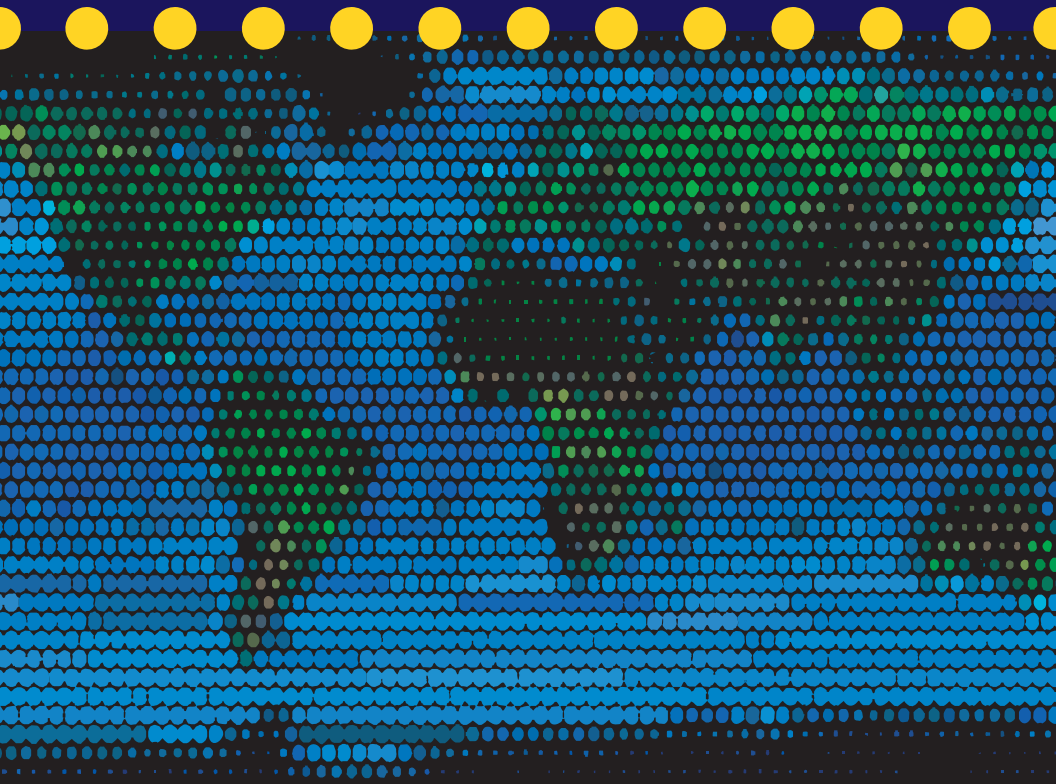


CREATING
CAMPAIGNS
THAT
CHANGE THE
WORLD





THIS GUIDE EXPLAINS
HOW TO MOBILIZE
AND ENGAGE
AMERICANS TO TAKE
ACTION.



Thinking about creating an advocacy program? Do you need new ideas for your fundraising or communications work? What is the cutting edge of online constituent engagement?

This toolkit is designed to be an easy-to-use reference guide for staff of relief and development organizations. It shows that not only is it possible to mobilize domestic support for international issues, it is already happening. It pulls ideas and lessons from many of the successful campaigns of the recent past, such as the Jubilee 2000 Campaign and the International Campaign to Ban Landmines, as well as myriad new initiatives that have grown in their wake.





“If you give me a fish you have fed me for a day.
If you teach me to fish then you have fed me until the river is
contaminated or the shoreline is seized for development.
But if you teach me to organize, then whatever the challenge,
I can join together with my peers and we will fashion our own
solution.
– Unattributed

Welcome

InterAction is the largest alliance of U.S.-based international development and humanitarian nongovernmental organizations. With more than 160 members operating in every developing country, we work to overcome poverty, exclusion, and suffering by advancing social justice and basic dignity for all.

Our work is possible only because of the generosity and ongoing support of the American people. Americans give generously of their time and of their money. They volunteer domestically and overseas, share their knowledge and experiences with friends and family, and write their elected officials. Collectively, InterAction members receive \$3 billion in private donations and another \$2 billion in U.S. government support. This support is a privilege and a responsibility that InterAction and its member organizations take seriously.

How do we, as the organizations entrusted to deliver services overseas, ensure that widespread progress in development continues? For more and more organizations, their answer to this question is advocacy. Increasingly, development organizations face barriers to improving lives overseas that often can be traced back to policies and practices of donor governments and institutions. To overcome these barriers, it is crucial to have advocacy that focuses on how international assistance is delivered and how the global economic system is structured.

Historically, efforts to engage Americans on international issues have met with limited success. But beginning in the 1990s, we saw how well-

executed campaigns can make a world of difference. The success of the International Campaign to Ban Landmines and the Jubilee 2000 Campaign, a global effort to drop Third World debt, proved that Americans do care about international issues and are willing to play an important role in reshaping the international landscape. This guide draws on these successes and myriad campaigns that have grown in their wake to give you the tools you need to expand and build on these humanitarian victories. It is a toolkit designed to help advocates create a domestic constituency for international relief and development.

We could not be writing this guide at a more important time. As Jeffrey Sachs, Director of the U.N. Millennium Project Director, writes in *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals*:

▣▣ *We have the opportunity in the coming decade to cut world poverty by half. Billions more people could enjoy the fruits of the global economy. Tens of millions of lives can be saved. The practical solutions exist. The political framework is established. And for the first time, the cost is utterly affordable. Whatever one's motivation for attacking the crisis of extreme poverty – human rights, religious values, security, fiscal prudence, ideology – the solutions are the same. All that is needed is action.*

This guide explains how to mobilize and engage Americans to take action. While the tools and tactics can be employed to any end, we sincerely hope that you and your organization join this historic effort to make poverty history.

This toolkit has grown out of InterAction's Outreach and Communications Working Group: a forum for communications, fundraising, volunteering, advocacy, and grassroots organizing, where professionals come together to share experiences, lessons learned, and collaborate whenever possible. We hope you will join us.

Sincerely,
InterAction



How to Use This Guide

The type of advocacy outlined in this guide, frequently called grassroots organizing or direct-action organizing, is the culmination of the expertise and experience of numerous nonprofit organizations and community groups that have been organizing in their communities for decades.

This guide is meant to be a toolkit, an introduction to the steps involved in developing a constituency, illustrated with outstanding examples from existing campaigns. It is designed to guide you through the planning process of a campaign and, once that is complete, to serve as a quick-reference manual for specific tasks. But remember, as Bob Bingaman, Field Director of Sierra Club says, “It’s not a plan unless it’s written.”

As such, this toolkit just skims the surface of what is known about effective grassroots advocacy. For more exhaustive information, see the advocacy guides listed at the end of this document, all of which informed this toolkit.

Introduction



➡ *It's not about being righteous, it's about being righteous and smart.” – Bobby Muller, Co-founder, International Campaign to Ban Landmines worked with citizens, nongovernmental organizations, and governments to successfully write and pass an international treaty to ban landmines.*

This guide is organized by the sequential steps involved in planning a campaign:

1. Issue Focus
2. Campaign Goals
3. Lay of the Land
4. Identify Your Targets
5. Campaign Communication
6. Tactics and Timeline
7. Resource Management
8. Evaluation

Gather ten staff around a conference table or five activists around a kitchen table and where are they likely to start this process? Number six: tactics. But without a carefully planned and researched strategy, the actions they propose, no matter how creative or attention-grabbing, are not likely to achieve the results they want. This guide shows how to create campaigns that change the world. That means starting at step one, and completing each step fully before proceeding to the next step.

These steps can be helpful in guiding any advocacy – no matter how small or large an effort you are planning. But it is important to note that not every advocacy goal requires a full-fledged public campaign to succeed.

For instance, when the U.S. Agency for International Development (USAID) announced that they would require all projects they fund to bear the USAID logo, numerous InterAction member organizations came together to ensure that, among other things, the regulations would exempt locations where a U.S. government logo would endanger the safety of humanitarian workers. The group chose to work within the federal government's formal comment system. In this case, USAID agreed to most of the changes proposed by InterAction members and so no media or public campaign was launched to influence the regulations.



November 26, 2003

VIA EMAIL

Allen Eisenberg
Office of Procurement
United States Agency for International Development
RRB 7-08-096
1300 Pennsylvania, NW
Washington, D.C. 20523-3700

**Re: InterAction USAID Management Reform Working Group
Comments to Revisions to Automated Directive System Chapter 303**

Dear Allen:

Thank you for providing Interaction's USAID Management Reform Working Group (the "Working Group") with a copy of the proposed changes to USAID's Automatic Directive System Chapter 303 relating to Grants and Cooperative Agreement to Non-Governmental Organizations. On behalf of the Working Group, I submit to you the below comments to the proposed revisions. Included are our thoughts relating to your suggested revisions to ADS 303, as well as our comments to ADS 303 more generally. For your review and reference, we also include for your convenience a red-lined version of the revised ADS 303 containing specific language for your consideration. Please consider the following:

General Change: If the Office of Procurement has had its name changed to the Office of Acquisition and Assistance, we suggest changing all references to the Office of Procurement to the new name. If this change has not formally occurred, please advise us to its status.

Section 303.1: It would be helpful to include in the introduction to ADS 303 the statement that the policies contained in ADS 303 are internal USAID policies and regulations to be used in the administration of grants and cooperative agreements by USAID staff, and are not legally binding upon recipients. While of course instructive as to USAID's relationship with recipients, we desire to avoid USAID staff requiring recipients to comply with specific provisions of the ADS. We also suggest that USAID include a statement of ADS 303 applicability to non-US organizations.

Section 303.3.2: US Private Voluntary Organizations are not required to register with USAID in order to be eligible for all USAID grants and cooperative agreements. To state that all recipients are required to register may have a chilling effect on those organizations that are interesting in applying for funding from USAID. Please consider a statement that elaborates on those specific programs that do or do not require registration.

 *Not all advocacy requires the limelight*

.....
But if we want to truly fight poverty, disease, and injustice around the world, we need to create a domestic constituency for international development. We need people all across America to ask, encourage, and demand that the U.S. government plays a proactive and cooperative role in creating a better, safer world. This means involving people. It is not just about education or awareness-raising. It is about motivating people to take action.

This can be done through the organization-building cycle: ask, thank, inform, involve. Every interaction, regardless of whether it is with a donor or a volunteer, should include each element of the cycle. You may not always start with the "ask," and the order may vary depending on the activity, but all four elements should be there to encourage your constituents to stay engaged and to become more invested in your organization.



One example of how this works in practice can be found with churches. They successfully complete this cycle every time they hold a service. The sermon informs the congregation. The prayers and hymns involve them.

The collection plate asks them to make a contribution. The clergy thanks them for coming. The same cycle is repeated each week.

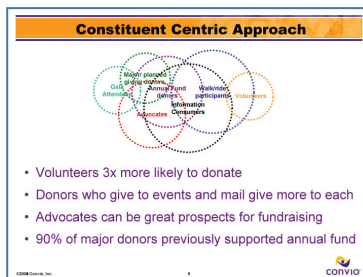
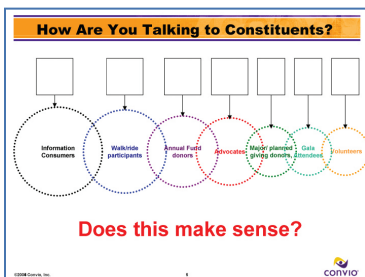
Although churches integrate this organization-building cycle into their operations well, it works for all different types of organizations. By increasing the intensity of what you ask your supporters to do over time, you are involving them more and more in your organization. This is sometimes called moving people up the ladder of engagement. Depending on the volunteer, this process could take a few weeks or a number of years. An example of how Bread for the World increases its supporters engagement over time in one of its campaigns is to the left.

Effectively involving supporters requires coordinating your advocacy, fundraising, events, and volunteer work around the individual. Instead of separate departments contacting the same supporter about different needs of the organization in an uncoordinated manner, the organization integrates and coordinates its requests of individuals in advance.



Credit: Rick Reinhard

Churches are just one example of an organization that successfully engages its members.



Integrating your organization's activities around your constituents yields results

THE LADDER TO ENGAGEMENT



6. Organize a ONE Sunday.
5. Contact the Bread for the World ONE Campaign Coordinator for your area.
4. Order or download bulletin inserts for your church or a community.
3. Wear the white band.
2. Write a letter to Congress.
1. Learn more about global poverty.



Bread for the World supporters write letters to their members of Congress.

Credit: Bread for the World

Bread for the World supporters wear white bands to show their support for the ONE Campaign.

Credit: Pretty Photo

This kind of integrated approach to constituency engagement yields results. Vinay Bhagat, founder and CEO of Convio, a Texas-based online advocacy company, has found that through coordinated outreach:

- volunteers are three times more likely to donate;
- donors who give to events and mail solicitations, give more to each; and
- ninety percent of major donors were previously annual fund givers.

In essence, constituency development is about empowering people to act. It is about believing in democracy with a small “d” and having faith that together we will achieve more than any of us individually could.

Managing and nurturing your constituency requires an investment of money and staff time over an extended period. Be sure this is an investment your organization is truly willing to make. And plan for success. If you send out an action alert that is so successful that you have multiple members of Congress asking to meet with you at the same time that the media is calling for your opinion, you will need to have enough staff time and resources to respond to both.

Equally important as involving more Americans in advocacy on global issues is involving more of the people on whose behalf we are advocating – the poor and the disaster affected. As organizations that work regularly with people in developing countries, we have a special obligation to



Children in Azerbaijan show off their white bands on White Band Day I, July 1, 2005.

Credit: Global Call to Action against Poverty



In the U.K., Santa is asked to deliver trade justice for White Band Day 3, December 10, 2005.

Credit: Global Call to Action against Poverty

include their voices in our advocacy. It is their lives we are trying to affect and therefore it is their right to inform all aspects of our advocacy.

One example of this is the Global Call to Action Against Poverty (GCAP), a worldwide alliance committed to making a breakthrough on poverty launched in 2005. It is an alliance between existing coalitions, community groups, trade unions, individuals, religious and faith-based groups, and campaigners in the global north and south. Any civil society organization is

welcome to join. GCAP is governed by a committee selected from and by its member organizations. Governance meetings are held approximately quarterly, each on a different continent to distribute travel time and expense evenly among all participants. International nongovernmental organizations and other networks provide much of the funding, while southern groups provide much of the leadership and public face. While each national coalition determines its own priorities, messages, and actions, all campaigns came together on three days in 2005 – July 1, September 10, and December 10 – to wear a white band and show their united will to make poverty history. For more information, go to <http://www.whiteband.org/>.



People in Japan form a human white band on White Band Day 2, September 10, 2005.

Credit: Global Call to Action against Poverty

Step 1: Issue Focus

👍 *Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.*
– Margaret Mead

What will your advocacy focus on? Increasing the number of stores in your area that offer fair trade products? Changing a state law to better assist refugees when they resettle there? Making sure the U.S. government is doing all it can to stop the killing in the Darfur region of Sudan?

The type of issues that lend themselves well to public campaigns will include ALL of the following qualities:

- the campaign will result in concrete and quantifiable improvements in peoples' lives;
- the issue is something that a large number of people will understand and care deeply about;
- the organization has the resources in terms of money, people, and connections to win this campaign;
- the campaign will bring people together -- it will not be divisive or alienating;
- the campaign will engage more people in your organization or coalition; and
- the campaign is winnable.

Once you have chosen your issue, do extensive research. Make sure you know everything there is about your issue. This will help you as you plan your campaign and it will make your chance of success much greater.

More than 30 million people from all around the world work together to highlight opportunities to make poverty history in 2005.