

The primary message, coupled with supporting messages, created an incentive and challenge for each audience. The key question to each stakeholder is: What steps will they take to accomplish what is being asked?



MDG Messaging

- Use simple messages in commonly used local languages to relate each goal to day-to-day livelihood activities in communities.
- Spread MDG message according to a specific target group - if it is children, then the following can be used - photo competitions, graffiti, T-shirts. For the general public (other than the MDG report written in simple and accessible language) use pocket-size brochures and pamphlets.
- Brainstorm about who your exact audience is, and the desired outcome of the message and communication. Would it be helpful to start with simple initial messages and later introduce more detail on goals, targets, etc?
- The most important and the hardest part is determining the message. Once determined, there is a wealth of experience and examples on how to convey messages effectively. This includes conveying messages in post-conflict settings with limited infrastructure, traumatised populations and low levels of education.
- To find an appropriate message consider the following: the Millennium Declaration itself; adapting the MDGs to focus on a minimum threshold for survival and well-being; boiling each MDG down to its essence and phrasing it in a positive way (such as "making sure your family/neighbours have enough to eat"); speaking to the strength and dignity of the people and country to encourage responsibility and leadership, while recognising that partnerships and support are necessary; including aspects of the global nature of the needs and action (as demonstrating universality can be empowering).
- To avoid simply raising expectations and inviting rebellion if the goals are not met fully, communicating MDGs to communities must be accompanied by a clear vision of how the communities can themselves help to achieve national development goals.
- MDGs should be an integral part of a civic education process for ordinary citizens so that they can hold their own governments accountable for commitments they have made in global conferences. MDGs should form a part of demands for good governance and democracy.
- MDG campaigning is best suited to well organised groups in civil society that already have an interest and stake in development efforts and wish to have the potential to influence decision-making at local and national levels.
- MDGs can only become relevant to poor people through a facilitated empowerment process. In such a process, participants analyse problems and identify solutions, and take collective action, individually or through partnerships with government and other stakeholders. Such a process is only relevant if backed up with real inputs from local government and/or NGOs.

(Taken from UNDP responses to UNDP Sierra Leone Query, April 2003)

Step 5: Tactics

How can you get them to hear it?

Your mobilising strategy should aim to reach the broad public, to get your message to them and to mobilise support. Most of your campaign budget and human resources should be spent on this part of the campaign. Mobilisation is hard work, and it is tempting to spend more time and money on media and less on direct contact and outreach work. Remember that it is easier to change people and to get them involved in your campaign if you are interacting and engaging with them directly.

Your mobilisation strategy depends on the nature and target of your campaign and you should spend some time on careful planning.

Planning should focus on doing the following:

- Identify where your target audiences are located.
- Decide which outreach methods will be most effective to get to them and then organise activities like workshops, road shows, door-to-door work, sectoral meetings and forums (where you send a speaker to a specific target group like schools, workplaces, churches, etc.), street theatre, information tables, exhibitions, sport or entertainment and big events.
- Get key individuals and organisations to back you publicly, for example, local personalities, popular people and leaders of organisations.
- Do not over-talk but organise some activities that will mobilise and involve people.
- Work out the phases of your campaign and when the campaign will peak.

Within your broad strategy, there are a number of tactics you can use, relating to specific tools. Section 4 provides a list of tools namely:

- Using the media
- Building networks and coalitions
- Advocacy and lobbying government
- Direct action
- Action research
- Using formal political processes
- Using the law

Guidelines for choosing the most appropriate tactics and tools are as follows:

- Does the tool suit your goal / objectives?
- Can your organisation handle the tactic?
- Does the tool fit with your values and rules?
- Do you have experience to carry out the tactic?
- Will the tactic be effective for the target group?

Step 6: Messenger

Who do they need to hear it from?

The same message can have differing impacts, depending on who communicates it. Who are the most credible messengers for each audience? For some audiences an “expert” is credible, for others an “authentic voice” moves them and for yet others it is a high profile respected figure’s support that makes the difference. Once you have identified the messenger, you need to identify what you need to do to equip them to deliver the message. What information do they need? What skills and back-up?

For example

example
example

Joachim Arputham, Indian Slumdweller, speaks out

Joachim Arputham, 53, leader of the National Slumdweller's Federation in India was born in the Kolar Gold Fields. His parents were originally well off but by the time he was 16, his father had lost everything. Young Joachim, frustrated by his poverty, ran away and landed right in the midst of one of Mumbai's most ghastly slums. In Chembur.

He knew carpentry but could not get a job. Instead of letting frustration get the better of him, he assembled his friends and formed a local band. Every evening, they would get together, sing and play music. As no-one could pronounce his name he called himself Jockin and soon became a well know figure on the streets.

What bothered Jockin most was the way people treated slum dwellers despite the fact that many among them were educated and had decent jobs. The slums were squalid and had no sanitation, no water, no toilets. Those who lived there were treated worse than street dogs.

So, one morning, Jockin along with kids in the area picked up the garbage, and dumped it at the local municipality's office and they went on a picnic, laughing and joking about the prank.

The next morning the cops came and picked up Jockin. "Why did you do this?" they asked him. "What option did I have?" he replied. "No one was ready to listen to us or even acknowledge the fact that we existed. We are not asking the municipality to clean our slums. All we want them to do is pick up the garbage and take it away, as they are supposed to".

There was a heated argument but eventually unable to counter the authentic voice of Jockin, he got his way. The slum dwellers won their first victory against the neglect and callousness of the local civic authorities.

For example

example example

Using high profile figures: Pop star speaks out against trade injustices

A UK Charity, Christian Aid, invited pop star, Ronan Keating, to join them in Ghana and see the impact of unfair trade. On his return Ronan said he was determined to share the stories of the people he met in the fields and markets of Ghana, in the hope that people will be inspired to campaign for trade justice.

One example of an unfair trade practice is the issue of agricultural subsidies. Many African countries are prevented from providing subsidies and at the same time they compete for a market with subsidised imported produce. There is no winning. Ernestina Doku, a widow with three children, met Ronan in a paddy field in Dawenya. Despite the rich and fertile land, she and many Ghanaian rice farmers are struggling to make a living. 'My husband died because rice could not sustain our family,' Ernestina said. 'We had no money for medical bills and he died at home.' Many rice farmers have been forced to leave the fields. Ernestina is not alone.



Source: Christian Aid Website

Step 7: Resources

What advantages / resources do you have?

Every campaign requires resources. You need to start by assessing the resources you already have and can build on. Some questions to guide your assessment are as follows:

- How many members / volunteers do you have, and how many potential additional people?
- What is your organisation's source of power?
- What is your reputation?
- What are your skills?

- What information do you have available?
- What networks exist and how could they be used?
- What indirect resources do you have at your disposal?
- What funds do you have available?

Step 8: Assessment

How can you assess whether it is working?

It is important to conduct an assessment of the campaign, both at intervals throughout it, and once it is completed.

As with any journey, the course needs to be checked along the way. Your strategy needs to be evaluated, revisiting each of the questions above to check that you are on the right course. Successes and failures need to be analysed to understand what made them work / not work. This information is used to learn from your past actions and to make changes to your strategy – to discard those elements that are not working and / or to strengthen those that are. Assessment at the end of the campaign enables you to make a final evaluation and extract lessons for future campaigns.



On Campaigning

These tips have been drawn from the Advocacy Institute, Advocacy Resource Handbook, 2004 and the writers own experience.

Here are some general tips for civil society organisations conducting campaigns in support of the Millennium Development Goals.

- *Focus* on a single compelling message.
- Work out a clear *action plan* and make sure you get publicity through media and outreach to the public. Work out the phases and the budget and raise the money or donations you need as early as possible.
- Ensure that the campaign has a *local* component as well as a *global* one. The campaign should adopt a bottom-up approach, linking grassroots experiences to national, regional and global initiatives.
- Adopt an *alliance-based approach*, linking up with other organisations, making use of existing forums and harnessing existing capacity to advance the campaign.
- *Ask a lot*. If you do not ask anything you will not get anything. Too often people are afraid the answer will be no and therefore don't ask. So make it a point to ask. It is easy for someone to say no once. After the tenth or twentieth time it becomes harder to say no. Ask often. (*UNDP, Blue Book*)
- *Leadership* is key to any campaign. There are many different forms of leadership that each have a different role.

- Some of the more common forms of leadership are:
 - Role models and mentors
 - Visionaries who think in the long term
 - Strategists who identify the part of the vision that is attainable
 - Historians who keep a movement's memory alive and collect stories
 - Resource mobilisers who cut through bureaucracy and institutional inertia
 - High profile people who provide credibility and authority
 - Educators who use information and experiences to educate people
 - Organisers who assemble others to raise the stakes and make the powerful uneasy
 - Inside negotiators who know the system and use that knowledge to apply pressure on the powerful
- Generalists who bring many years of experience to the effort.
- *Timing* is key in any campaign. This includes the timing of actions, when you approach decision-makers and when you hold your media events.
- The best campaigns are those that have a personal / human face. People like to identify with other people and their stories. Wherever possible, identify people whose stories other people can relate to, and weave these stories into every aspect of your campaign.
- Being honourable is key to both your own and your campaign's credibility. This includes never lying, always being polite even when you are tackling controversial issues, never breaking a promise and keeping off the record comments confidential.
- A key to success is knowing your opponents' arguments and being able to counter these when lobbying decision-makers.
- Balance the *reasonable and the demanding*. Particular messages are appropriate at particular times. At times you need a strong message. It might anger some people, but it places the issue on the agenda. At other times you need a more moderate message. The challenge is to balance the different messages, based on the context, and to make sure that the two work together and not against each other. For example, a strong message may be needed to get people's attention, opening opportunities for a more subtle messenger to start negotiations. This can be effective only if the two messengers understand their respective roles and work in support of each other.
- If you are trying to secure far-reaching change you need to address a large number of people. People-centred strategies and tactics that mobilise people become essential in such campaigns.
- Always report back to the community.
- Make use of flagship days like international days for the elimination of poverty or human rights.
- Evaluate every campaign and project regularly and learn from your mistakes.

Treatment Action Campaign, South Africa: Case Study July 2004

Introduction

The Treatment Action Campaign has campaigned for Goal 6 since before the goal was adopted. This case study provides an innovative civil society response to holding their government to Goal 6 *“Halt and begin to reverse the spread of HIV/AIDS and the incidence of malaria and other major diseases.”* It is an excellent example of how to run a local campaign linked to an international movement.

On 10 December 1998, International Human Rights Day, a group of about 15 people protested in Cape Town to demand medical treatment for people living with HIV/AIDS. Passers-by were surprised. They did not realise you could treat AIDS or that medication was freely available in Western countries. By the end of the day the group had collected over 1 000 signatures calling on government to develop a treatment plan for people living with HIV, and the Treatment Action Campaign (TAC) was born.

Following the death of his friend and comrade and his own illness, TAC leader, Zackie Achmat, decided it was time to take action – to fight for access to treatment.

The launch of TAC opened a new chapter in AIDS politics in South Africa. People were tired on messages of doom and gloom. TAC has engaged in an innovative and successful campaign. The message has been loud and persistent. Neither the government nor the pharmaceutical industry has been able to ignore it.

Context

Close to 38 million adults and children worldwide are living with HIV. Although Africa is home to only 10% of the world's population it has 70% of people living with HIV worldwide. By 2004 the HIV/AIDS epidemic in South Africa had emerged as one of the greatest threats to society. It is estimated that 27% of pregnant women are HIV+ and approximately 5 million South Africans have HIV/AIDS. Adult mortality has undergone a real increase of more than 40% between 1997 and 2004. It is estimated that 1.5 million South Africans will die in the next few years from AIDS and by 2010 2 million children will become orphans because their parents have died of AIDS-related illnesses.

TAC campaign

TAC aims to:

- Campaign for affordable treatment for all people with HIV/AIDS
- Fight for treatment for pregnant women with HIV to reduce the number of children who contract the virus
- Campaign for a health system that provides equal treatment for all South Africans
- Teach ourselves and others about HIV/AIDS treatment
- Train a leadership of people living with HIV.

TAC has over 8 000 members and offices around South Africa. In addition, it has mobilised a network of supporting organisations including the unions, religious groups and an NGO coalition.

TAC has over the years focused on five major campaigns:

a) Treatment literacy

Perhaps TAC's greatest achievement has been to raise public awareness about AIDS treatment and to provide hope that poor people will be able to access treatment. Through public protests, presentations to Parliament, regular media coverage, community mobilisation and networking, TAC has put the issue squarely on the public agenda.

b) Mother-to-child transmission

TAC has campaigned tirelessly for treatment for HIV-positive pregnant women to reduce the number of babies contracting HIV. They campaigned against the government's decision to suspend pilot sites in 1998. They have provided research to support the campaign. The findings of the research were presented to Parliament and the Minister of Health. In 2000 TAC organised a Global March for Treatment at the International AIDS conference in Durban. In August 2000 the Minister announced 11 pilots using Nevirapine to reduce Mother-to-Child-Transmission (MTCT). TAC vowed to continue legal action against the government if these pilots were not extended into a national programme.

In 2001, TAC mounted a legal challenge to government, nationally and in all nine provinces, to secure mother-to-child treatment, and won. The Court ordered both provincial and national government to make Nevirapine available to pregnant women with HIV who give birth in the public health sector, and to their babies. It also declared that the respondents are under a duty forthwith to plan an effective comprehensive national programme by the end of March 2002 to prevent or reduce the mother-to-child transmission of HIV.

The SA government challenged the ruling in the Constitutional Court. Again TAC won. On the 5 July 2002 the Constitutional Court affirmed the High Court ruling.

In the first week of action, TAC members handed over documents charging the Minister of Health and the Minister of Trade and Industry with culpable homicide for failing to issue compulsory licences. Activists refused to leave police stations until the two Ministers were arrested. In Sharpeville a charge document was opened and members agreed to disperse. In Cape Town members were arrested and then released. In Durban police sprayed tear gas to disperse the crowd and used water canons on demonstrators, resulting in the hospitalisation of a number of volunteers.

The action was supported with innovative posters and media releases.

On 24 April, International Day of Action, the second action took place. Demonstrations were held without permission, again with mixed reactions. This was supported by demonstrations around the world. For example, in Nairobi activists held a press conference. In Tokyo, 600 paper cranes, representing the 600 people a day dying of AIDS in South Africa, were handed over to the South African Embassy. In Amsterdam 600 red tulips were handed to the Embassy. In Los Angeles, London and Milan 600 pairs of shoes were placed before the Embassies.

The civil disobedience campaign generated a huge amount of activity over a short period of time and added to the public pressure on the government. With the adoption of the Operational Plan for Comprehensive Treatment and Care for HIV and AIDS on 19 November 2003, TAC formally ended its civil disobedience campaign.

Lessons

Campaign plan

Every successful campaign needs a clear analysis of the problem, a clear campaign goal and a well thought out plan that takes into account the local context and the organisation's resource base. The TAC effectively identified the problem and a solution, and has focused on creating the political will to implement the solution. The campaign objective was always been clear – affordable treatment for all. TAC successfully identified supporters (HIV+ people, NGOs, unions), potential supporters (the medical profession, academics, officials), opponents (government and the pharmaceutical companies) and potential opponents (ANC). It worked on each group to win them over. At different times, different tactics and tools were used. Throughout all these actions the message was consistent.

Finally TAC continually expanded its support base by appealing to the public through personalised heart-rending stories about TAC members. In particular, people responded to the human angle and the drama contained in media coverage of Achmat's declining health and his continuing refusal to take drugs until the Government committed itself to treatment for all. This was accentuated further by coverage of visits by Mandela to the ailing Achmat, with parallels being drawn between the two activists' principled stands, demonstrating the power of public support by a high profile figure.

Networks

One of TAC's real strengths has been its network. Locally in South Africa TAC forged an alliance with the biggest trade union federation, religious leaders and NGOs. Every time it took a step, with the exception of civil disobedience, it brought these partners along with it. Internationally, TAC mobilised activists around the world to support its campaign and put pressure on the government. This meant that each time government failed to respond, the whole world knew. This proved to be deeply embarrassing for the South African government.

Lobbying government

While TAC has been in almost constant conflict with certain Cabinet members, it has maintained contact and collaboration with senior officials. In short, TAC has in the main managed to walk the advocacy tightrope. Whilst on the one hand it would threaten government with direct and legal actions, on the other hand it would offer government a partnership, research and rational arguments to complement the protests. For example, its support for government around the Medicines and Related Substances Control Act on the one hand, and its court case against government to secure mother-to-child-treatment on the other hand.

Wherever possible, TAC has used formal processes. It has made presentations to Parliament. It has participated in task teams. It turned its calls to the negotiating forum NEDLAC. This, combined with the direct action, led to the final victory around treatment.

Direct action

Marches, heckling, sit-ins, graffiti, walk-outs, breaking laws, treatment strikes and finally civil disobedience have all formed part of TAC strategy over the years.

Initially the organisation focused on more conventional forms of action – marches, pickets, etc. But in the face of government's lack of action they became more assertive, heckling the Minister at meetings and walking out of presentations. Parallel to these actions, the leader of the organisation went public on his refusal to take ARVs until every South African citizen had access to the drugs. Finally in 2003, after five years of discussions, negotiations, public actions and litigation, the organisation resorted to civil disobedience.

TAC found that generally society welcomes a social movement that is skilful, loud and non-threatening as a victory for democracy. But there is greater ambivalence when the poor do away with decorum, display anger and break the law. This ambivalence was reflected in even TAC's staunchest allies – the unions and religious leaders. Both refused to support the civil disobedience campaign. While this ambivalence was not shared by TA's mass membership, who wanted an end to the political prevarication, the lesson for TAC and other campaigns is that civil disobedience can only ever be a last resort and needs to be very carefully considered.

Research

Research underpinned TAC's proposals and recommendations, enabling it to win over practitioners and academics in the field. The research also provided a platform for engaging officials.

Using the law

South Africa's Constitution provides one of the most progressive social and economic rights frameworks in the world. TAC used this to their advantage when they used the legal process to enforce people's right to treatment. But as TAC discovered, winning a judgement is just the first step. Too often governments do not honour the judgement. Implementation needs to be carefully monitored and any transgressions brought into the public eye. This requires a pool of activists on the ground working alongside the legal team. Thanks to its mass base, TAC was quick to react against government's non-delivery with its complaint to the Human Rights Commission.

Media strategy

The media has been one of TAC's key vehicles from day one. It has planned events to capture and maximise media coverage, using this to spread their message. TAC's focus on creative actions has been an important part of its media success. It has provided stories of real people's struggle for life and through this, built up a core of 'friends' in the media who work with TAC. Where necessary it has used high profile people to carry its message forward.

Leadership

Last but not least every good campaign requires excellent leadership. TAC has benefited from the inspired and inspiring role of its leader, Zackie Achmat. He has provided the strategic leadership and courage to take difficult next steps each time the campaign has reached a stalemate. As important has been the role of the rest of the leadership team who have provided the management direction and capacity to realise TAC's visions.

This case study has been extracted from TAC materials and publications.
For more information on TAC see www.tac.org.za

Chapter 4:

Campaign Tools

What is on this page?

- 4 . 1 Using the media
- 4 . 2 Building networks and coalitions
- 4 . 3 Advocacy and lobbying government
- 4 . 4 Direct action
- 4 . 5 Action research
- 4 . 6 Using formal political processes
- 4 . 7 Using the law

4.1 Using the media

What is the media?

Publicity and marketing are very important in mobilising people behind your cause and influencing public opinion. Once you have done your research and analysis, you have to develop a clear communications strategy.

Communication is at the centre of any campaign strategy. People must know your organisation, who you are, what you stand for and why they should support you and your campaign.

A successful organisation and campaign needs to build a profile to which people can relate. A good communications strategy will ensure that the right information reaches your target audiences (supporters, decision-makers, opponents, public) both inside and outside the campaign.

Media is the most common tool supporting any communication strategy. If you use the media effectively, your organisation can become well known and respected. Also, using the media will make you more transparent and accountable to the public and will help to build your reputation and influence. There are various media forms you can target to carry your message.

How to develop a campaign and communication strategy

- Your communication strategy should include the following elements:
- Identify the key message themes that you want to communicate to your target audience.
- Develop a communications strategy to get your message across to the audience.
- Develop a slogan and a media design identity like a logo.
- Draw up a media plan with budgets and time-frames.
- Develop a public relations plan.
- Develop a campaign and training strategy that focuses on :
 - Reaching and mobilising your target audience
 - Training and developing capacity among the key players in your organisation who have to implement the campaign.
 - Some of these elements are outlined in more detail below.

Clear message themes and slogans

The message is the key item that you want people to know and agree with. A message is not the same as a slogan. A slogan is usually a few words that sum up the message. For example, the message “We can eradicate polio by 2005” could be summed up

in the slogan “Wipe out polio!” Message themes can be a few sentences that explain your main ideas. These themes should be the basis of all communications such as posters, pamphlets, speeches, interviews, submissions and petitions.

Everyone involved in the campaign should understand the message and stay on it - one spokesperson contradicting your message on TV or radio can ruin a campaign.

A campaign identity

People must know that the campaign is happening. You use your slogans and logos on all media and at all events to make sure people identify these as part of your campaign. You can also use logos to popularise your campaign - a good example is the red HIV/AIDS ribbon which people wear to show that they support the campaign. You can also use famous personalities to speak in support of your campaign, appear on posters or endorse your campaign in some public way.

It often helps to have one well-known person who acts as the public face of the campaign.

A media plan with budgets and time-frames

A media plan should be developed according to the phases of your campaign – work out when you will need most publicity and how you will get it.

Media can be very costly if you rely on advertising, posters and pamphlets. Remember to strategise about how to get free publicity through coverage in the press, on radio and TV. Activities could include building good relationships with the media, holding briefing sessions, issuing press statements, organising and publicising newsworthy events and photo opportunities.

Your budget will determine how much media you can produce yourself. The media plan should have clear time-frames and deadlines. You must work out the cost and make sure you have the money to pay for each part of the plan.

A public relations plan

A public relations and outreach plan is one that helps you communicate with key sectors and individuals to win their support for your campaign.

Identify the opinion-makers who might support you, explore how to make contact with them and try to get them to pledge support publicly to the campaign. Explore which sectors or organisations you can persuade to support you and how you might reach them.

Public relations guidelines

Most organisations have a policy for dealing with the media. This might include:

- Who acts as spokesperson on specific issues
- Who issues and approves press statements
- Who may be interviewed on behalf of the organisation
- Most organisations have three types of people who speak to the press:

- A spokesperson who stays in regular contact with reporters, briefs them, issues press statements, deals with questions and queries and organises interviews
- The Leadership who is interviewed or asked questions, or who is quoted when speaking at other forums such as at public meetings
- Spokespeople who have specific knowledge and experience on specific topics.

Critical success factors

Working effectively with the media is critical to most successful campaigns. Some general rules follow to help you work effectively with the media:

- Understanding media bias to create stories and hold events that are tailored to specific media interests. The media is always biased and most media outlets have a point of view that is necessary to gain the loyalty of their readers. That perspective skews how stories are written, edited and published.
- Follow up all stories and interviews. All media is under-funded and almost no media outlet has the time and resources to investigate all the news it needs or wants to cover. Reporters rely on trusted sources to give them stories and information. Even the best reporters sometimes get their facts wrong.
- Build personal relationships with as many media outlets as possible. Trust and relationships are crucial to working with the media. Give them reliable and good information, help them do their job and avoid limiting your relationships to those who share your views; people with different views can be helpful too.
- Provide clear simple information to minimise the risk of your message being diluted. Most media forms require simple, clear messages. In the process of translating what you provide, journalists often dilute your message as they are often unable to carry your message in its entirety.
- Tell stories. Be sure to translate your information into something that is understandable to the general public.

For example

example
example

Hunger and starvation hit Malawi

Last year thousands died, and this year it will be worse. They talk of a famine of biblical proportions, but numbers have little meaning for those caught up in this catastrophe. Fifty is the number of kilogrammes of grain a family needs to eat for a month. Eight is the number of grandchildren Phikani Balayi, the oldest man in the village, has seen die in the last ten years as the harvests began to fail and the subsidies for fertiliser and grain seed were stopped. One is the number of weeks that Folsi Samalani is expected to live unless she eats something today.

She has reached the stage where even food will not save her. She can still flick at the flies settling on her, but that won't last. Within days she will be silent, her legs scarred with sores, her stomach bloated, her hair turning paler through copper deficiency. Then she will die.

Levison Samalani, her father, caught a mouse today, but there are nine other children and two wives to feed apart from himself, so he must share the mouse. It is not a big mouse, maybe 2in or 3in long.

FIVE of Levison Samalani's children are going to die. Folsi will be the first. And soon, maybe this week. Already she is hopelessly weak, her eyes unfocussed, sitting in the dirt pawing at the flies that torment her constantly. Three years old, and Folsi has had her last birthday.

Emily, eight, will be next. Her fragility masked by her tattered dress and bright eyes, but betrayed by her discoloured hair, as sure a sign of malnutrition as any. Look closely. Emily, too, is swollen with worms, her feet scabbed. Regina, nine months old, Lifo, three and Chipiro, eight, are little better. None of them has eaten for a month. Unless there is a miracle, they will not make it beyond February.

In Malawi, there is another word for hunger - February. It is the month when all the grain from the last harvest will be gone. When they talk of February, they mean starvation, a slow death, the will to live sapped by months without food, the old and the young fading away, their families powerless to help.

For example

example
example

A human story about tuberculosis

Fact: 11 million children under five die each year of preventable illnesses.

Story: Virgilio lives in East Timor. He is two and has tuberculosis. Tuberculosis is one of the major public health problems faced by people in East Timor. Around 500 people in every 100 000 are infected, with 4 000 new cases per year. In England, Wales and Ireland there are only 12 cases per 100 000.

(Source: CAFOD MDG information fact file)

- **Provide a story that has drama.** The media often considers dramatic and controversial issues to be more newsworthy than other items of news and is often on the look-out for stories involving conflict. While the media will report on success stories, it is constantly seeking hard-hitting stories that can compete with the day's latest accident. A good drama incorporates and resolves conflict by the end of the story.
- As far as possible, try to **plan media events to occur when there is no other major event** likely to dominate the news. In this situation there is less competition and more space for your story.
- **Always be responsive to the media.** There is no such thing as 'no comment'. The reporter's deadline will dictate how quickly you must respond. This does not, however, mean that you have to comment immediately. Common practice is to collect information, enquire about the deadline and inform the media that someone will respond to the reporter within the required time. This gives you time to strategise your response and to provide the correct message. It also gives you time to select the right spokesperson, either from your organisation or from a coalition partner.
- **Follow up on media coverage.** If reporting is inaccurate, respectfully call the reporter and correct the information. If you receive favourable coverage, thank the reporters and keep in touch with them. Supply them with updates and ideas for further stories.
- **Be creative.** The media likes something interesting. Think about how you want to present your message. Media 'stunts', like the example below, help to secure coverage.

For example

example
example

Vietnamese volunteer pedals for MDGs

A young bike enthusiast cycled from Ha Noi to Ho Chi Minh to raise awareness about the MDGs in Vietnam. In each village he visited he distributed the UN's message about poverty reduction to young people.

- **Be prepared.** Ensure that you have the connections and contacts to back up your story. For example, if you are campaigning around the right of girls to go to school, anticipate that the media will want to interview some families whose sons go to school, but whose daughters do not. Know how to contact such families. Know who would be willing to speak to the media and who would be able to tell a good personal story. Make sure the people you select are accessible to the media, so that you can respond quickly to an opportunity.
- **The media may decide that many events that you arrange are not newsworthy.** Don't allow this to dissuade you. Coverage can take many forms and you may still be able to get a photograph in the local newspaper. Set up events so that they can be used as a photo opportunity as well.

(Taken from UNDP, Blue Book)

Media actions

Types of media events include:

- Press releases
- Media alerts
- Media events or conferences
- Go-and-see trips
- Photography
- Websites
- Email messaging
- Cell phone messaging
- Community meetings
- Goodwill ambassadors

Advantages and disadvantages of different media

Display media – posters, calendars, wall charts, etc

Advantages

- popular, visual
- longevity, public relations potential

Disadvantages

- limited space for information
- audience must be able to read and understand the language

Organisational print media – newsletters, pamphlets, books

Advantages

- control of message
- can communicate a more detailed, complicated story

Disadvantages

- require language and literacy skills
- require a lot of effort to produce
- become outdated quickly
- might be viewed as propaganda

Mass print media – newspapers, magazines, etc

Advantages

- reach large audiences, powerful
- have credibility

Disadvantages

- audience is defined
- language, literacy and price limit access

Mass electronic media – radio, television,

Advantages

- direct
- reach large audiences
- accessible

Disadvantages

- require production skills
- time-bound
- can send mixed message

Folk media – drama, music and oral testimonies

Advantages

- emotive
- engaging

Disadvantages

- require skills and effort
- time-bound

- potentially interactive
- can be used in many arenas
- message may get lost without follow-up
- limited audience

Visual electronic media – internet

Advantages

- global
- efficient
- reach mass audience
- able to control message

Disadvantages

- expense limits type of audience who can access
- requires language skills

Cellular telephone – sms's

Advantages

- immediate
- efficient

Disadvantages

- limited space for content
- limited access

(Adapted from UNDP, Blue Book)

For example

example
example

SMS technology in the Philippines

In January 2001, thousands of Filipinos, unhappy with their corrupt government, took to the streets to demonstrate against President Joseph Estrada, ultimately forcing him to resign.

Mobile phones played a key role in stimulating and organising the protests – using not voice communications, but short text messages (SMSs) sent from one phone to another, or from one phone to many others. First they were used to send political jokes; later they spread the word on where demonstrations were being held.

In relatively poor countries, where mobile phones with prepaid service are easily available “SMS” (which costs less than calling) offers a mode of communication that is within reach of almost everyone. And, like e-mail and fax, it is a technology that grows more useful as more and more people get connected.

t i p s
t i p s

Using email lists to work together

Email is the simplest and most readily available form of online communication. And it is easy to learn. A mailing list is an automatic message-sending programme that stores a list of email addresses for all the people who need to be linked into the campaign. In order for the list to work effectively, the people on it must all have a common purpose and be committed to using email regularly, and it must have a facilitator who is responsible for updating everyone. Importantly, you also need to decide if the list information can be accessed by others or if it is confidential.

For example, a group campaigning against female genital mutilation might decide that it is best not to allow access to their information, given the political sensitivities linked to their campaign. On the other hand, a list of MDG partners sharing information on media strategies does not need to have access limited.

Working with journalists

Personal contact with journalists is very important. The best way to get publicity for meetings, events or campaign actions is to build a good relationship with journalists, especially political reporters. Get to know them, feed them information and be friendly and helpful whenever they want to do a story.

Try to develop an ongoing relationship with specific journalists, so that they also develop a deeper knowledge and understanding of your issue. This will help them to write better stories that spread your message rather than just advertise your events. If you have a

professional relationship with the media and an open attitude to them, you will be much more successful than if you treat them with suspicion and hostility.

t i p s t i p s

- Never be rude to journalists – they will not give you good publicity unless you make a good impression on them.
- Never blame journalists for not getting your story in the paper – remember that they have news editors and sub-editors who can decide not to use the story or who can rewrite it so that it comes out differently.
- Always return calls quickly when journalists phone you and make sure that you respond fast to requests for interviews or information.
- Never lie or exaggerate to journalists and always be sure of your facts.

For example

example example

El Salvador media strategy

In El Salvador the MDG Campaign group has developed a multi-pronged media strategy to reach and address all the various target audiences identified. All the messages fall under one banner – “Broken promises – no excuses”.

Coverage was secured through working with a sympathetic studio for independent TV, and radio adverts for stations targeting the youth and the poor. The message from these two advertorial slots was reinforced through a partnership with various newspapers which carried stories that strengthened the message and widened the information given the TV and radio adverts.

These mass media events were complemented with some folk media. The Campaign worked with the National University to prepare a choreography of the song “No excuses” to be presented at different events being organised by Social Watch, the lead NGO. This was complemented by a competition organised to encourage the youth to generate MDG “No excuses” songs.

Finally the campaign reinforced all the public media with posters, information kits, stickers and brochures for those interested in finding out more.

(MDG Campaign report from El Salvador, 2004)

4.2 Building networks and coalitions

This section is based on material from SARA/AED Advocacy Training Guide and the Advocacy Institute, Advocacy Resource Handbook, 2004.

What are networks and coalitions?

A network consists of individuals and organisations willing to assist one another or collaborate towards a mutual objective.

A coalition is a network that connects individuals or organisations more tightly, working in a co-ordinated fashion towards a common goal or objectives, while each member maintains its autonomy.

Coalitions come in all shapes and sizes. A coalition can be permanent or temporary. It can be based on a single issue, a geographical area or several issues. Coalitions range from being very fluid to being highly structured.

Critical success factors

- Don't make any assumptions or pre-judgements.
- Agree upfront on the shared values, objectives and timelines.
- Capture the agreements in some way so that there is no confusion.

For example

example
example

Agreements recorded in the Hornad River Coalition

In the historical region of Upper Abov, located in Slovakia and Hungary, civic association SOSNA started the Hornad River Coalition in 2002, involving 14 villages in Slovakia and 19 villages in Hungary. The Slovakian part is host to a number of large pollution sources such as steel plants and waste incineration plants. But in other regions the river basin is characterised by well preserved oxbows and wetlands, hilly areas covered by forests and important cultural and historical sites. First a “River Coalition” was set up. The coalition is a cross-sectoral agreement prepared with the co-operation of interested groups along the selected watershed, including local self governments, the River Management Company, the Environmental Protection Agency, local industry, farmers, schools, NGOs and small businesses. Secondly a “River Contract” was written, signed by all participants expressing their willingness to carry out concrete actions leading to the improvement of ecological, social and economic conditions in the watershed. Participants also accepted responsibilities such as decreasing pollution by certain limits, adopting clean technologies and carrying out practical watershed-friendly activities. The River Contract has now been signed by 25 organisations from all sectors.

(Extracted from the internet for a paper by B Germill, ELCI)

- Avoid heavy, formal structures as much as possible, as they tend to become cumbersome. The aim is not to establish another organisation but an alliance.
- Share the capacities and constraints of each member, so that tasks can be assigned accordingly.
- Delegate responsibility.
- Maintain personal contact with key coalition members.
- Keep every member informed of progress and changes to avoid confusion or a lack of knowledge.
- Make key decisions as a group.
- Get to know the coalition members and their positions.
- Keep meetings focused and brief so it is easy for people to be involved.
- Do not avoid difficult issues. Put the hard issues on the agenda and work through them or they will split the coalition.

Actions

Networks and coalitions make sense when the issue you are campaigning around has broad appeal and you want to unite around a common goal.

Setting up a coalition

- Start by building links with those individuals and organisations that you know support your goal / solution.
- Then begin looking for logical partners such as people or groups affected by the issue.
- Also look for people who might support you on this issue if it is presented to them correctly.
- Use high profile and influential people who support you to help persuade others to join you.

Selecting the right issue to start and strengthen a coalition

- The issue must be big enough to matter.
- The issue must be small enough to produce results.
- The issue must build the base for future campaigns.
- The issue must lay the groundwork for future campaigns.

Obstacles and challenges

- A coalition distracts from other work, as it takes time and energy to build and maintain relationships.
- It may require you to compromise on your position or tactics.
- Uneven commitment by members often means that some members carry a large share of the responsibility.
- Competition and territorialism between members can occur.
- Experienced members may try to dominate.
- Working in this way limits organisational visibility: you may not always get credit for your work.
- Poses risks to your reputation: if the coalition breaks down it can harm everyone's credibility

Benefits

On the positive side, working in a coalition:

- Enlarges your base of support and provides strength in unity and numbers - you can win together what you cannot win alone
- Provides safety for advocacy efforts and protection for members who may not be able to take action alone
- Creates opportunities for learning by working with other organisations on an issue
- Contributes to the long-term strength of civil society by building understanding and networks between organisations
- Provides for sharing information and resources
- Broadens the base of experience and skills
- Increases capacity

- Creates opportunities for new leaders when existing leaders assume positions in the coalition
- Magnifies the existing resources by pooling them
- Enhances the credibility and influence of the campaign.

For example

The logo consists of the word "example" in a red, lowercase, sans-serif font, positioned above the word "example" in a green, lowercase, sans-serif font. Both words are contained within a white rectangular box.

A coalition to implement the MDGs

The MDGs offer an ideal platform to set up a broad based coalition. For example in Rodrigues a coalition was set up to implement the MDGs. This included national parliamentarians, opposition members, trade unions representatives, youth groups, non-government organisations, media representatives and UN officials. Involvement of state and non-state actors provides the impetus to move from ideas to real action.

4.3 Advocacy and lobbying government

“Civil society organisations have two primary sources of power: valuable information and the voices of people who care about legislative priorities. Direct lobbying and grassroots mobilising enable CSOs to use those two sources of power effectively.”

(The Lobbying and Advocacy Handbook for Non-profit organizations.
M. Avner. Amherst H. Wilder foundation)

What are advocacy and lobbying?

Advocacy and lobbying are essential civil society tools to ensure that the Millennium Development Goals are integrated into public policy and are implemented.

Advocacy means speaking out effectively on behalf of one's cause or community, and is a basic element of a democratic system. It is an effort to shape public perception or to effect change that may or may not require changes in the law.

Lobbying is a focused form of advocacy that shapes public policy in arenas of influence at the local, national or global level. Lobbying means persuading individuals or groups with decision-making power to support your position. When doing your organisational planning, it is important to identify other stakeholders whose co-operation or influence you need. You can then lobby people with power to act in support of the needs and interests of those who do not have direct power and influence. Lobbying can be used to influence anyone with power.

Public policy is the combination of goals, laws, rules and funding priorities set by public officials that determines how government meets needs, solves problems and spends public funds. Public policy is formally set by elected officials at different levels through the legislative process. Public policy objectives and programmatic goals are set in law. Legislative bodies pass tax policies and budgets, and set revenue and spending priorities at every level of government.

Arenas of influence are those places where public policy is decided. Lobbying is most often targeted at arenas of legislative activity. The administrative branch of government is also an arena where changes are made through executive order, through changes in rules or administrative practices, and through the use of the veto by elected executives.

Critical success factors

- Be clear about your issue, your facts and your position.
- Use lobbying only for important issues that will improve life in the community and make very sure that your position is the right one before you start lobbying.

- Be careful not to speak "on behalf of" people unless you have consulted them and involved them in developing your lobbying strategy. Target the right people – analyse who has the power to make a decision on your issue and target your lobbying at these people.
- Build a lobby group – analyse who (individuals and organisations) can influence the decision-makers and try to mobilise them to support your issue – never try to lobby alone. People with political power are often most sensitive to grassroots mobilisation that represents their voters.

For example

example
example

The Italian MDG Campaign

The Italian Campaign was premised on the recognition that the MDG can only be achieved if Goal 8 is realised. But the goal did not have any clear targets or indicators.

The Campaign therefore undertook lobbying of its own government through public demonstrations and meetings; alliances with other civil society organisations in European countries to lobby rich countries collectively through a petition; and alliances with organisations in developing countries to incorporate their needs and demands into the MDG campaign.

- Most decision-makers have staff (aides, PAs and secretaries) who deal with documents, do research, and prepare briefings and programmes. Sometimes it is as important to influence these people as their bosses. Make sure that you get to know them and spend time explaining your issues to them and building relationships. If they take you seriously, it will be easier to get access to, and attention from, the decision-maker.
- Prepare for opposition – analyse the opposition's position and develop counter-arguments to theirs, since they may also be lobbying the same person.
- Think about your target audience and how the decision-maker can benefit from agreeing with you. Include this in your arguments. Most decision-makers will agree more easily if they can see how your proposals link to their concerns.
- Get to the point and stick to it.
- Make sure you hear what is said not, rather than what you want to hear.
- Never take anything for granted.
- Try to personalise the issue. Decision-makers are concerned about the impact on their constituency.
- Never use blackmail or bribery, or even gifts and favours, to persuade someone. That is corruption, not lobbying.
- Keep very careful records of all your communications with the decision-makers.

- Maintain your relationship with decision-makers by sending them information, offering to help them, thanking them when they comment supportively on an issue and inviting them to events.

Planning your lobbying activities

Civil society organisations increase their likelihood of impacting on public policy when they are well prepared. The planning process should answer three key questions:

- What public policy goals do we want to influence and how do they relate to the MDG targets?
- How do these goals relate to our organisational goals and affect the people we serve?
- How will our organisation carry out our lobbying work?

Actions

There are many ways of lobbying. You can use:

- Letters
- Submissions
- Meetings
- International conferences
- Inspections
- Phone calls
- Publicity
- Petitions

Letters

Letters are the easiest method of lobbying, but they are not always the most effective. Many people in positions of power have administrative staff that read their mail and summarise it for them. Make letters as personal as possible and avoid getting different organisations and individuals to send exactly the same letter. See the format under submissions for the issues that should be covered in a letter.

When writing to a political representative

- Use the correct address and greeting.
- Type the letter.
- Use your own words and stationery. Personal letters hold a lot more weight than form letters.
- Be brief and focused.
- Be specific about what action you want.
- Know the facts. Check all the facts in your letter, and ensure that they are correct and you can back them up.
- Say thank-you.
- Don't be negative, condescending, threatening or intimidating in your tone.

Submissions

Submissions are usually made to committees or chairpersons of committees in government. It is important to structure them in such a way that you get your points across powerfully. Here is an outline you can follow. State clearly:

- The group or organisation you represent, and contact details.
- The topic or issue that you want to make a submission about.
- Why your group is making the submission e.g. your concern, how you are connected to the issue and your expertise or experience on the issue.
- The specific actions you would like the committee to take.
- The reasons why you would like them to take this action – this is where you give the facts and make your main points. Be as brief and accurate as possible.
- The reasons why the actions you recommend are desirable – e.g. how they will improve quality of life, make a contribution to the welfare of the community, save money or be in the interests of the committee's support base / constituents.
- It is sometimes useful to outline briefly what would happen if no action is taken. Be careful not to sound as if you are threatening the decision-makers.
- Offer further information or face-to-face meetings on request.

Meetings

Ask if you can have face-to-face meetings to present your case. Visit the people in their offices or invite them to attend a meeting in the community or with your organisation. Always state the importance of the meeting clearly and provide an agenda and a list of possible outcomes from the meeting. Remember to stress what is in it for the decision-maker.



When meeting a political representative

- Keep it short and simple. Know why you are there and what you want.
- Have the facts straight.
- Be on time, polite and patient. Never be rude.
- Make the issue personal.
- Be a resource. Leave a one-page fact sheet with your contact details on it.
- Before you leave say thank-you again.
- Follow-up on the meeting and build the relationship.
- Provide opportunities for positive publicity – a photo opportunity, event or occasion.

International conferences

Diplomats at UN and Treaty conferences usually expect to be lobbied by their own country campaigners and by other campaigners on their own government's position around the MDGs and on other governments' positions. They are trained to be knowledgeable, approachable and "diplomatic". During the conference you should try to develop a good relationship with diplomats as this might be one of the few opportunities you have to confront decision-makers on issues.

Inspections

Invite decision-makers to come and make on-site inspections if this is appropriate. It sometimes helps to get publicity for inspections and you can then say in your invitation that you have also invited the press to witness the inspection.

Phone calls

Get as many people as possible to phone the decision-maker. Also use faxes and email if possible. Try to get some influential and well known people to phone as well. It will not always be possible to speak to the decision-maker and everyone who phones should leave a clear message.

Publicity

Media attention is a powerful persuasive force, and the more publicity you can get for your issue the better. It always helps to make individual contact with a reporter who is prepared to follow the issue through.

Petitions

Petitions are a useful way of showing popular support for your issue. You can use a petition to get as many signatures as possible from people in the community who are affected by the issue or you can get a smaller number of key individuals or organisations to sign a petition in support of your submission.

For example

The logo consists of the word 'example' in a red, lowercase, sans-serif font, with another 'example' in a lighter, greyish-brown, lowercase, sans-serif font directly below it.

2015 No excuses petition

Italy launched a No Excuses 2015 petition calling for more and more effective aid, faster and deeper debt relief, more opportunities and fairer trade rules and sharing around global knowledge and technology. It is possible to sign the petition on line at www.millenniumcampaign.it

Obstacles and challenges

There are some common mistakes that should be avoided. These are taken from *The Lobbying and Advocacy Handbook*:

- **Lone Ranger expectations.** Don't expect one person in an organisation to do it all. It takes many voices to make a difference in policy arenas.
- **Petition and postcard campaigns.** These lack the personal voice that persuades officials that their support base / constituents really care about the issue.

- **Crying wolf!** Don't sound so many alarms that your supporters can't sort out the real need for action from the stack of fax alerts on the floor.
- **Ignoring protocol.** Learn the local customs and rules for participating in legislative processes.
- **Missing the boat.** Don't wait until too late in the decision-making process to voice your support or concerns.
- **Surprises.** Public officials expect honesty and full disclosure. Don't leave your supporters in the lurch by failing to tell them all the facts about an issue. It is part of the lobbyist's job to tell elected officials who opposes a position, as well as who supports it, and why.
- **Angry, hysterical or threatening communication**

Benefits

- Without the experience and expertise of civil society organisations, the public debate will never be fully informed. And without such organisations doing direct and grassroots lobbying, many people will never make their voices heard in the centres of power.
- Lobbying builds public policies that improve people's lives and the places where they live.
- Lobbying is exciting and rewarding work! It gives your organisation an opportunity to provide leadership in shaping and sustaining public policies that reflect your values and priorities.
- You can make a difference. People working together can make a difference.
- People can change laws.
- Lobbying is a democratic tradition.
- Lobbying helps find real solutions.
- Lobbying advances your cause and builds public trust.

4.4 Direct action

What is direct action?

Direct action around a campaign goal may take many forms, including demonstrations and stunts. The demonstration is the most visible expression of people power. It is the muscle flexing of those who have neither money nor authority. In many developing countries, mass-scale demonstrations, protests, marches, strikes and boycotts have played a powerful role in bringing about political and socio-economic change. In some countries, however, the influence of the mass media has changed today's art of demonstrations. Small-scale, high impact stunts are used to reach the huge audiences that a few column inches or broadcast seconds can bring. Direct action is essentially demonstrative. It is, first of all, civil action – an alternative to the military option of armed resistance – and is therefore usually non-violent. It is a tool of pressure that demonstrates the determination of campaigners and raises the confidence of supporters.

Critical success factors

Mass demonstrations work best around issues that affect the community deeply. If people feel strongly about an issue they are more likely to give physical expression to it, for example the marches around the Iraq war or poor people demonstrating for access to services such as water in slum areas.

- Demonstrations should be carefully planned to ensure safety and media coverage.
- Stunts should include an element of humour if they are to attract media coverage and remain in the minds of the general public.

For example

The logo consists of the word 'example' in a red, lowercase, sans-serif font, with another 'example' in a lighter, olive-green, lowercase, sans-serif font directly below it.

Indonesian NGOs raise a laugh

Frustrated by the lack of decision-makers' response to the needs of the poor, NGOs in Indonesia captured the media's attention at the opening of parliament by presenting each representative with a gift – an ear-bud to help them clean out their ears so they could hear the cries of the poor. The publicity and fun generated by this action raised the public's attention to the issues in an effective way.

- Mass demonstrations and stunts should be part of a wider campaign and not isolated events.

- The legality of the action should be carefully considered and preparations made to manage the consequences of the action. In particular, the relationship with the police needs to be managed.
- Where civil disobedience is practised, it needs to have a highly principled basis that is easily articulated and defended. It is important that it be restrained in order to be effective.

For example

example
example

Gandhi demonstrates the power on non-violent action

A non-violent revolution is not a program of seizure of power. It is a program of transformation of relationships ending in a peaceful transfer of power.

Mahatma Gandhi, 1942

The Mahatma (Great Soul) gave a new meaning to non-violence. He said that anything gained through violence was not worth having.

Born Mohandas Karamchand Gandhi in Gujarat, India in 1869, he qualified as a lawyer in England before practising in South Africa. South Africa, which was notorious for racial discrimination, gave Gandhi the insults which awakened his social conscience. He refused to remove his turban in court; he was thrown out of a first-class railway compartment; he was beaten for refusing to move to the footboard of a stage-coach for the sake of a European passenger; and he was pushed and kicked off a footpath by a policeman. During a farewell party before he was to sail for India, Gandhi noticed in the newspaper that a bill was being proposed that would deprive Indians of the vote and stayed to fight for Indians rights in South Africa. This marked the start of a number of years of non-violent protests including refusing to register, burning registration certificates and breaking of unjust laws. As a result of these actions, Gandhi was arrested on numerous occasions and sent a total of 249 days in South Africa jails, many of them doing hard labour.

From the beginning of his life as a protester, Gandhi was directed by his deep religious convictions. He believed that violence was always wrong.

Gandhi returned to India in 1915. There was a great poverty among the Indians too. The British were ruling India harshly, taking taxes that the people could not afford, preventing Indians from ruling their own country, discouraging their industry and using force to control the people. Gandhi started out his protests by home-spun *khadi* in order to encourage self-sufficient village industries and thus help alleviate poverty in India. He used this time to learn more about workers suffering and exploitation leading to his first of many arrests in India.

Appalled by the suffering, Gandhi called for an economic boycott and on April 6, 1919 all Indians stopped working for a day. Several more acts of non-violence followed. In October 1920 at the annual Indian Congress, 14,000 delegates enthusiastically agreed on non-cooperation with the British and to end untouchability. Gandhi promised that non-cooperation would bring about self-government.

Gandhi travelled throughout India addressing mass meetings, and imported fabrics were burned. When the Prince of Wales (Edward VIII) visited Bombay in November 1921, protests degenerated into mob violence with looting. Some policemen were beaten to death. In three days of riots, 58 Bombay citizens were killed and four hundred were injured. Gandhi went on a fast to end the violence and in December the arrests began. By the time Congress met in the last week of 1921, there were 20,000 in jail. Some nationalist patriots urged rebellion. Although Gandhi believed that cowardice is worse than violence, he still believed that nonviolent action is better than both. Six thousand delegates approved Gandhi's resolution for civil disobedience of all government laws, especially those banning public meetings.

In March 10, 1922 Gandhi was given his only judicial trial by the British. At this he explained, "In my opinion, non-cooperation with evil is as much a duty as is cooperation with good." He was sentenced to six years. He was in fact released after 22 months after he had an appendectomy.

On his release he said that if Indian had not gain independence by 1930 it was time for war. It had not. On January 26, 1930 he asked people to celebrate Independence Day, and he proclaimed a manifesto that India must sever its connection with Britain and attain complete independence. Gandhi announced an eleven-point program that included reducing land revenue by fifty percent, abolishing the salt tax, prohibiting alcohol, passing a tariff to protect against foreign cloth, enacting a coastal reservation bill to help Indian shipping, revaluating the *rupee*, reducing military expenditures by at least fifty percent, reducing salaries of civil servants by half, releasing all political prisoners except for murder, abolishing or controlling the Criminal Investigation Department that was targeting Congress, and issuing firearms for self-defence under popular control.

The war started with the tax on salt. Salt can be taken from sea water but in India all salt was made and sold by the British government who made money out of it. Gandhi said the salt belonged to India and that he would break this law.

First, he asked to discuss the issue with the Viceroy, the head of the British government in India. The Viceroy refused, thinking it was unimportant. Then, on 12 March 1930, when he was sixty years old, Gandhi set out with his followers to march 322 kilometres from his home to the sea to make salt. For twenty-four days the people of India and the rest of the world followed his progress. The anticipation was intense. On 6 April, with thousands of onlookers Gandhi walked into the sea and picked up a handful of salt. This act of defiance was a signal to the nation. All along the coast of India people made salt illegally. He wrote, "*I want world sympathy in this battle of Right against Might.*" A month later Gandhi was arrested and tens of thousands had been put in prison.

Gandhi and the people of India spent many years engaging in civil disobedience and protesting before the British finally left. They continued to march, to refuse to cooperate and to stretch British resources by allowing themselves to be imprisoned.

Finally India achieved success in 1947 when the British gave up their rule and India became independent.

Actions

Below are a few of the more popular direct actions. A fuller list is provided in the box at the end of this section, giving 100 ideas for direct action.

- Marches or processions
- Mass demonstrations
- Picketing
- Stunts
- Civil disobedience
- Sit-downs and obstruction
- Occupations and trespass
- Non-co-operation and non-payment
- Getting arrested and being sued

Obstacles and challenges

- Mass events can be high-risk for a campaign, as they require extensive planning and preparation, considerable investment in the form of equipment and publicity costs, and the recruitment of a sizeable workforce, yet there is no way of guaranteeing a good turnout.
- Each country has its own laws and many municipalities have by-laws governing demonstrations and you need to familiarise yourself with these. It is important to consider the role of the police and how you wish to interact with them. Civil disobedience can result in criminal charges and this should be anticipated and prepared for.
- It is important to have well trained marshals or stewards at a public demonstration to ensure the safety of protesters.

Benefits

Direct action provides an opportunity to mobilise grassroots support for an idea or issue. Where issues cut deep into the fabric of society this is often the only way that communities can demonstrate their disapproval or support for an issue or a policy. Grassroots support for an issue gives campaigning organisations a great deal of power when it comes to lobbying for example anti-apartheid demonstrations or the campaign for nuclear disarmament.

- Media coverage is usually good and it gives a chance for the voice of ordinary people to be heard in a spontaneous and unrehearsed manner.

Mass demonstrations often put local politicians in a difficult position, by forcing them to take a stand either for or against a particular issue. Both support and opposition by politicians provide good campaigning and lobbying opportunities for example union action against free trade zones.

Demonstrations and stunts can be an effective way of bringing an issue to the attention of the general public for example the actions of Greenpeace.

For example

example
example

Workers Fight for Rights in Free Trade Zone, 2004

More and more textile plants in North America are closing their doors and shifting production to low-cost factories in the South that labour activists call "sweatshops", and Haiti's minimum wage is the hemisphere's lowest. A union's fight for higher wages calls into question the "race to the bottom."

As accusations of union-busting fly, labour bodies like the International Confederation of Free Trade Unions (ICFTU) are protesting.

Grupo M, the largest employer in the Dominican Republic, where it has 13,000 workers in 24 plants, built the free trade zone and the first two of a dozen projected factories there with a 12 million-dollar loan from the World Bank's International Finance Corporation (IFC). Although international mobilising forced the IFC to include language in the loan about respect for workers' rights, CODEVI has been the site of labour strife almost since it opened.

SOKOWA (Union of CODEVI Ouanaminthe Workers) organized a massive one-day strike that was almost universally respected by workers. "We want decent salaries, better working conditions and collective bargaining," organiser Georges Augustin said.

Workers regularly work a 55-hour week with no overtime pay, and that most employees earn 12 and not 20 dollars. "A plate of food outside the plant costs 25 gourdes (almost one dollar). If you eat twice, that's most of your salary," Augustin explained. "When you are trying to make people do what's right, you have to go all the way."

4.5 Action research

What is action research?

Research is the process of gathering reliable and accurate information, analysing it and thereby generating new knowledge. Action research is gathered and published in order to bring about some sort of change in society, rather than simply to generate knowledge. Action research must be current and must have a clear objective, which could be to get more information about a problem, a solution or your target audience. .

Critical success factors

There are three elements to successful action research:

- The first is having accurate and reliable information. A campaign will fail if the information on which it is based is found to be inaccurate.
- The second element is effective dissemination of the information. In and of itself, information does not change policy or behaviour. It must be packaged and presented appropriately.
- The third element is the impact that information has on a target audience. It is important to identify who you are targeting and to understand your target audience (see media skills).

Actions

- Generating Information and conducting research

When you plan a campaign or action you have two options for getting accurate information. You can either use existing sources or you can generate your own research.

1. Sources of existing information

The press

Most libraries keep back issues of major newspapers. You can also access articles on a given topic through computer databases or commercial on-line research services. You need to familiarise yourself with what is available in your area.

Libraries and registers

Reference libraries hold valuable local information. Librarians are usually extremely helpful.

Government

The state publishes an enormous amount of information. Records of parliamentary debates and legislation can usually be obtained directly from the government printer. In addition many countries have a statistical service which produces very interesting figures.

United Nations

The United Nations Development Programme (UNDP) produces regular Human Development Reports. These are published in over 135 countries and deal specifically with information and issues relating to the Millennium Development Goals. There is a support unit for the production of these reports.

See <http://hdr.undp.org/nhdr/default.cfm>

Universities and other research institutions

Universities often have specialised skills and generate ongoing publications. You need to identify specific people in a research institution who share an interest in your issues, and may sometimes get them to reorientate their own research activity to assist you in your campaign.

Market research

Market research can provide valuable information about public perceptions. It is not always readily available.

2. Original research

The design of research should always be driven by clear campaign objectives. Original research can be quantitative or qualitative. Quantitative research focuses on generating statistics, whereas qualitative research explores experience, perception and behaviour. Different techniques are used depending on the purpose for which the research is being conducted.

Questionnaires and surveys

Questionnaires and surveys can generate a lot of information quickly. People who administer questionnaires and surveys need to be properly trained to ensure consistency. The information generated in this way is only of value when it has been analysed. Sampling is the tricky part in conducting a survey. For data to be statistically significant, the sampling process has to be very careful. It is best to get professional researchers and statisticians to design a research process if you want statistically reliable data.

Commissioned research

You can commission research into a specific issue, which is then carried out by professional researchers. The advantage of this is that you generate precisely the information you need and request that the information be packaged appropriately. It can be very useful to commission research into the impact that a campaign is having on policy-makers and policies.

100 ideas for direct action (taken from M Lattimer)

Protest (symbolic actions)

1. Refusal of assembly to disperse
2. Sit down
3. Bodily interjections (e.g. protesters placing themselves between whalers and their prey)
4. Bodily obstruction (e.g. lying in front of bulldozers)
5. Trespass into closed areas
6. Airborne invasion (flying balloons over a target)
7. Occupations
8. Inviting arrest / imprisonment
9. Sit-in
10. Stand-in (joining queues at sites to dissuade customers)
11. Ride-in (use of restricted transport)
12. Pray-in (attend services of religious institutions opposed to change)
13. Return of waste products (returning dumped waste)
14. Heckling
15. Guerrilla theatre (theatre involving bystanders)
16. Public burnings of papers
17. Protest strip
18. Graffiti
19. Defacing signs or advertisements
20. Adoption of new signs or names
21. Refusal to collaborate with government bodies
22. Declining government awards or appointments
23. Boycott of elections
24. Hunger strike
25. Penitential (satyagrahic) fast

Social actions

26. Ghosting (persistent following of individuals)
27. Personal harassment (e.g. taunting, picketing home)
28. Publicising individual's activities
29. Social boycott (e.g. refusal to trade with individuals)
30. Ostracism (radical form of social boycott)
31. Denial of sexual relations
32. Excommunication
33. Boycott of meetings, events or lectures
34. Group silence (e.g. audience refusal to engage)
35. Walk-out
36. Picketing
37. Breaking social taboos
38. Socialising with outcasts
39. Harboursing fugitives
40. Sanctuary (use of buildings to harbour individuals)
41. People's public hearings and courts

Boycotts and strikes

42. Consumers' boycott of goods
43. Consumers' boycott of producer
44. Withholding of rent
45. Refusal to pay tax
46. Refusal to pay debts or charges
47. Withdrawal of bank deposits
48. Retailers' boycott
49. Blacking of goods by suppliers
50. Blacking of raw materials by workers
51. Demonstration strike
52. Go-slow

53. Work-to-rule (a form of go-slow in which all the rules and regulations are meticulously observed)
54. Co-ordination of reporting sick
55. Overtime strike
56. Selective strike (withdrawal of labour on selective activities)
57. Detailed strike (strike joined by workers one-by-one)
58. Bumper strike (striking firms in an industry one-by-one to expose them to competition by rivals)
59. Wildcat or lightning strike
60. Lock-up or stay-in strike
61. Reverse strike (e.g. carrying out public works unpaid in order to draw attention to need)
62. Personal strike (individual refusal to obey orders)
63. Hartal (cessation of economic activity for limited periods in protest by entire community)
64. General strike (strike by workers across industry, main tenet of revolutionary syndicalism)

Non-cooperation and obstruction: actions by outsiders

65. Overloading facilities or services
66. Overloading administrative systems
67. Slow or cumbersome compliance with regulations
68. Stalling by customers (e.g. by drawing out or complicating routine transactions)
69. Breaking bad laws on principle (e.g. non payment)
70. Publishing secret material
71. Disclosing secret identities
72. Tracking (e.g. following military deployments)
73. Forgery of letters
74. Breaking official blockades
75. Refusal to recognise appointed officials
76. Non-cooperation with police, etc.
77. Removal of street signs, door numbers, etc.
78. Closure of roads
79. Infiltration of institutions with spies or saboteurs
80. Electronic picketing
81. Spoiling or contamination of goods

82. Monkey-wrenching
83. Liberating animals in traps or laboratories

Non-cooperation and obstruction: actions by insiders

84. Refusal to perform selection actions
85. Failure to pass on information / instructions
86. Deliberate inefficiency
87. Industrial sabotage
88. Non-cooperation by juries
89. Non-cooperation or mutiny by security forces
90. Non-cooperation by government units

Positive direct action

91. Non-retaliation
92. Entryism
93. Alternative radio / newspapers
94. Alternative schools
95. Selective patronage (e.g. fair trade)
96. Alternative economic bodies (e.g. cooperatives)
97. Alternative economies (e.g. local exchange trading schemes)
98. Suspending specific regulations within community (e.g. property rights in a commune)
99. Selective refusal of entry (e.g. gun-free zones)
100. Alternative community with independent sovereign government.

On credibility

Research credibility is the most important aspect of research. If policy-makers or the media are going to use your research they will assess it for credibility. If they are not knowledgeable on the subject matter, they rely on the following more general factors:

The producer organisation. The first guarantee of credible research is the credibility of the organisation that produced it. Factors like size, reputation, independence, government links and research history are all taken into account.

Presentation and tone. The format and tone should be appropriate to a piece of thorough and impartial research. The sources and methods of calculation should accompany any figures quoted, the methods employed in carrying out any original research should be explained and justified, and conclusions and argument must be shown to stem directly from the research findings.

Quality of research design and implementation. The actual quality of the research itself will depend on many factors. If it draws on existing work, is it comprehensive or has anything important been omitted. If it is original research, does the sample accurately reflect the population? Are the survey methods impartial or do they introduce a weighting or bias into the results?

Obstacles and challenges

- People know that pressure groups only publicise research if it supports their argument. This is the basic credibility problem with which any group has to contend.
 - Conducting statistically sound research is difficult in the area of social sciences. Be wary of using statistical information unless you are absolutely certain that the methodology used to generate the material was reliable.
 - Bias is difficult to eradicate in research and must be carefully managed so as not to undermine credibility.
 - Research seeks to establish relationships. These can be causal or correlational and it is important not to confuse the two.

Benefits

- Research supplies factual weight to arguments.
- Research enables a campaign to monitor what is going on and provides intelligence on what is needed and on the opposition.

For example

example
example

Social Watch research helps to inform provincial actions

Social Watch Philippines started a project to develop a Quality of Life Index for the Philippines to complement the MDG campaign. Unlike other indices, the Quality of Life (QoL) Index ranked provinces, providing a valuable tool to human rights activists and policy-makers. Policy-makers were able to identify which provinces needed urgent attention and lobby for resources for these areas. The research also provided an ideal platform for networking with other civil society organisations, multilateral institutions, academia and the business sector. For more information on the QoL Index see

<http://www.socialwatch.org/en/acercaDe/beirut/documentos/Philippines%201.doc>

(Extract from Paper on Campaigning for the MDGs,
Prof Leonor Magtolis Briones, Social Watch Philippines)

- Research supplies factual weight to arguments. It builds confidence by establishing not just whether the campaign is right, but why it is right.
- Good research enables campaigners to acquire the status of experts, to whom the media naturally turn for comment.

For example

example
example

Budget allocations to prevent maternal mortality in Mexico

In 2001, five women died daily in Mexico because of complications during pregnancy, birth or the immediate period following birth. Twenty-one percent of maternal deaths took place at home; and 68 % of the deceased women lacked access to social security.

Yet, one of the explicit goals is the reduction of the level of maternal mortality to half of its level in 1990. The Mexican government had committed itself to this goal at the international level, and it was enlisted as one of the government's main health objectives for 2000-2006.

In 2002, Fundar, a centre for analysis and research working on budget issues in Mexico, engaged in a project aimed at evaluating the extent to which public resources were being allocated to the reduction of maternal mortality.

Despite having worked as one of the leading groups in Mexico's gender budget initiative, Fundar did not have the specific knowledge necessary to analyse to what extent the budget provided the resources needed to reduce maternal mortality. In order to carry out meaningful research and produce politically relevant information, the organisation had to link up with groups that had substantial experience working on maternal mortality and reproductive health issues.

In order to achieve this, two paths were followed:

- a. Formal collaboration with longstanding experts in the area
- b. Consulting CSOs and networks working on maternal mortality on the research design and process.

The research document that resulted from the project offered more than a hundred pages of data, analysis and argument. In order to turn this document into a tool for advocacy, several steps had still to be taken, namely:

- Providing an accessible summary of the information
- Dissemination through workshops
- Linking the research to current political debates
- Using the research to open doors with officials
- Media publicity.

The strategy had several different results, which can be grouped in four categories:

Effect on the policy : The federal government earmarked a substantial amount of decentralised health resources to programs specifically targeting maternal health.

Moment building : The strategic alliance between Fundar and the network of groups dedicated to the reduction of maternal mortality has been continuing uninterruptedly. Furthermore, the profile of maternal mortality was raised, building sustained momentum for advocacy.

What worked, what didn't work and what was discarded : One of the important strategic choices made within the wider network was to contrast the money allocated to maternal and reproductive health with other areas of spending. The campaign highlighted that resources were indeed available, but had been spent on something else – to the detriment of health expenditures. This made the argument defensible, even for officials of the health ministry themselves.

Lessons learned :

- The research responded to the issues identified by the groups working on the topic on a daily basis. This made the results meaningful to their efforts.
- The information was presented in a timely fashion, making use of the political opportunities offered by the discussion of the budget—as well as by the strength stemming from a broad coalition.

- A shared perspective and a common understanding were built, thus allowing for a constructive alliance and future collaboration.
- The differing strengths of the various actors were made use of, in order to achieve better results.
- The ground was established for further collaboration with the Health Ministry, in order to turn the effort into a continued struggle.

Factors that contributed to the success of the strategy:

- The Mexican government had committed itself at the international level to the reduction of maternal mortality. This commitment was also enshrined in the administration's health program. The analysis could therefore be directly related to what the government was saying and expressing as concerns.
- In 2003 an access to information law was passed in Mexico. This has made it possible, in subsequent efforts, to request more information and access more detailed data.
- In 2003 as well, a change in the structure of the Ministry of Health contributed to a stronger interaction and discussion within the Department.
- Networks and women's groups working on maternal mortality were craving solid and unquestionable policy information for their struggle. Fundar's willingness to define its research and later findings in a collaborative way gave them the assurance of a strengthened perspective.
- The committee on gender equity in Congress was headed by the left-wing PRD, which was willing to question the decisions of the right-wing Executive.

(Extracted from case study by Helena Hofbauer, FUNDAR, Center for Analysis and Research)

4.6 Using formal political processes

What are formal political processes?

The role of citizens in a democracy is very different from their role in other forms of government. In a democracy, citizens vote for their leaders and representatives, the government is there for the people and must act for the people and citizens pay taxes and have a right to know how their money is being spent, as well as a right and duty to have a say in the way government works. If people don't participate, the government can make decisions without hearing popular opinions or needs, and soon they stop being transparent and accountable. In other words, a democracy requires both a strong and active government and a strong and active civil society.

Some of the typical campaign areas where this tool would be useful are:

- Setting joint benchmarks
- Impacting on planning
- Accessing and influencing the budget
- Monitoring government performance
- Lobbying for service delivery in a particular area
- Influencing country reports such as MDG progress reports.

Critical success factors

Starting out

Before you can participate in and use the existing political processes you need to:

- Understand how your political structures work and where citizens can input
- Understand how policies, laws and decisions are made, and when it is appropriate to target political representatives and officials
- Understand the roles and responsibilities of different tiers of government
- Know who is who
- Know your rights
- Know the issue you want to campaign around.

What officials want to know

The following are useful for officials:

- Specialist briefings in concise lay language
- Evidence of how measures affect your clients
- Evidence of the reactions of different groups
- Technical endorsements
- Advance warning of campaigns.

What political representatives want to know

The following are useful for politicians:

- Short focused information
- Evidence of how it affects their voters
- Evidence of breadth of support
- High profile endorsements
- What they can do for you.

Actions

There are many ways that you can participate and use the formal political processes, namely:

- Vote in elections
- Lobby decision makers (see Lobbying and advocacy)
- Influence policies and laws through the established channels for citizen input
- Hold national / provincial / local government accountable through committees and forums established for citizen input
- Refer complaints to watchdog bodies such as Human Rights Commissions, Public Protectors, Ombudspeople (see Using the Law)
- Use the law and courts to hold government to its commitments, challenge policies or violations of rights (See Using the Law).

Obstacles and challenges

- Using formal political systems works best in countries that have a strong, open and transparent democracy. It is unlikely to be a useful tool in repressive countries or countries that are democratic in name only.
- Often formal processes can create the illusion that you are being heard and distract you from other campaigning actions.
- Formal processes can take time.
- Your voice might be just one of many voices and you may be marginalised in the formal process.
- You need to be clear on your information and facts to be credible in the formal processes.

Benefits

- You don't need to fight for the right to be heard as CSOs if the formal political system recognises you and provides opportunities for input.
- If used correctly, formal processes provide an opportunity to work in partnership with those representatives who support your issue.

For example

The logo consists of the word 'example' in a bold, dark red font, with a second 'example' in a lighter, olive green font directly below it.

Budget policy used to further gender issues

Examples of gender budget regulations below demonstrate pioneering work and the importance of participatory processes and high level government commitment.

In 1994 the Philippines government adopted a gender and development budget policy that requires every government agency to allocate at least 5% of its budget to gender and development. The national commission on the role of Filipino women spearheaded the initiative with the women's movement. Although compliance was initially limited, the policy provided a tool and a yardstick to measure political will and actions. The success of the tool was, however, dependent on CSOs using the tool and the political space that had been created.

example example

In France, the Budget Act of 2000 requires the government to present allocations earmarked for gender equality. This required reforming the state statistical apparatus to enable disaggregation of data on the status of women and their contributions to the economy. The law enabled women's groups to use the information to strengthen their campaigns.

4.7 Using the law

This section was adapted from text in 'Socio-economic Rights in South Africa', S Liebenberg and K Pillay, 2000

What is the law?

A law is a rule enacted by the highest political authority, such as parliament. It aims to create the framework for implementing a policy. Laws prescribe, prohibit or enforce certain actions.

Litigation involves taking a party or parties, including government agencies, to court. Litigation can be used to raise awareness about a problem, to help define a programme or right, to make an individual claim or as a long-term strategy for law reform.

You can decide to use the law:

- After trying other strategies
- At the same time as trying other strategies
- In some urgent cases before trying other strategies.

Regardless of when you decide to use litigation, experience demonstrates that it is most effective when undertaken in conjunction with other campaigning tools.

There are at least four possible platforms for legal action, namely:

- National courts
- National ombudsbodies or public protectors
- International courts or conventions
- International ombudsbodies or committees

Critical success factors

- Litigation is a useful way of enforcing rights when a government is not prepared to consider input or change laws, policies or programmes (see the Treatment Action Campaign case)
- Before embarking on litigation, be clear on the desired outcome and choose the best strategy to meet your objective. In certain kinds of cases, courts can give a definite remedy. But in most cases it may be more effective to put your organisation's resources into trying to get the decision-makers to adopt a new law or programme.

- Know your time-frames and resource limitations. Court cases can be expensive, time-consuming and take a long time to reach final conclusion.
- Using the law as a campaigning technique is important not only for the remedies that can be won in an individual case, but also for the power of the precedent which a case can set.
- Usually court cases alone are not sufficient. They need to be supported by other community actions that sustain the pressure and monitor the implementation of the court decision.

For example

example
example

India's public interest action

In April 2001, the Right to Food Campaign in India filed a public interest litigation that food grain stocks lying in government warehouses should be made available through the public distribution system. Following a sustained CSO campaign with grassroots participation in 14 States and widespread media coverage of a people's hearing the Supreme Court directed all the State Governments in November 2001 to introduce cooked mid-day meals in primary schools within six months of the order. Since the Supreme Court order came out the Right to Food Campaign has been monitoring and campaigning for the State to fulfil their obligations.

Actions

Those who can use the law or go to court include:

- An individual
- An organisation on behalf of someone who cannot take up a case in his/her own name such as a minor
- An organisation on behalf of a group of people, e.g. people living in a shack settlement
- An organisation on behalf of a class of people
- An organisation acting in the public interest, e.g. challenging school fees
- An association acting in the interests of its members, e.g. a trade union.

National courts

The possibilities of using national courts vary considerably from country to country and depend on your legal system and laws. In some countries there is little trust in the legal system and its ability to effect change. There are many reasons for this including a lack of power or independence of the judicial system and elitism of lawyers and judges.

Where a law does exist requiring the State to provide for its citizens or to protect the environment, and the courts are independent, there may be opportunities for using the courts to hold the government to their obligations in terms of the law.

Where no such laws exist, or where the judicial system cannot be relied on, you can appeal to national ombudsbodies if these exist, or turn to the international legal community to support you in your desire to secure a remedy.

National and international ombudspeople

- Ombudsbodies may perform one or more of the following functions:
- Raising awareness of the MDGs
- Scrutinising existing laws to ensure they are consistent with obligations in terms of the Millennium Declaration
- Identifying national-level benchmarks against which the realisation of the MDGs can be measured
- Monitoring compliance with specific obligations and providing reports thereon to the public
- Examining complaints alleging infringements or failures to address obligations.

In some instances ombudsbodies might be an appropriate forum for a group to take their case to. CSOs frequently use this mechanism to seek a remedy for a violation or to pressure a government to cease activities or to address a problem proactively.

The response of ombudsbodies to a complaint varies depending in part on the rules and procedures of a particular body.

International litigation

By signing an international covenant a country shows its intention to comply with it. The respective State then has an obligation to abide by its commitments. This obligation requires the voluntary co-operation of governments.

Most covenants and international treaties are enforced within countries rather than at the international level. Therefore the first remedy must always be a national legal avenue. You must have exhausted all national channels before taking your issue to international jurisprudence bodies.

Where this fails, the UN's method to combat violations of obligations usually consists of publicity, political pressure and advice rather than court cases. The UN system does have some success and can influence the way a country treats its citizens. Most governments respond to public opinion and take steps to meet an obligation when pressured to do so by organisations and people domestically and internationally.

Sometimes, however, legal action is the best option. Here it is important to determine whether there are legal remedies available and to do your homework properly. A good example of the power of international litigation is detailed below in the SERAC case at the African Commission.

Where international court cases are used, such as cases pursued through one of the regional organisations like the Organisations for Security and Co-operation in Europe or the African Charter, the punishment following a guilty verdict is seldom harsh.

Obstacles and challenges

- Litigation takes time. Often it takes years before there is a final decision.
- It costs money to brief and employ a legal team to defend you.
- The remedy may be limited as courts seldom go as far as you would like.
- There is a danger of developing a “legalistic” approach where communities become reliant on the legal system to define and exercise their rights.
- It may be difficult to sustain community interest, as court cases can be alienating and can leave ordinary people behind.

Benefits

- A legal case can create a focal point for attention and raising awareness and can therefore be a useful tool for organising people.
- A case can establish a precedent for other cases nationally or internationally.
- Litigation provides an opportunity to unpack the obligations of the state.
- It is a useful way of highlighting an issue in the international arena.
- A court decision provides finality on the issue.

For example

example
example

SERAC uses international litigation

The Social and Economic Rights Action Centre (SERAC) seeks to promote economic and social rights in Nigeria. It works primarily at the national level to monitor government practices, advocate for legislative and policy changes and promote awareness. In partnership with the Centre for Economic and Social Rights (CESR) in New York, SERAC led a petition to the African Commission on Human and People's Rights alleging violations by the Nigerian Government of the right to health and a healthy environment, the right to housing and the right to food. SERAC sought the intervention of the African Commission because of the futility of legal action in Nigeria resulting from the operation of ouster clauses contained in military decrees removing the jurisdiction of the courts over human rights cases.

The application alleged that the military government of Nigeria was directly involved in oil production through the State oil company, the Nigerian National Petroleum Company, the majority share in a consortium with Shell, and that these operations have caused environmental degradation and health problems resulting from the contamination of the environment among the Ogoni People. The petition further alleged that the Nigerian Government condoned these violations and that it failed to monitor the operations and ensure that the required safety measures were put in place. SERAC further alleged that in the course of defending the operations the Nigerian security forces attacked, burned and destroyed several Ogoni villages and destroyed their food sources.

SERAC claimed that these were all violations of the African Charter and sought remedy from the African Commission. The case was initiated in March 1996 and was ended by October 2001.

The Commission found that the Federal Republic of Nigeria have violated Articles 2 (*take steps to realise the rights*) 4 (*right to life*), 14 (*right to property*), 16 (*right to enjoy the best attainable state of physical and mental health*), 18(1) (*protection of the family*), 21 (*right to free disposal of wealth and natural resources*) and 24 (*right to a general satisfactory environment*) of the African Charter on Human and People's Rights.

It appealed to the government to ensure protection of the environment, health and livelihood of the people of Ogoniland by:

- Stopping all attacks on Ogoni communities and leaders by the Rivers State Internal Securities Task Force and permitting citizens and independent investigators free access to the territory.
- Conducting an investigation into the human rights violations described above and prosecuting officials of the security forces, NNPC and relevant agencies involved in human rights violations.
- Ensuring adequate compensation to victims of the human rights violations, including relief and resettlement assistance to victims of government-sponsored raids, and undertaking a comprehensive cleanup of lands and rivers damaged by oil operations.
- Ensuring that appropriate environmental and social impact assessments are prepared for any future oil development and that the safe operation of any further oil development is guaranteed through effective and independent oversight bodies for the petroleum industry.
- Providing information on health and environmental risks and meaningful access to regulatory and decision-making bodies to communities likely to be affected by oil operations.

Chapter 5:

Campaign Skills

What is on this page?

- 5.1 Press releases
- 5.2 Writing a story
- 5.3 Giving interviews
- 5.4 Letter to the editor
- 5.5 Public speaking
- 5.6 Posters and pamphlets
- 5.7 Organising a public event
- 5.8 Holding a meeting

5.1 Press releases

The text for this section has been adapted from resource materials from 'Ban the Landmine Campaign' and UNDP Blue Book.

When to use a press release

A press statement is used to give information or comment to the media on an important issue or event. Remember that news goes stale very quickly, so get your statement out as fast as you can.

Important things to know about press releases

New and interesting

The first question editors and journalists ask when they pick up your release is "Is this important?" And the conclusion they reach will determine whether or not they keep reading and use the release. To be important, the release must announce something **new** and **interesting**.

The writer has one paragraph – maybe 20 seconds – to seize the reader's attention. Headlines help to sell the story at a quick glance. Aim for a complete but short sentence as a headline. Use verbs and active words.

Active voice

Always write a press release in the active voice, as this makes it more direct and punchy.

Quotes

Include direct quotes from a campaign spokesperson to bring the story to life. Make sure the quote says something concise and relevant. Give the first and family name of the person quoted and their title or position in the organisation.

Facts and background

Make sure that you include enough background information on the MDG campaign and your local issues. Support statements with facts such as details on poverty. Avoid jargon.

Length

Keep the press release short – preferably only one page. If you must spread to a second page, type "more follows" or the first three words of the next page in the lower right hand corner.

Press contact lists

Many press releases never get opened or read because they are sent to the wrong person or have been sent to the wrong postal address, fax number or email address. Build a list of media contacts and always send all statements to everyone on the list. Make the list as broad as possible. Make sure your media list is kept up-to-date. Try to get the name of the contact person if at all possible. If your contact has moved, then send it to the chief of staff or news editor.

Contact numbers

Always include a contact number for members of the press who want more information. Remember that the press hours are not normal office hours, so the number given must be available after hours.

Follow up

Follow up journalists you know to check that they have received the release and have all the information they need. This both alerts them to the release and also helps to prioritise your story in their mind.

Luck

As usual in life, luck plays a role. You may have the greatest story, have done the best press release and made all the phone calls to follow up the release, but there is another big story, for example, a terrorist attack or an earthquake, that overshadows your issue. On the other hand, if you provide your release on a day with little news, day you may get a lot of coverage.

How to structure a press release

A typical news release looks at the 'five W's', namely, What, Who, When, Where and Why. It is also useful to include a 'How'.

Generally a press release is written in the form of an inverted pyramid, with the main points at the top and the less important information further down.

Checklist for your press release:

- Is it new?
- Are the main points at the top?
- Is it short, sharp and simple?
- Does it include direct quotes?
- Does it provide a contact name and number for more information?
- Have you avoided jargon, flowery language and generalisations which cannot be supported?
- Have you circulated a copy to everyone from the campaign whom the media might contact?
- Have you made follow-up calls to journalists you know?

Press Release Format

Headline (highlighting the main news point)
For immediate release or Embargoed for release until...

Intro/Lead

Start with a bang. Aim to answer as many of the five W's as possible in your first sentence.

Source

If you have not already done so, answer the question: "How do I know?" This provides credibility.

Essentials

This includes why the story is significant - the perspective. Here you answer the questions "So what?" And "How?"

Quotes

Give the release life and add quotes

Anything else?

Is there anything missing?

Ends

Type "ends" at the end.

Contact

Name, telephone and email of people who can provide more information. Remember to include after hours numbers

Note to the editor

Your last chance to tell journalists where they can get copies of a report, a photograph or other information

Press conferences

Press conferences should only be called when you have a big story for the media that the public will be very interested in, for example, the launch of a project or comment on an important issue from leaders. You should have some speakers at a press conference who will attract the media, copies of press statements or briefing documents and people who can explain the issue clearly. A press conference should be about 30 minutes long.

You call a press conference by sending an invitation stating the topic, speakers, time and venue to all the media on your contact list. Fax it through and follow it up with phone calls to confirm attendance. Try to invite specific journalists rather than just sending an open invitation to the editor.

You should never have more than three speakers at a press conference. If there are many people who have to be accommodated, let them sit at the main table but only respond to questions. Make sure that there is a strong chairperson, who can stick to the time, keep the conference orderly and direct the questions to the most appropriate person to respond.

5.2 Writing a story

The text for this section has been drawn from UNDP Blue Book and Ban the Land Mines Campaign.

What is a good story?

We often get upset that stories which we think are good ones, do not get into the news. For journalists "good" stories are stories that are interesting, newsworthy or unusual. News papers will not cover every story but, if there are serious or controversial issues involved, or if it is an unusual event, you will get publicity more easily. If you have a good relationship with journalists you have a much better chance of persuading them that your story is important.

The media are also interested in stories that have a human interest element. Try to organise interviews and visits for reporters with people who are affected by the issue or cause you are taking up. Find ways of telling the big story through the eyes or experience of someone who is directly involved. Stories are more interesting when there are photographs and words from human beings rather than just press statements from organisations.

The media will also cover events attended by high profile people like ministers and premiers, celebrities and popular personalities, so it may be useful to invite someone like that. Unfortunately the media may leave as soon as this person has spoken and often only the high profile people will be quoted in stories.

How to get a story into the media

There are many different ways of getting your message across and getting information to journalists. These include press statements, press conferences and interviews. Study them, and then decide which is the best way for each event. Decide what you want to say, choose the most effective method and then get the information out. Do not overdo it by using all the methods at the same time.

5.3 Giving interviews

The text for this section is based on UNDP Blue Book and Ban the Landmines Campaign resource material.

Speaking on television, radio or in the print media is one of the more powerful and immediate ways of getting your message across. There are different types of interviews, namely, “on location” interviews where the journalists and crew come to you, “studio interviews” where you go into the studio, and “down the line” interviews where you do an interview over the phone. Interviews may also be either live or edited.

To succeed in the world of media with its tight deadlines and quick turnover of stories, you need to be prepared. When asked for an interview at short notice do everything possible to meet the deadline. Also make your after-hours number available to the media. Always return media calls as soon as possible. If you make the effort and make it easy for the journalists, you could get prime time coverage.

Interview tips

General interviewing tips

Whether you are being interviewed for newspapers, radio or TV, there are a few key things to remember.

- Most importantly, make sure you are well prepared and can handle the topic of the interview – otherwise get someone else to do it.
- Speak slowly and clearly.
- Keep your responses very short – very little of what you say will be used, and it is better not to give them so much information that they can pick and choose which parts of your answer to use. It is always useful to have soundbites ready on all the key issues, so you get straight to the point.
- Be sure of your facts.
- Bring facts to life with real examples and personal stories.
- Be confident and answer questions clearly – keep your sentences short.
- Don't avoid difficult questions by talking a lot and not actually answering. If you don't know the answer, then admit it and say "I am not sure about that; I will check and call you back."
- Be polite, helpful and friendly, and always come across as warm.
- Never lie or exaggerate.

- Be careful not to let the journalists put words into your mouth and don't respond to hearsay, as this may be the reporter's way of getting an emotive response from you. Never allow untrue statements to go unchallenged. (Ban the Landmines Campaign)
- If a number of your members will be acting as spokespeople, draft a briefing or speaker's notes on complex issues as a guide for them.

On television

- Television is the most powerful media form. Not only do you have a large captive audience, but you also have an opportunity for people to get to know you. Here are some tips when doing a television interview:
- Look the part but make sure you feel comfortable. Don't wear something that will make you feel ill at ease.
- Don't wear red, white or stripes as these "blue" the TV cameras. Pale blue is a good colour.
- Sit comfortably and try not to fidget.
- Make eye contact with the interviewer.
- Interrupt gracefully or firmly if you disagree with another guest or the interviewer. For example, say: "If you will allow me to come in here ..."
- Have a last line ready as a concluding statement. If you have nothing more to say, repeat your main point.
- Ask for feedback from colleagues and the interviewer after an interview.

On radio

- Avoid microphone popping – don't get too close to the microphone or speak directly into it. Instead speak over it.
- Prepare properly and make sure you have three key points that you want to communicate clearly. Whatever else is going on, try to keep focussed on these points and get them across.
- It is important to be firm and strong so that you get enough time to speak, but it is equally important that you do not come across as rude or aggressive.
- Prepare soundbites. Keep your answers short and to the point and keep your language as simple as possible.
- Never give lectures – always remember that you are speaking to the listeners rather than to the interviewer.
- Breathe!

On phone-ins or chat shows

- Listen to what the interviewer and callers who phone in are saying, and respond to them as personally as possible.
- If it is a caller, try to remember the person's name and use their name when you respond to their question.
- Never humiliate or undermine a caller. Even if they are hostile, be as polite and friendly as possible. Focus on the issue rather than the person.
- Don't interrupt or lose your temper with people who oppose your views; rather remain cool and calm and leave the hysterics to others.
- Never be defensive and refuse to answer questions in an aggressive way. Stay as positive and open as possible. Regardless of how other people on the show are acting, be transparent and accountable, and show that you have confidence in what your organisation and campaign stand for.

How to deal with hostile interviews

The machine gun interviewer

This journalist usually asks multi-point questions in rapid succession, which are designed to confuse. You don't know where to start.

Approach: Do not allow yourself to be flustered. You can answer one question at a time. Select one question you can deal with and answer it clearly and calmly in a way that allows you to include one of the points you decided to make in the interview. Then move on to the next question and repeat the process.

The interrupter

This journalist rarely allows you to finish any statement before cutting in with another question, which is a technique that leaves inexperienced interviewees flustered and angry. This proactive style often achieves what it aims to elicit – an angry, emotional outburst.

Approach: Always use the interjection – listen to it, broadly acknowledge it and then return and complete your original point.

The paraphraser

This journalist incorrectly restates everything you have said. Unfortunately, in this scenario, inexperienced interviewees often find themselves agreeing to something they have not actually said.

Approach: First indicate firmly that their interpretation is wrong. Then proceed to restate your position calmly, giving emphasis to the positive aspects of your case.

The dart-thrower

This journalist usually combines a poisonous statement with a followup question. Often the interviewee ignores the attack in favour of answering the question.

Approach: Immediately address the wrong statement by reversing it to make a positive point, then proceed to address the question in equally positive terms.

5.4 Letter to the editor

The text for this section has been taken from IMPACS web-based Media Communications toolkit. For more tips, see www.impacs.org

What is a letter to the editor?

This is a letter you write to the newspaper commenting on a current news story being addressed by the paper. The letter may criticise some aspects of the paper's coverage or bring additional context to a particular story. It may also respond to a previously published letter. Letters to the editor appear on the Opinion / Editorial (op-ed) pages and are one of the most highly read sections of the paper.

What does it do?

Like an editorial piece, a letter to the editor can allow your comments to be presented with minimal mediation or interpretation by the paper itself. This requires you to keep the letter short.

When to use it?

Use it when you want to comment on a current story and/or its coverage without mediation and an op-ed piece isn't warranted (because you don't have enough to say on the matter, because you don't think they'll print an op/ed piece for you, or because you don't have enough time to research or write one).

Important things about writing a letter

- Keep it short. Notice how long the published letters to the editor usually are and try to stay within those boundaries to avoid someone cutting your comments.
- Criticise objectively. If you must criticise the paper itself, do it in a calm and objective manner, backing up any claims you make with facts and concrete examples.
- Try to ensure a human face. People respond best to human stories, accounts and comments.
- Sign the letter. Make sure you sign the letter and provide the paper with your name and address; otherwise they will usually not even consider publishing it.
- Don't overdo it. People who write more than one letter a month are dismissed as crackpots.

5.5 Public speaking

What do you use public speaking for?

Public speaking is very much part of the work of any activist, organiser or CSO worker. You use public speaking to get your message across to large audiences and to win support for your cause.

A good speaker is inspiring, clear and persuasive. Many speakers are boring, long-winded and confusing. Most speeches go on for far too long and do not get the message across clearly.

It is relatively easy to become a good public speaker. You have to concentrate on the content and what you are trying to communicate and make sure that is clear. You also have to work on your presentation style to make sure that you do not bore people or confuse them. Practice is the best teacher.

Important things to know about public speaking

Target audience

Your speech must suit the target audience that you are addressing – find out before-hand exactly who you will be speaking to, what their issues, problems and concerns are, and how they feel about your organisation and the issues you want to talk about.

It is also important to fit in as much as possible with the audience you are speaking to – the way you dress and behave should make them feel comfortable.

Make sure that you understand any religious or cultural sensitivity in your target audience so that you can avoid offending anyone and embarrassing yourself or your organisation. Never smoke, drink or eat during an engagement unless it is part of the event, like at a dinner.

How you come across

Sometimes the way you come across in a speech is as important as what you say. Audiences can be put off if you sound hesitant or unsure of yourself, or if you sound over-confident or arrogant. Most audiences feel very comfortable and will listen to you if you are honest, warm and friendly, and show that you care about the issues affecting them. Try to keep eye-contact and to talk directly to the audience.

Never behave in an aggressive way, even when someone in the audience is being rude. It is best always to stay humble and to use humour whenever possible to deal with aggressive questioners. You can be firm, but show respect for people who disagree with you.

Never tell your audience what they should be doing, or how they should be behaving. When you want to change people's behaviour or to get them to participate in campaigns and programmes, appeal to them to do so. Ask them to work with you. It is important to come across as a person of the people, who trusts people and who wants to work with them in order to solve problems together.

How to structure a speech

When you make a speech, it is very important that you get your message across simply and clearly and that your audience knows exactly what you are saying and where you are going. Try to make sure that your speech always covers the following:

- **Issue** – In your introduction, make it clear exactly what you will be talking about.
- **Facts** – Give the basic facts about the issue or describe the reasons for the problem, and what will happen if nothing is done.
- **Options** – Briefly tell people what could be done about this issue or problem. Here you can describe a number of alternatives.
- **Proposal** – Clearly state what you believe is the right way to deal with the issue or problem and describe your organisation's policies, programmes or plans for dealing with it. Always try to end your speech on a positive note and give the audience a clear way forward.

How to present your speech well

Here are some very basic tips to help you become a better public speaker:

- Do not start your speech with five minutes of greetings or welcoming of everybody. It becomes boring and you may leave people out. Just start with, for example, "Honoured guests, Madam Chair, friends."
- Start strongly so that you get people's attention. You can use a joke, but only if it is relevant and really funny. It is often better to start by saying why you are there and what the issue is, for example, "Today we meet to discuss what we can do about the rapid spreading of HIV/AIDS in this area."
- Don't fidget and try not to make "er" and "um" noises, which take people's attention away from what you are saying. Look confident and calm and speak with authority.
- Make eye contact – look at different parts of the audience so that everyone feels that you are making eye contact with them.
- Try to speak as naturally as possible. Don't read a speech – rather make notes that you can refer to.
- Keep your language simple and don't use any jargon or abbreviations, which your audience may not understand.
- Keep your tone normal and human. Try to change both the pace (speed) and tone (sound) of your speaking, in a natural way, so that people don't fall asleep.

- Don't be scared to use feelings when you speak, but never become over-dramatic. It is good to show that you genuinely care about issues.
- Try not to depress your audience – when you share problems with them, make sure that you always point out a way forward to overcome the problems.
- Don't humiliate people publicly when they ask questions or disagree with you. Even if they are talking nonsense, try to be nice to them. People do not like leaders who behave in a nasty way.
- Use humour when it seems right but don't make a fool of yourself. Audiences want you to be nice and human, but they will not respect you if they see you as a clown.
- Keep your speeches as short as possible. You should never speak for more than 15–20 minutes, and if you can keep it to ten minutes that is even better.
- Make sure that you say the most important things at the beginning of your speech and then again at the end, since people may fall asleep or become distracted for the middle part.
- When you use statistics, make sure they are presented simply and try to illustrate them.
- Be very careful not to say things that will make your audience feel uncomfortable or embarrassed, unless you can immediately follow them up with something that will make them feel better.
- Never say "Finally," or "In conclusion," unless you really mean to end at that point.
- Always thank people who have invited you and thank the audience, but do not make a five minute thank-you speech at the end. Keep it short.
- Practice your speech beforehand.

5.6 Posters and pamphlets

What do you use posters and pamphlets for?

Posters and pamphlets are an important way of getting information to local communities. You can use them:

- to mobilise people to support your cause
- to advertise a meeting or specific event
- to popularise your slogans and messages.

Posters and pamphlets are particularly useful in areas where there is no easy access to newspapers, radio and TV. They provide a direct way of communicating, but can also be very expensive. Organisations can easily produce posters and pamphlets, but it is essential that you are clear about the aim of the media, who you are targeting, and what you want to achieve, before spending lots of money.

Important things to know about posters and pamphlets

Posters

The target audience sees posters for only a few seconds – usually as they drive or walk past. They should be put up on poles next to busy roads or on walls and windows of shops where passers-by can see them. It is important that they are as large and as bold as possible, so that they attract attention and can be read easily.

Here are some useful tips for producing good posters:

- Make the posters as large as possible – they should not be smaller than A2 (four times the size of a normal A4 page).
- Keep the writing as big as possible so that people can read it easily from about 10 metres away.
- Use as few words as possible – avoid using full sentences.
- Use colour if you can afford it – it makes your poster stand out and attracts more attention.
- Do not put too many words and images on your poster – it may be beautiful, but if the design is too busy, the most important information may not get through to the audience.
- Make sure that the poster is easily recognised as belonging to your organisation or campaign by using your logo, colours or the abbreviation.

Pamphlets

Pamphlets should be used when you want to give people more information than you can put on a poster, for example to:

- Explain an issue to the community
- Inform people of their rights
- Win support for a campaign you are running
- Win support for your organisation's point of view.

Pamphlets are much cheaper to produce than posters. You can, however, also waste a lot of money if you print pamphlets and then do not distribute them properly.

How to put up posters

In many areas you have to get permission from your local municipality before you can put up posters. Get a copy of the rules in your area and then go to the municipality with your posters to get the permits and pay the deposits, so that the posters are not removed.

For posters that you want to hang on poles you will need cheap, rough string and a backing board. This can be made out of cardboard, plastic or masonite. Backing boards can be very expensive. The cheapest option is to use cardboard. Buy 3ply rather than 2-ply cardboard as it will not shrivel up in bad weather.

Make maps of where the best roads are where people are most likely to see your posters. Good positions are where traffic slows down, like at stop signs and roundabouts, main roads, busy shops, bus and taxi ranks and railway stations. Put up a few posters in a row rather than just one. This gives people in passing cars and buses a better chance to read the whole poster. It also attracts more attention.

How to make a good pamphlet

Before you start working on the pamphlet, discuss the purpose, the message, the target audience and the content. Work out how many you need to print and what quality you can afford.

If you are printing on both sides of a pamphlet, each side should have an interesting headline to get people's attention. Each side should also carry your organisation's logo or name. You don't know which side of the pamphlet people will see first and you want them to read it even if they see the back first.

Keep your language simple by avoiding long words and jargon. The best pamphlets are short and simple. Make sure that all your facts are right.

How to distribute pamphlets

Think carefully about the target group before you plan distribution, as different sectors of people gather in different places. Thousands of pamphlets are wasted if they are distributed in an irresponsible and unplanned way.

The best way of distributing is through door-to door, where a team drops them off at each house in the area you are targeting. You can also use schools, factories, churches or other targeted venues, depending on who your target group is.

It is also good to distribute pamphlets when you are having marches, information tables or other public events. You have already attracted people's attention and a pamphlet gives you a chance to explain your campaign to people who do not have time to stay and discuss it with you.

5.7 Organising a public event

The text for this section has been adapted solely from the resource materials of the Campaign to Ban Landmines.

What are public events?

Public events are an effective way to publicise the message of a campaign and gain media attention. These can include marches, like the Italy MDG march, handing out leaflets outside a government meeting, pickets or vigils. Planning, imagination and hard work are all that are needed.

A checklist for events

Preliminary logistics

- Have you worked out how to co-ordinate the event? Set up a committee with responsibilities for each person.
- Have you set a date on an appropriate day? Make sure the event does not clash with other key activities / public holidays.
- Is the event location accessible to disabled people, the media and the general public? Is there enough parking? Is there public transport access?
- Have you secured the necessary permits?
- Have you advertised the event?
- Do you need to arrange transport for the event?
- Have you arranged for endorsements by key organisations and individuals?
- Have you developed and implemented your media plan?

Site / event logistics

- Have you arranged for a sound system?
- Do you need chairs?
- Is there a plan for rain / sun protection?
- Have you arranged security?

- Do you need to have a first aid kiosk?
- Have you arranged for booths with drinks and food if appropriate?
- Have you planned for a literature table for people who want to know more?

Follow up

- Do you have a clean-up plan?
- Who is responsible for thank-you letters to all involved?
- When will you hold an evaluation of the event?

Actions

Marches

A march is a good way to involve members and allies, publicise your message and bring pressure to bear on decision-makers. Marches can also be motivating events to galvanise support from new recruits and the general public.

Things to arrange:

- *Where* and *when*. Decide on the date, the route and the assembly place and time.
- Give directions. Elect marshals and train them to direct the march. Marshals should be easily identifiable.
- Leaders. Decide who will lead your march.
- Banners. Arrange for banners and posters bearing the message of the campaign for participants to carry.
- The grand finale. Every march should have a formal ending such as a rally, sit-in, handing over a petition or a speech.

For example

example example

Italian march and Perugia gates

In Italy the MDG campaign decided to host a visible main civil society event. After consultation with the various stakeholders a march combined with eight meaningful arches along the path was agreed for October 2003. The march became known as the 'Perugia March'. The March was a success not only in terms of the number (organizers and most of media talked about 300,000 people in the March and related events), but in terms of media impact. In part this was as a result of the creative arches/ gates built.

Each gate represented one of the eight goals. The march passed through each gate. Representative of Italian civil society were invited to distribute their relevant advocacy materials at each gate. The objective was to show that the MDGs are a common and concrete framework for all the different campaigns. For example, around Arch number 8 there were: the fair trade movements, the Debt Campaign, the "No Dumping Campaign", the Ethical bank.

Vigils

Vigils are usually fairly solemn events, involving participants standing silently in a public place to convey their message. They can be a powerful way of conveying the tragedy of the failure to implement the MDGs. Some vigils may have a religious element.

Things to arrange:

- Establish a pattern for participants. Where vigils are in a visible place, they need to be easily identified. Make a line or a circle.
- Stand far apart to extend the line as much as possible. This increases visual impact and lessens the temptation for participants to chat.
- Maintain composure and silence.
- Have monitors to check on participants.
- Use visuals, for example, candles.

Pickets

These are similar to vigils although picketers usually hold signs or placards, and pickets often involve singing and chanting.

Things to arrange:

- *Venue.* This should be a prominent place.
- *Time.* Select a busy time of the day when there will be lots of passers-by.
- See all the items under vigils.

Religious services

Services are an effective way of involving members of the religious community already linked to the campaign and potential supporters in the campaign. They are sometimes a more comfortable and safe way for people to show their support.

Things to arrange:

- *Leader.* Decide who will lead the service. Spend time with them planning the event.
- *Service order.* Ensure that you use the service to carry out your message by selecting / writing appropriate prayers and readings.
- *Action.* Provide some opportunity for people to do something such as light a candle for all those suffering from poverty.

For example

example
example

CAFOD MDG meditation

Jesus said: "I have come to bring Good News to the poor". We are called to be like Jesus. We are called to bring good news to the poor. We can share what we have with those who have less. Jesus, help me to share with others today.

Response: Lord, help us to build a fairer world

A wise man wrote in the Old Testament, "Listen to instruction and learn to be wise." Thank you, God that I can go to school and learn to be wise. Please bless all the children in the world who cannot go to school.

Response: Lord, help us to build a fairer world

In some countries today, girls are not given the same opportunities as boys. St Paul described us together as the Body of Christ. He said that each part of the Body should be treated as well as any other part. Lord, help me to treat fairly everyone I meet today.

Response: Lord, help us to build a fairer world

Jesus laid his hands on little children and blessed them. Many children in poor countries are likely to have only a short life. God our father, we thank you for your gift of life. We pray that children everywhere may be given all they need to live long and happy lives.

Response: Lord, help us to build a fairer world

Our mothers give us life and look after us, just as Mary looked after Jesus. Some children in places like Nigeria, Mexico and Indonesia never know their mothers. Lord, thank you for my family and all those who look after me. Help me today to think of a way to show them I care.

Response: Lord, help us to build a fairer world

There are some terrible diseases in poor countries where people cannot afford to buy medicines. Jesus healed the sick and he asks us to build a world where people can find healing. Holy Spirit, inspire us to be your healing hands for other people today and always.

Response: Lord, help us to build a fairer world

God created the world "and indeed, it was very good." God wanted us to live in a beautiful place. But some parts of the world are no longer beautiful. Some of our sisters and brothers live in slums, some have no clean water and some forests are being destroyed. Today, Lord, I will try to notice the beauty around me. Thank you for the earth.

Response: Lord, help us to build a fairer world

The prophet Micah said, "Act justly, love tenderly and walk humbly with your God." The nations of the world are trying to act justly by promising to help poor countries. They have promised to work together to achieve the MDGs. Lord God, please bless all the world leaders. May they work hard to help the poorest people of the world.

Response: Let's help make the world a fairer place

Setting up tables

Tables are an effective way to get signatures for petitions, publicise our message and fundraise.

Things to arrange:

- *Where and when.* Choose a busy area and time of day.
- *Making the point.* Make sure that the appearance of the table invites people passing by to stop and ask questions. Use posters and banners to attract them.

- Ask for action. Make sure you have something that invites people to take some action. For example, signing a petition, joining the campaign, making a donation or writing a letter to a targeted leader.

Exhibitions

A picture is worth a thousand words and an exhibition is a powerful way to illustrate our message and tell stories of people whose lives have been affected by poverty.

Things to arrange:

- Choose a public place and spacious venue.
- Try to find a theme for the exhibition.
- Build up relationships with photographers and invite them to participate.
- Think carefully how the materials will be displayed. Will you mount or frame the pictures? It is important to display material in an attractive and professional way.
- Decide on the medium. It is often good to combine media such as photographs and painting with videos.
- Pay attention to the text that will accompany each image.
- Invite arts editors to the opening.

For example

example
example

Uganda exhibition

Uganda held a public exhibition with eight MDG stalls, staffed by UN agencies and their partners, demonstrating activities that can help the country achieve each goal. The exhibition displays and posters were based on entries to a schools painting competition held earlier.



Some general tips when organising an event:

- Think ahead. Arrange for a planning meeting to strategise for the event. Make sure you have a group of people who will be responsible for the event. Notify the authorities and, if necessary, get permission for the event. Make sure you have a group of people there before the event and afterwards to prepare and clean up. A good rule is to plan your event for maximum publicity and minimum disruption to the public.
- Build alliances. Sometimes it is useful to ask prominent individuals or organisations to support the event. Make sure they are well briefed on the event and on the message you are putting across. Work with them to plan the event.
- Advertise the event. You need to plan an advertising strategy to attract supporters and explain to the community why you are staging the event. This can be done using any of the media strategies and skills detailed in this toolbox. Often the best form of advertising is word of mouth, so ask your supporters to phone or talk to other members / supporters to let them know about the event.
- Get your message across. If you are standing around in front of a public building in order to make a point, it is a lot more effective if bystanders know what point you are trying to make. Make sure you have banners and posters containing your message. Give out pamphlets to the public. Prepare members to answer questions.
- Plan for media coverage. If you are aiming to get public attention, make sure you have chosen a good time for the media. Often events planned early in the day (before noon) make it into the evening news, while events that take place later do not. Send out a media release before the event. Have background information available for journalists who did not get or read the pre-material. Think of ways of making the event visually attractive to inspire cameras and photographers.
- Think about equipment. Make arrangements in advance to borrow or hire the necessary equipment.
- Think about raising funds. Ensure you have raised enough money to carry off the event.

5.8 Holding a meeting

This section is based on materials developed by UNDP in the Human Development Resource Toolkit and the Training for Transformation Handbooks for Community Workers written by Anne Hope and Sally Timmel.

Facilitating a meeting

Things to arrange:

- **Room layout.** Research has shown that the arrangement of a room has a strong effect on the participation in a meeting. Those who can see all the other faces are at an advantage. Every effort should be made to enable participants to sit in one circle where everyone can see everyone else's face.
- **Size of the group.** The majority of people find it difficult to speak to big groups of strangers. Also there is usually not enough time for everyone to speak. Therefore if everyone is to participate, smaller groups (maximum of 30 people) are better. If you have a bigger group, use smaller breakaway groups as much as possible.
- **Agenda.** Every meeting needs a clear agenda. You need to allow for bringing everyone on board and the outcome of the meeting needs to be clear to everyone.
- **Facilitator.** The person who leads the discussion needs to be carefully selected. The person needs to be someone who can step back from the discussion and facilitate everyone else's participation. They need to be a good listener. This is often not the leader of the campaign or group.
- **Ice-breakers.** Most of us are a little unsure of ourselves, especially in a group of strangers. People need help to get to know the others quickly or to relax with the other participants. Ice-breakers are exercises that help to do just this, for example, asking people to introduce themselves and indicate what their favourite breakfast is.
- **Breaks.** People cannot concentrate indefinitely. Meetings with regular breaks every 1.5–2 hours produce much better results.
- **Evaluation.** It is important to evaluate the meeting and learn from your mistakes.

Formatted: Bullets and Numbering



- Listen actively.
- Explain well.
- Encourage participation. Ask individuals how they feel or what they would suggest.
- Keep focused.
- Ask for clarification. Say if you don't understand something or think others may not.
- Make links between the topic and people's own experiences and inputs.
- Ask for examples that expand on the inputs.
- Paraphrase to check if you understand.
- Summarise.
- Do a quick survey if you are not sure how people are feeling, using a show of hands.
- Test for consensus by checking with the group if there is agreement on an issue.
- Be supportive. Initiate action and push for plans and commitments.

Techniques

Brainstorming

Brainstorming is a central consensus-building skill for participatory processes. It is a technique to gather as many ideas as possible, before deciding which ones to discuss in depth. Brainstorming allows participants to throw out ideas without censorship. It also avoids the frequent mistake of spending too much time discussing the first suggestions, so that not enough time is left to discuss other ideas.

There are four primary components to brainstorming:

- Collect ideas. This involves getting ideas out on the table rather than telling or selling a particular set of ideas. Use a flip chart.
- Clarify and discuss. Once you have all the ideas, you need to clarify and check that everyone understands them.
- Cluster and eliminate. As the group considers the ideas, cluster similar concepts and eliminate duplications.

- Decide using agreed criteria. Decisions must be based on agreed criteria.

Use of newsprint / whiteboards

Recording the discussion accurately on a whiteboard, or on newsprint paper on a flipchart is another important skill. It helps remind people where you are, where you are going and what has been discussed. Also, when people see their suggestions written down they get a sense that their contributions are taken seriously and this fosters participation, trust and ownership.

Things to remember when recording a discussion:

- Summarise each contribution in a few words.
- Where possible, use key words used by the participants themselves.
- If the point is repeated by numerous participants, place a mark at the point that reflects the support.
- Avoid slowing the process by checking what you write or taking too long.
- If possible, cluster ideas.

Chapter 6:

Be part of the 'Global Call to Action Against Poverty'

A growing group of civil society organisations is working together to pressure world leaders to act against poverty in 2005. By joining this 'Global Call to Action Against Poverty', which is an alliance of both South and North, you become part of this global effort to demand that the world stops allowing millions to die every year because of extreme poverty. This movement is calling for world leaders to start keeping their promises, and to do all they can to achieve the Millennium Development Goals and move towards eradicating poverty.

The Global Call to Action Against Poverty is not a membership organisation. Any non-profit organisation willing to support the core message and joint action is invited to become involved. The main level of co-ordination will be national platforms, layered under regional networks. National activities will be home grown, will include national priorities and national demands and will build on existing initiatives. Mass mobilisation and people-centred advocacy will be key to the campaign.

Wear the white band

During 2005, millions of people around the world will be taking part in activities that coincide with significant international, national, and local events. Community organisations, national and regional networks, international NGOs, trade unions, school children, faith groups, and celebrities, are calling for action to eradicate poverty. In countries all over the world, people will be asked to wear a simple white band to show their desire for world leaders to act now.

There will be key dates in 2005 where the group will aim to mobilise together, but the group also foresees a series of dynamic campaign processes to put pressure on decision-makers in the South, the North and at the global level throughout the year. The more people are encouraged to take part, the louder the call for action will be. Together, the group members will pressure governments to eliminate poverty and achieve the Millennium Development Goals.

The group is calling for Trade Justice, Debt Cancellation, and a major increase in the quantity and quality of aid. It also wants national efforts to eradicate poverty that are developed and implemented in a way that is democratic, transparent and accountable to citizens.

Poverty denies hundreds of millions of people their rights to water, health care, and education, and fuels the HIV/AIDS epidemic. This is not an unchangeable fact of life – for instance the WHO estimates that vaccinations could prevent this. But change will not happen unless all of us, together, demand it loud and clear. If we can get all of those who want to eradicate poverty to speak at the same time, then leaders will be forced to act.

Members of the group know from past experience that success, and a better world, is possible. Global campaigns to ban landmines, to end apartheid and to realise women's rights have all made a huge difference. These campaigns

have helped to change - and save - lives. By joining the group, you become part of this global effort.

There are many national platforms and groups already working on these issues, and this action is designed to compliment, support and build on activity at the national level.

An International Facilitation Group was established in Johannesburg in September 2004 to take this work forward, in consultation with all involved.

For further details or to join the campaign, see the official website www.whiteband.org

Organisations that have joined the cause

(Dated: January 2005)

Action Aid International	CCFD
African CSO Network on Water (ANEW)	Centre for Social Development, Cambodia
AFRODAD	Centre for World Solidarity (CWS)
Agency Coordinating Body for Afghan Relief, Afghanistan	CIDSE
Agir ici	CIVICUS: World Alliance for Citizen Participation
Alianza Social Continental	COMGAD
All Africa Council of Churches	Comic Relief
ALOP	CONCORD
ANCEFA	CONGO
ANND	Coordination SUD
APWU / NAPM, India	Canadian Council for International Co-operation
Asia Forum for Human Rights & Development	Cordaid
Asia Pacific Network on Food Sovereignty (APNFS), Philippines	CRID
AWEPON	CSACEFA
AWN	DATA
BRAC	Development and Peace
Broederlijk Delen	Education International
CAFOD	Entraide et Fraternite
Cambodian Human Rights and Development Association (ADHOC)	Fastenopfer
Campaign for Popular Education, Bangladesh	Feminist Dalit Organization (FEDO)
Caritas Internationalis	Global Campaign for Education
	Global Movement for Children

IBASE	SAAPE, Nepal
ICAE	SAMARTHAN
ICW	Samay Weekly
INESC	Sanayee Development Foundation, Afghanistan
Integrated Rural Development Foundation (IRDF)	South African NGO Coalition (SANGOCO)
Interaction	SANSAD
International Council for Adult Education	Santi Sena, Cambodia
Japan International Volunteer Centre (JVC)	SAPPK, Pakistan
Koordinierungsstelle	Secours-Catholique
LEGAMBIENTE	Social Watch
LUMANTI	South Asia Watch on Trade, Economics & Environment
Manos Unidas	South Asia Partnership Pakistan (SAP-PK Lahore)
MICAH Challenge	STAR KAMPUCHIA, Cambodia
MWENGO	TANGO
NANGOF	MICAH Challenge
National Campaign on Dalit Human Rights	Tavola della Pace
National Conference of Dalit Organizations (NACDOR)	Transparency International
NCDHR	Trocaire
NGO Federation of Nepal	UN Millennium Campaign
NOVIB	Urban Sector Group, Cambodia
One World Africa	VnM / Focsiv
One World South Asia	Volontari nel mondo - FOCSIV
Oxfam International	World Vision International
People's Health Movement	Yayasan Bina Usaha Lingkungan/GEF - SGP
PIDHDD	Yes Country Network Nepal, Youth Initiative
Plan International	Zambia Trade Network
Poverty Action Network Ethiopia Steering Committee	Zimbabwe Coalition on Debt and Development (ZIMCODD)
PSI Brazil	
Public Services International	

Chapter 7:

Links to Campaign Resources

United Nations

Human Development Report 2003 on the MDGs (UNDP 2003)	http://hdr.undp.org/
The United Nations	http://www.un.org
UN Development Programme	http://www.undp.org/mdg
UNESCO	http://www.unesco.org
UN-HABITAT	http://www.unhabitat.org/mdg/
UN Volunteers (UNV) Programme ``	http://www.worldvolunteerweb.org/development/mdg/
UNAIDS	http://elink.unaids.org/menew/MDG
UN-Non-Governmental Liaison Services	http://www.un-ngls.org/MDG
UN Millennium Project:	http://www.unmillenniumproject.org
UN Millennium Development Campaign	http://www.millenniumcampaign.org
World Health Organization (WHO)	http://www.who.int/mdg

Civil Society Organisations

Action Aid	www.actionaid.org
African Civil Society Network for Water	www.anewnetwork.org
African Women's Economic Policy Network	www.awepon.org
AFRODAD	www.afrodad.org
ANND	www.annd.org/MDGs
CAFOD	www.cafod.org
Campaign for Education	www.campaignforeducation.org
Christian Aid	www.christian-aid.org
CIVICUS	http://www.civicus.org
International Institute for Environment and Development (IIED)	www.iied.org
Jubilee	www.jubileepius.org
Oxfam	www.oxfam.org
One World	www.oneworld.ca ; www.uk.oneworld.net ; www.us.oneworld.net ; www.africa.oneworld.net
People's Health Movement	www.phmovement.org
Social Watch	www.socialwatch.org
Southern African Regional Poverty Network	www.sarpn.org.za
Trocaire	www.trocaire.org
World Federation of United Nations Associations (WFUNA)	www.wfuna.org