

UNIT 9:

PLANS AND SUPPORT

ADA Campaign Training Manual

UNIT 9: PLANS AND SUPPORT



HelpAge International (South Africa)

This unit will help participants to think about the different types of campaign tactics and to develop a campaign plan. It will also help them think about the advantages and disadvantages of building networks, coalitions and alliances that can help them reach their campaign goal.

CAMPAIGN ACTIONS

80
mins

9.1



Exercise 1 – Different ways to get across your campaign message

In plenary, and using Handout Unit 9.1, invite participants to brainstorm practical activities that convey campaign messages. Have volunteers note the points that arise clearly on flip chart paper to generate a comprehensive list. Use the checklist overleaf.



Checklist

- Leaflets and other materials for public distribution
- Posters or advertisements
- Public meetings
- Radio or TV interviews or advertisements
- Print press interviews, articles
- Press conference
- Stunts or events to attract media attention
- Using celebrities to support your cause
- Letter-writing campaigns or petitions
- Competitions
- Mass events – lobbies, peaceful demonstrations, fasts, cycle rides, street theatre, etc
- Leader articles
- Musical parties
- Filming documentaries
- Setting up a website
- Using social media (Facebook/Twitter).



Invite participants to team up in pairs and take a number of sticky dots in three different colours. Using the list of campaign activities generated in plenary, rank each according to whether it requires:

- not much time and effort
- quite a bit of time and effort
- a lot of time and effort.





HelpAge International (occupied Palestinian Territories)

In plenary, explain that campaigning is all about keeping the goal and purpose of all activities at the forefront of your mind.

Read out the two sample policy calls for change (“overall objectives”) below, taken from HelpAge International’s campaign, Call for a Change. Explain that participants will hear the campaign’s main objectives and the stepping stones towards these, which are to be achieved within 12 months.

Overall objective: Pensions for people over the age of 60 in Tanzania by 2018

Stepping stones

(what you are asking your government to do):

- Analyse policy gaps and create a draft concept or a terms of reference for pensions. Organise stakeholder forums to add inputs to any reports you prepare
- Announce a pension pilot in the next budget year
- Provide a social pension to the senior citizens of certain ethnic groups who are living in poverty
- Bring workers from the non-formal sector into a non-contributory pension scheme

Overall objective: Provide free access to healthcare for older people in Kyrgyzstan by 2015

Stepping stones:

- Draft a healthcare plan for poor older people
- Extend free healthcare to the most vulnerable older people aged over 65
- Agree to review the policy of free healthcare for older people after one year
- Provide free medical consultations for older people in three regions as a pilot



Exercise 2 – Using campaign tactics

Divide participants into two groups, and give each group one of the HelpAge overall objectives in the example on page 9.3. Print out and distribute the descriptions. Print out the description of tactics for delivering the campaign message (Handout Unit 9.1). Invite the groups to consider which activities they might use to plan and carry out this campaign.

In plenary, hear from each group about the decisions they reached on tactics, and what challenges the exercise brought up. Explain how this exercise relates to the real experience of planning campaigns.

YOUR CAMPAIGN PLAN AND PROCESSES THAT SUPPORT IT

20
mins

9.2

In plenary, and using Handout Unit 9.2, ask participants to make suggestions about other processes that should be built into any campaign. Ensure that the discussion covers the processes listed in the checklist below.

Checklist

- Strategic thinking
- Planning and communicating plans
- Space for learning and reviews
- Monitoring
- Time needed to carry out the activity
- Expenses incurred by each activity
- Risks
- What happens after you succeed

Note: Maintenance activities can be overlooked, but are vital. These might include:

- defining clear responsibilities
- ensuring that people involved try to keep communications clear and frequent – and appropriate
- making sure that those involved know and agree how decisions are made
- ensuring that enough people are overseeing that there is sufficient funding for the campaign.

Note: Momentum activities can be overlooked, but are vital. These might include:

- using media to communicate views and mobilise others
- developing and nurturing your support networks
- building a well-organised, committed constituency capable of mobilising substantial political power.

In plenary, and during Exercise 3 (below), ask whether any participants are familiar with planning frameworks. Introduce the logical framework (or logframe), which is often used by NGOs as a planning tool. Explain that the components of a logframe can also be used when planning campaigns.



HelpAge International (Kyrgyzstan)



Exercise 3 – Preparing a campaign plan

Divide into small groups. Using Handout Unit 9.3, invite each group to work through the following headings and check participants' understanding of each component. Use the examples given to highlight each component.

Aim (the changes that you want older people to benefit from)

To improve older people's health by increasing access to medicines.

Objectives (the changes in policy or practice that you want your targets to enact)

To increase the budget for primary healthcare centres; to introduce a generic drugs policy so that older people have access to free essential drugs.

Activities (actions)

Research into the issue; lobbying decision-makers; running a public campaign; organising a seminar.

Outputs (what will be produced/what will happen as a result of your campaign activities)

- We will produce and distribute two briefing papers.
- We will hold seven meetings with decision-makers.
- We will hold one mass cycle ride and two public meetings, and a seminar attended by 70 people.

Outcomes (the actions taken by your targets that may lead to the desired policy or practice change)

Short-term outcomes: The issue has become part of national debate and politicians are asking for an increase in next year's health budget, as it related to provisions for older people.

Medium-term outcomes: The government has agreed and implemented an increase in the health budget; a new health policy is in place.

Long-term outcomes: More medicines are available for older people in urban and rural communities; there is an increased number of dedicated health clinics; there is a decrease in the loss of household income through illness.

Inputs

Resources that support the campaign – eg, these might include funding from donors, individuals or community funds; gifts in-kind such as computers and equipment; free or subsidised meeting venue space.



MUSA (South Africa)



Exercise 4 – A campaign calendar

In plenary, introduce this example of a campaign plan – the yearly campaign calendar. Using a calendar can help your campaign work by improving communications, enabling you to monitor activities more closely, and setting realistic deadlines.

Divide participants into groups of four. Refer back to Handout Unit 9.2, and see if these processes are appearing in your campaign calendar.

In plenary, invite views from each group as to how helpful it is to pay attention to the processes that can support campaign work. Point out that some participants may be very familiar with these processes. Those who have worked in organisations will know very well the difference that good teamwork, clear communicating and careful budgeting (for example) can make to any organisational goal. These are processes which extend to almost any goal in life, and can be the “make or break” of a campaign. Underline the fact that when people pay attention to these processes, their campaigns are fortified to succeed.

Example of a campaign calendar:

April 2013			
Week	Key days	Content	Responsible
02.04.13		Campaigns e-newsletter	Sarah
		Campaign World Health Day toolkit finished	John
		Press release sent to media agencies	Caroline
	World Health Campaign 7 April	World Health Day social media engagement and public action	Sarah
09.04.13		World Health Day blogs and photos go online	Sarah



HelpAge International (occupied Palestinian territories)

CAMPAIGNING TOGETHER: BUILDING ALLIANCES

In plenary, introduce the idea of coalition campaigning.



Exercise 5 – What’s good and bad about coalition campaigning...



Invite participants to walk around the room and as they pass each other, say one thing that is good about working in coalition with other individuals or groups when campaigning on an issue. Tell them to keep circulating and name other advantages. When their ideas have run out, ask them to keep circulating and now say one thing that is not so good about campaigning with others. After five minutes or so, invite participants to return to plenary.



In plenary, and using Handout Unit 9.4, invite participants to share some of the advantages of working in coalitions that were mentioned in the exercise. Cross-check these against the checklist overleaf.



Checklist

Benefits of coalition campaigning

- Builds support
- Combines power and resources
- Reduces competition for funding and support
- Provides support and expertise to smaller groups
- Offers strength in diversity
- Broadens skills and expertise
- Makes the voice of the campaign stronger

In plenary, explain that effective coalition-building requires the following:

- clarity of goals
- clear decision-making processes
- strong communications plans
- ensuring that every member has a say
- conflict-resolution mechanisms.

Share the following West African proverb with participants, and invite them to share any similar proverbs about working together with others:

***If you want to walk fast, walk alone
If you want to walk far, walk together***



For further guidance on working together in groups, distribute Handout Unit 9.5 to participants to read and reflect on.



Note: Be sensitive to participants' literacy levels and omit if necessary.



Advantages and disadvantages of working in alliances, coalitions and networks

Advantages:

- Can involve groups with different skills and experience
- Can reach a wider variety of donors, policy-makers and media
- Co-ordinated activities mean less duplication
- Broad participation increases credibility and legitimacy
- More groups mean a larger “voice”
- Participants operating in different geographical locations can create momentum and impact on public opinion
- Co-operation allows for division of labour and sharing of resources
- Any backlash from authorities will be diffused among participants.

Disadvantages:

- Requires active management
- Progress towards aims may be slower
- Can be very time-consuming, even as a participant
- May need to compromise to arrive at a common view and plan of action
- Some participants may take more than they give
- Your group’s individual profile may be lost
- Some participating organisations may grab public profile for themselves.



Handout Unit 9.6 is an optional handout for groups who wish to look more closely at what is involved in building and maintaining networks, coalitions and alliances.



Maintaining networks, coalitions and alliances

Keep your own group informed of the network's activities and progress

Encourage peers to contribute and so in that way, when difficult political decisions arise in the network, your own “constituents” are behind you.

Note: Remember, it is your campaign group that is a member of the network, not you as an individual.

Act early

Don't wait until you have refined every aspect of the network's mission, purpose and strategy before campaigning together. Once it is fairly clear what the common ground is between members, you can start to hold private, relationship-building and information-gathering meetings with policy-makers (even if you're not yet ready to hold high-level public meetings). If you wait too long before getting out and doing something, there is a danger the network will turn into a “talking shop”.

Engage a network co-ordinator

Choose a co-ordinator with the appropriate skills, including leadership, group facilitation, conflict resolution and administration. Without a co-ordinator, individual members will find it very difficult to maintain and service the network alongside their other responsibilities.

Address difficulties as they arise

One clear indication that a network or coalition is having difficulties is a decline in coalition membership. Early warning signs include reduced attendance at meetings, repetitious meetings or meetings that consist primarily of announcements and are bogged down in procedures, and challenges of authority and/or battles between members. Co-ordinators/lead organisations must watch for these warning signs. Everyone involved in the coalition will benefit from the opportunity to discuss what is working well and what is not.

Renew and revitalise your network, coalition or alliance

Support participation between meetings in small planning groups or sub-committees; hold a retreat/all-day meeting in a new venue to discuss challenging or exciting new issues; provide training for the group; arrange for external speakers to give presentations at meetings; facilitate members' attendance at conferences. When members enjoy working together, the coalition can achieve more of its objectives.

Celebrate and share successes

Maintain morale and a sense that the coalition is playing a vital role in addressing the problem. Too often, coalitions focus on problems and next steps without pausing to appreciate their achievements. It is important to actively acknowledge the efforts and contributions of each member and demonstrate how much these are valued.

(This has been adapted from a list created by Helen Collinson and adapted by Hilary Coulby, as part of the *Advocacy and Campaigning Course Toolkit*, produced by the International NGO Training and Research Centre (INTRAC), 2008)



COSE (Philippines)

Building a strong alliance

Formation stage:

- Establish a clear purpose or mission
- Involve individuals and organisations that share the mission
- Build a commitment to participatory processes and collaboration.

Maintenance/growth stage:

Organisation

- Define clear, specialised roles
- Establish a fluid organisational structure; avoid vertical, hierarchical structures
- Compile a skills inventory including the skills/expertise of individual members and institutional resources (fax, internet, meeting space, etc)
- Prepare to fill expertise gaps by recruiting new members
- Establish a communications system (eg, telephone tree)
- Create a members' database (name, address, group's mission, type and focus, etc).



Leadership

- Share leadership functions (eg, rotating co-ordinating committee)
- Set realistic goals and objectives
- Divide into sub-groups/task forces to take on specific tasks according to expertise
- Spread responsibilities across all members to avoid burnout
- Promote participatory planning and decision-making
- Foster trust and collaboration among members
- Keep members motivated by acknowledging their contributions

Meetings/documentation

- Meet only when necessary
- Set a specific agenda and circulate it ahead of time
- Follow the agenda and keep meetings brief; finish meetings on time
- Rotate the venue of meetings and facilitation roles
- Keep an attendance list and ensure that minutes are recorded to disseminate afterwards
- Use members' facilitation skills to help the network reach consensus and resolve conflict
- Discuss difficult issues openly during meetings
- Maintain a network notebook to document network activities, decisions, etc.

(Adapted from *Networking for policy change: an advocacy training manual*, the POLICY Project/United States Agency for International Development (USAID), 1999)



Wrap up: Please refer to facilitators' notes in Appendix A for guidance on monitoring progress and embedding learning.



UNIT 9:

HANDOUTS



Handout Unit 9.1

Tactics for delivering the campaign message

Examples of practical actions that convey campaign messages:

- Leaflets and other materials for public distribution
- Posters or advertisements
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- Radio or TV interviews or advertisements
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Handout Unit 9.2

Processes that should be built into any campaign:



Checklist

- Strategic thinking
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Handout Unit 9.3

Example campaign plan

Aim (the changes that you want older people to benefit from)

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HelpAge International (Kyrgyzstan)

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West African proverb





Handout Unit 9.5

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(Adapted from *Networking for policy change: an advocacy training manual*, the POLICY Project/United States Agency for International Development (USAID), 1999)



Handout Unit 9.7

Older people are at the heart of campaigns work. Through this training and the ongoing engagement of older people, we are growing a global movement of campaigners who will portray the characteristics listed below.

PROFILE OF AN OLDER PERSON CAMPAIGNER

YOU

...CAN DIALOGUE AND DEBATE AND PERSUADE AND YOU CAN WIN!

...ARE SURE TO MAINTAIN AND ATTEND TO YOUR GROUP

...HAVE A UNIQUE PLACE TO SPEAK CREDIBLY ABOUT ISSUES – BECAUSE YOU EXPERIENCE THEM

...ARE KEEN TO INFORM OTHERS ABOUT OLDER PEOPLE AND THEIR REALITIES

...HAVE A HEART TO DEVELOP YOUR GROUP

...ALLOW PEOPLE TO SELF-IMPROVE TOGETHER

...ARE STRONG WHEN YOU CONSIDER YOUR OWN VALUES, CULTURE AND HISTORY

...ARE READY TO PARTICIPATE

...ARE A GOOD ANCHOR FOR YOUR GROUP

...UNDERSTAND THE CONTEXT, ESPECIALLY THE POLITICAL CONTEXT

...ARE A VALUABLE SPOKESPERSON FOR THE MEDIA

...CAN SPEAK ABOUT YOUR LIFE AND THE CHALLENGES YOU FACE IN AN ENGAGING WAY

...SHOW EFFECTIVE LEADERSHIP IN THE GROUP OR MOVEMENT

...DEPEND ON THE SOURCE OF POWER WITHIN YOURSELF

PROFILE OF AN OLDER PERSON CAMPAIGNER RHODA NGIMA, 77, KENYA



HelpAge Kenya

“We have been removed from a very dark pit and brought to the surface where there is light. ADA has made me an ambassador to spread news about older people. I have learnt that even in older age I am able to do something worthwhile and constructive for my country.”

Rhoda Ngima

Rhoda has long been a pivotal figure in her church and community, where she brings people together, inspiring them to stay strong and keep going through life’s challenges. She’s now bringing her leadership experience and social commitment to ADA, where she’s already made a big impact.

In 2009, she led an ADA delegation to meet the Prime Minister. And the following year, she met the Minister for Gender, Children and Social Development to explain the benefits of increasing pensions. After the meeting, the Government agreed to raise pension payments for all older people in Kenya.

In 2012, Rhoda travelled to Brussels where she met several Members of the European Parliament. In her speech, she spoke about her life in Kenya and the challenges older people face in developing countries, urging the European Union not to forget her generation.

She passionately believes that the world’s older people should unite as one voice.



HelpAge Kenya

This is one unit from a set that makes up the ADA Campaign Training Manual. You can download single units, or the full manual from:

www.agedemandsaction.org

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ADA
Age Demands Action

**HelpAge
International**
global network

Age Demands Action is a HelpAge global network campaign