

UNIT 8B:

COMMUNICATING YOUR CAMPAIGN: CONVEYING YOUR MESSAGE

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CONVEYING YOUR MESSAGE



HelpAge International (Democratic Republic of Congo)

This unit will help participants to understand different target audiences and learn how best to approach them to arrange a meeting. It will also help them prepare properly for meetings, including how to follow up on points that were discussed or any actions agreed. There will be lots of opportunity to role-play different scenarios.



In plenary, and using Handout Unit 8B.1, talk through the “Understanding audiences” table opposite and ensure that participants understand the components (for instance, apply the table to a simple chosen audience and ask participants to describe this audience’s knowledge, attitudes and main concerns). Next, invite the group to suggest different types of audiences and list their suggestions on flip chart paper.



Exercise 1 – Understanding different audiences



Divide into large groups of 5-6 people and give each group a copy of the “Understanding audiences” table, Handout Unit 8B.1, printed (or written) on large flip chart paper.



Let each group choose four sample audiences and apply the questions in the table to those. They can refer to the list generated by the whole group in plenary. Or they can identify audiences that relate directly to their own campaign issues.

Return to plenary and invite participants to give some examples from each category listed in the table.



HelpAge International (Tajikistan)

UNDERSTANDING AUDIENCES

Audience

Definition of the audience

Knowledge

What does the audience know about the issue?

Attitudes

What do they believe about the issue?

Primary concerns

What do they care most about (even if unrelated to the issue)?



HelpAge International (Bolivia)

COMMUNICATING WITH TARGETS

8B.2

Using Handout Unit 8B.2, explain that campaigns often identify audiences and distinguish “targets”. Targets are those individuals that are close to your issue and have direct influence over it. They are the key decision-makers.

There can be many different types of target, including: policy-makers, elected representatives, small business owners, public figures, chief executive officers (CEOs), corporation leaders, and government officials.

You should by now be clear about your campaign issue and message. Ensure that you are equally clear about who your targets are. Know their views and anticipate what is in it for them – why should they change their views? What might motivate them to act in support of your campaign?

In plenary, emphasise the following tips:

When developing messages for your target...

- be simple and explicit
- clearly state your issue
- explain what you want them to do about it
- use examples that will engage their interest
- prepare a short written brief to leave with them, in large type.

Note: Decide your call for change and define what would count as winning.

Discuss and agree exactly what you are going to ask each target individual to do when you talk to them.

Set out the steps you're asking the target to go through, and define what "winning" means to you. For example, would it be a promise to investigate the issue in question? A new policy? A meeting with a more senior decision-maker? Or a pledge to allocate resources?

Approaching your target

Explain that a face-to-face meeting with the target should be your first choice, but a phone call or discussion with a representative can give you helpful information if this is not possible initially.

Explain that when participants begin work on a new campaign, there is always a moment when they need to arrange a meeting with a person or institution they have never met before. But this is not as difficult as it may seem.



Ageing Nepal



Exercise 2 – Organising a meeting with your target

This exercise is in three stages (see Handout Unit 8B.3). Each stage has a number of steps and these should be written or printed out separately on slips of paper, omitting the words “Stage one, Stage two, Stage three”. Have the pre-cut slips ready. Being sensitive to literacy levels, distribute the slips of paper and ask participants to arrange them in logical order.

Stage one

- Find out your target's contact details by searching the department or organisation's website, asking groups in your network, or speaking to people in other agencies.
- If your target is part of a large organisation, you should first try approaching the public affairs or media relations department. If there is no such department, ask the organisation or company's receptionist for the best way to reach them.

Stage two

- Once you have their phone number, call your target or their administrator/personal assistant (PA) and be ready to say briefly who you and your group are and why you would like to arrange a meeting. You should also:
 - use the opportunity to check the spelling of the person's name, and their job title
 - be friendly and respectful, whoever you are talking to – this person may be the key to accessing your target.
- If you are given an appointment straightaway – congratulate yourself! Then prepare carefully for your meeting.

Stage three

- You may not be able to arrange an appointment over the phone – this is common because people usually want to check that you are who you say you are. In that case, get a brief written message to your target (or their administrator/PA), outlining:
 - basic information about your group and any wider network
 - basic information about your campaign issue and your main concerns.
- Say that you would welcome a meeting to find out more about his or her thoughts on the issue and relevant policy, and to discuss your concerns. You should also say that you would be pleased to invite him or her to visit you in your community, or can meet at their place of work if that is more convenient.
- Then wait two weeks. If you haven't heard anything, follow up with a phone call, politely asking whether they have received your letter and whether an appointment would be possible, or if not, if there is someone else in that department or organisation you could speak with.



Exercise 3 – Practise different scenarios



Note: Plan, rehearse, and prepare, prepare, prepare!

In plenary, explain that participants may find they get to speak to their target easily and are met with a friendly hello. Or they may not... It may be difficult to speak to the target or to get a response from written messages. If and when they do secure a meeting, the atmosphere may be hostile. The road to change can be tough and it's important to prepare for different scenarios before you pick up the phone. Here are some possible pitfalls – and solutions – you can rehearse beforehand.



Using Handout Unit 8B.4, set out the following scenarios on different tables in the room. Work in mixed groups. Groups will role-play both players, the target and the campaigner, and act out the scenario at their first table, then rotate to practise the others. Keep the pace fast and keep standing.

The different scenarios

Your target (the decision-maker) is not available to speak with you

Be persistent. Explain who you are, ask when would be a good time to call to get hold of them, or if there is someone else you can speak with. Try calling at a few different times, and get your target's email address so that you can send a written message.

I'm sorry, we're not aware of your campaign

Have a brief explanation of the campaign prepared. If the target asks to see the explanation before responding, politely ask for the best email address to send it to, and try to fix a time and date to follow up.

I'm not the person responsible for this decision

It's important to know if this is really the case, or whether the target may be trying to put you off. Ask politely who else you should contact (“Who is responsible for making that decision?”), but continue to press for a response from the person you are speaking to.

We're not going to do anything

Even though it may be discouraging to hear this, having a firm negative statement from a decision-maker can energise and give new impetus to your campaign. Write down or record your decision-maker's response and consider escalating to the next steps.

We're going to make the changes you've requested

This is great. But don't give up the pressure just yet! If possible, get the target's response in writing, with a specific timeline agreed for when things will happen. Ensure that you know how you will monitor any changes your target puts into place.



HelpAge International (Kyrgyzstan)



Exercise 4 – Styles of persuasion

One model identifies four styles of persuasion:

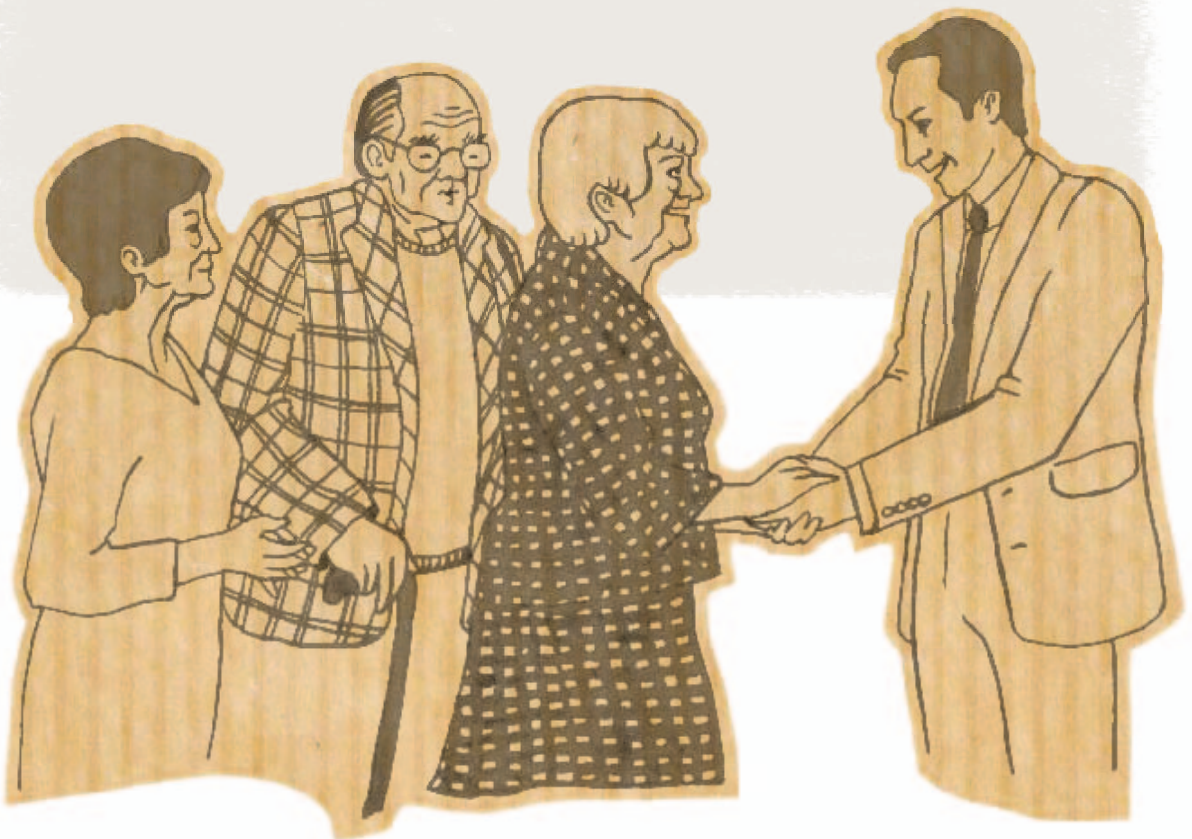
Factual: A person operating in this mode seeks to influence others by presenting facts; there is an emphasis on detail and documentation.

Intuitive: A person using this style tries to influence others by stressing the benefits of a solution; the emphasis is on a creative approach to new possibilities.

Normative: Influence is by an appeal to a common system of beliefs; emphasis is on a fair solution; behaviours tend to be based on emotions.

Analytical: This style is used to persuade others by showing causal relationships between parts and then synthesising them.

Work in four groups and give each group one style of persuasion to present creatively to the rest of the group in plenary. Set up a scene where we see this style in action.



In plenary, invite each of the four groups to present their scene, depicting their particular style of persuasion. Ensure that participants understand each of the four styles by the end of the session.



How to get the best out of a meeting with your target

In plenary, and using Handout Unit 8B.5, ask three volunteers to read aloud the following three stages of holding a successful meeting.

Before the meeting:

- Be sure you know the venue
- Wear an outfit that you feel comfortable in and is appropriate to the context
- Arrive on time
- Be part of a group
- Go with someone who has experience of campaigning or meeting targets

During the meeting:

- Be yourself
- Be polite, and confidently make a culturally appropriate greeting (eg, shake your decision-maker's hand freely)
- Introduce yourself by your title and your name (mother, employee, artist, voter, etc.)
- Stick to one subject
- Speak up but keep your voice calm
- Don't lie and don't make things up if you don't know something
- Suggest solutions, point out what you think is needed
- Listen actively – don't interrupt, but do demonstrate empathy

At the end of the meeting:

- If you have a name card, to serve as a contact reminder for your group, be sure to give that to your target
- Keep to the time allotted for the meeting – don't get distracted, stick to your plan
- Always finish a meeting by suggesting holding another one to follow up the points you have discussed or actions you have agreed at this one!



Age Concern Ukraine



Exercise 5 – Role-play your meeting

In plenary, explain that participants are to role-play meeting their target. First, demonstrate a wrong and right approach:

Wrong: Hi, my name is Jimmy and I have a petition targeting you to do something about this issue.

Right: Hello. My name is James Jones and I'm an elder in the district of xx under your administration. I wanted to let you know that I've launched a campaign with members of the local older people's association. We have a campaign on improved public transport for older people, asking that you provide special seating for older people on buses, because older people often have to stand. Have you heard about the campaign? What do you think about xxx?

Then ask participants to stand in two lines facing one another. People in one line will play the role of the targets, and those facing them will be the campaigners. The campaigners should begin by practising introducing themselves to the target, who responds as they wish. Then each campaigner moves along to face the next person and does the same. Move along for several run-throughs. Swap roles so that all participants get the chance to practise introducing themselves to their targets.

Follow-up

In plenary, ask participants to give their ideas about how they should follow up any actions agreed during their meeting with the target, ensuring that you cover the points in the checklist overleaf.



Checklist

- Thank the target as you leave and briefly re-state your campaign issue and message.
- After your meeting, email a thank you message to the target and recap the conversation, including any agreed next steps. This is a good opportunity to show that you and your supporters are committed to your cause.



Exercise 6 – Practise meetings with targets

Build on the practice introductions by setting up longer role-plays. Divide participants into groups of six, or hold as a fishbowl exercise where willing participants do the role-play while others observe. Invite the group(s) to appoint two people to act as target decision-makers and four to act as the visiting campaign group. Agree a campaign of relevance to work with. Allow time for each group to prepare their positions, then begin the role-play.

After the role-play has ended, invite those involved to consciously come out of their roles. Allow plenty of time to de-brief, hear observations, and identify lessons and tips.



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

UNIT 8B:

HANDOUTS



Handout Unit 8B.1

Understanding audiences

Audience

Definition of the audience

Knowledge

What does the audience know about the issue?

Attitudes

What do they believe about the issue?

Primary concerns

What do they care most about (even if unrelated to the issue)?

Audience Definition of the audience	Knowledge What does the audience know about the issue?	Attitudes What do they believe about the issue?	Primary concerns What do they care most about (even if unrelated to the issue)?



Handout Unit 8B.2

Communicating with targets

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They are the key decision-makers.

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- be simple and explicit
- clearly state your issue
- explain what you want them to do about it
- use examples that will engage their interest
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RENPERMAE (Ecuador)



Handout Unit 8B.3

Communicating with targets

Stage one

- Find out your target's contact details by searching the department or organisation's website, asking groups in your network, or speaking to people in other agencies.
- If your target is part of a large organisation, you should first try approaching the public affairs or media relations department. If there is no such department, ask the organisation or company's receptionist for the best way to reach them.

Stage two

- Once you have their phone number, call your target or their administrator/personal assistant (PA) and be ready to say briefly who you and your group are and why you would like to arrange a meeting. You should also:
 - use the opportunity to check the spelling of the person's name, and their job title
 - be friendly and respectful, whoever you are talking to – this person may be the key to accessing your target.
- If you are given an appointment straightaway – congratulate yourself! Then prepare carefully for your meeting.



NCTS SENIOR (Macedonia)

Stage three

- You may not be able to arrange an appointment over the phone – this is common because people usually want to check that you are who you say you are. In that case, get a brief written message to your target (or their administrator/PA), outlining:
 - basic information about your group and any wider network
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- Then wait two weeks. If you haven't heard anything, follow up with a phone call, politely asking whether they have received your letter and whether an appointment would be possible, or if not, if there is someone else in that department or organisation you could speak with.



Handout Unit 8B.4

Practise approaching your target

The different scenarios

Your target (the decision-maker) is not available to speak with you

Be persistent. Explain who you are, ask when would be a good time to call to get hold of them, or if there is someone else you can speak with. Try calling at a few different times, and get your target's email address so that you can send a written message.

I'm sorry, we're not aware of your campaign

Have a brief explanation of the campaign prepared. If the target asks to see the explanation before responding, politely ask for the best email address to send it to, and try to fix a time and date to follow up.

I'm not the person responsible for this decision

It's important to know if this is really the case, or whether the target may be trying to put you off. Ask politely who else you should contact ("Who is responsible for making that decision?"), but continue to press for a response from the person you are speaking to.



HelpAge International (Kyrgyzstan)

We're not going to do anything

Even though it may be discouraging to hear this, having a firm negative statement from a decision-maker can energise and give new impetus to your campaign. Write down or record your decision-maker's response and consider escalating to the next steps.

We're going to make the changes you've requested

This is great. But don't give up the pressure just yet! If possible, get the target's response in writing, with a specific timeline agreed for when things will happen. Ensure that you know how you will monitor any changes your target puts into place.





Handout Unit 8B.5

Tips on how to get the best out of a meeting with your target

Before the meeting:

- Be sure you know the venue
- Wear an outfit that you feel comfortable in and is appropriate to the context
- Arrive on time
- Be part of a group
- Go with someone who has experience of campaigning or meeting targets.

During the meeting:

- Be yourself
- Be polite, and confidently make a culturally appropriate greeting (eg, shake your decision-maker's hand freely)
- Introduce yourself by your title and your name (mother, employee, artist, voter, etc.)
- Stick to one subject
- Speak up but keep your voice calm
- Don't lie and don't make things up if you don't know something
- Suggest solutions, point out what you think is needed
- Listen actively – don't interrupt, but do demonstrate empathy.

At the end of the meeting:

- If you have a name card, to serve as a contact reminder for your group, be sure to give that to your target
- Keep to the time allotted for the meeting – don't get distracted, stick to your plan
- Always finish a meeting by suggesting holding another one to follow up the points you have discussed or actions you have agreed at this one!





Handout Unit 8B.6

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