



# MOVEMENT BUILDING ACTION GUIDE

***people & planet***

student action on world poverty and the environment

STUDENTS  
FOR  
**GLOBAL  
HEALTH**

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## WHO IS THIS GUIDE FOR?

**Want to improve your teaching or sports facilities, get your University to divest from fossil fuels, fund more scholarships for refugees, or campaign against rising tuition fees and workers' rights abuses in the UK and abroad? Want to do it in a way that builds sustained movement energy for social, political, economic, and ecological justice in the long-term? If yes, this guide is for you.**

Students thinking about or currently running a campaign at their University or College in the UK and Ireland, and interested in building movements, said that they would find something like this helpful. So we built it, with your input.

Remember, campaigns can last months or years, and will often need refreshing. Don't be overwhelmed. This guide has lots of ideas for different stages of campaigning.

### HOW TO USE THIS GUIDE?

The first part of this guide is written in chronological order of how to run your campaign: Build yourself, Build your team, Plan your campaign, Build support, Lobbying: Inside Track, and Escalation: Outside track. The next chapters: Fundraising, Communications, and Group welfare are about campaigning skills that are relevant throughout a campaign life-cycle.

You might already know some of this information or are already part of a well-established campaign. Feel free to skip to and focus on the chapters that are most relevant to you at this stage.

You can also contact us for more information:

**People & Planet:**  
[universities@peopleandplanet.org](mailto:universities@peopleandplanet.org)

**Students for Global Health:**  
[info@studentsforglobalhealth.org](mailto:info@studentsforglobalhealth.org)

# WHAT IS MOVEMENT BUILDING?

Movement building is about creating, running and winning exciting campaigns today that lay the groundwork for the world we want tomorrow.

Movement building is about listening to people on campus and in your community, building allies, and fighting for shared goals. It also about learning from those on the front-lines of experiencing struggles and offering practical solidarity.

**"NEVER DOUBT THAT  
A SMALL GROUP OF  
THOUGHTFUL, COMMITTED  
CITIZENS CAN CHANGE THE  
WORLD; INDEED, IT'S THE  
ONLY THING THAT EVER HAS"**

**MARGARET MEAD**



It combines working towards specific and tangible campaign goals today, with skills training to build movements with strong leadership and that are deeply democratic and accessible.

You, as potential or current campaigners, are part of this movement. You build it through creating links, running societies and campaigns groups and working with other groups locally, nationally and globally for the change you want to see.

**"I THINK THE IMPORTANCE  
OF DOING ACTIVIST WORK  
IS PRECISELY BECAUSE  
IT ALLOWS YOU TO GIVE  
BACK AND TO CONSIDER  
YOURSELF NOT AS A SINGLE  
INDIVIDUAL WHO MAY HAVE  
ACHIEVED WHATEVER  
BUT TO BE A PART OF AN  
ONGOING HISTORICAL  
MOVEMENT"**

**ANGELA DAVIS**

# HOW CAN PEOPLE & PLANET AND STUDENTS FOR GLOBAL HEALTH HELP YOU?

People & Planet and Students for Global Health have created this guide to support you in your campaigns and movement building activities.

People & Planet is the UK's largest student campaigning organisation campaigning to end world poverty, defend human rights and protect the environment.

Students for Global Health is a student network tackling global and local health inequalities through education, advocacy and community action.

We have over 30 branches in universities across the UK, many nationally run activities and several national working groups alongside collaborating with numerous external partner organisations both nationally and internationally.

## PEOPLE & PLANET

- **Our website** has information about our specific campaigns: Fossil Free, Sweatshop Free, and Undoing Borders, as well as how to get involved with your local group: [peopleandplanet.org/](http://peopleandplanet.org/)
- **Run a workshop:** We offer a variety of workshops on any of the chapters of this Movement Building Guide or around our specific campaigns.
- **Attend Power Shift:** A 5 day annual July training camp for students who want to shift power from big business and elites to people who believe that another world is possible.
- **Call us** on +44 (0)1865 403225. We're here at our office in Oxford Monday to Friday, 10am – 6pm.

## STUDENTS FOR GLOBAL HEALTH

- **Branches** – We have over 30 branches at universities across the country. Our branches run educational events, campaigns and volunteering.
- **National conference** – Attend our national conference in Leeds on sustainability in development. Keep an eye on our website for ticket sales.
- **Training weekend** – a great way to prepare for the year ahead and plan any campaigns, taking place in October 2017!
- **National working groups (NWG)** – Teams that work on specific Global health topics to deliver projects that enact tangible change within the network, and in the wider world.



# PRINCIPLES OF MOVEMENT BUILDING FOR COLLECTIVE LIBERATION

**Collective liberation** means recognising that all of our struggles are intimately connected, and that we must work together to create the kind of world we know is possible. Every person is worthy of dignity and respect, and that within systems of oppression everyone suffers. Collective Liberation is not just a value, but an action. When working together, our diverse identities and experiences give us the tools to dismantle systems of economic, political and social oppression, and to create a world in which all people are seen as fully human.

Think about whether you have access to enough money for food, shelter and travel, whether your presence here is at risk because of lack of documents. Are you a target of police oppression because you're Muslim, black or brown? Do you, or are you likely, to earn less than your male counterparts for doing the same work? Is your sexual orientation viewed as 'abnormal', or your ability derided?

**"YOU HAVE COME HERE TO HELP ME, YOU ARE WASTING YOUR TIME. BUT IF YOU HAVE COME BECAUSE YOUR LIBERATION IS BOUND UP WITH MINE, THEN LET US WORK TOGETHER."**

**LILLA WATSON**

To move to an alternative socially, environmentally, economically and culturally fair world, we need to build mass social movements that include people from every sphere of life. **We need to build leadership, and take leadership from those most impacted by injustice.**

If you're working on climate change, can you listen to those most impacted in the Global South and provide practical solidarity? If you're working to stop tuition fee hikes or cuts to services, can you listen to people of colour, women, and disabled people who are most impacted by government cuts, and build your campaign from there? Learn about the experiences of others, notice who has the loudest voice in your organising circles, make space for those that don't, build alliance, and reflect on your goals. Let's work together and build power beyond privilege for social, political, economic, and ecological justice.

# BUILD YOURSELF

'No is Not Enough' says Naomi Klein in her new book, and we agree. We live in a world where it is more important than ever to have a vision for positive, sustainable change. Having a long-term vision can curtail overwhelm, and enable hope.

**The footprint** is a brilliant and simple tool to get thinking about what you value:

- 1 Draw a foot
- 2 Answer the questions that are outlined in the diagram: What holds you back? What grounds you? What lifts you up? (you can do this for a specific project or you can do it more broadly, about your life itself)
- 3 Keep the foot and then a month later or sometime in the future, draw your foot again and see how this has changed.

**Believe in yourself and others... create a movement.**

If you believe in something, if you are angered by the injustice that you see in the world and have an idea for how that can be different, then believe in yourself to be part of the change. You will find the allies.

At the beginning, you might feel like the 'lone nut' in the field dancing away, as seen in the Derek Sivers "How to start a movement" TED Talk (Google it). But, thousands of people have been fighting injustice and will continue to. You are an important part of that movement. Find how you want to contribute.

US civil rights leader, Howard Thurman, put it this way: "Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive."



# BUILD YOUR TEAM

## RECRUITING NEW MEMBERS

All good campaigns start with a strong team. One person with good arguments does not make a campaign. Being a catalyst for change also means bringing other people along with you. So, get recruiting.

**Freshers' fairs** welcome new students and introduce them to the world of campaigning while studying. Set up a Freshers' stall and recruit new members to your team. Remember that there will be plenty of other clubs and societies who will want to recruit new students so make sure that your stand stands out from the crowd, include a petition or action that people can do at the stall, and they'll be more likely to get involved.

Here are some other tips on getting people involved:

### Make it personal

Get together with friends and others passionate for social change. Once you've done that, send emails to other groups on campus, make announcements at meetings of related groups or before lectures, and put up posters in key places with meeting information. Then, follow-up in person with people who get back to you. Get to know them: a one-on-one conversation is your most effective tool!

### Celebrate diversity

Joining a new group can be intimidating, especially if your culture, class, race, gender, or identity feels unwelcome or under-represented in the group. Campaign spaces need to be inclusive of all people. Campaigns are most effective when they bring a large, diverse number of people together in support of an issue. Why not reach out to groups on campus organising around other forms of social justice or hold similar values to you to see if you can work together? Think outside the box on who to invite. A diversity of experiences and opinions makes a group stronger.

### Make it fun

Building your team is not just about mobilising students, but also about taking time to socialise, getting to know each other and having fun. Make sure when you're getting people to join that you tell them you have fun team socials. People will be much more inclined to be part of your team if they're likely to have a good time doing it.

## GOOD MEETINGS

Good meeting facilitation is vital to having a positive, inclusive, accessible and action oriented meeting. We've all been to talking shops. They don't make change. Instead, a good facilitator encourages everyone, gets agreement on a clear agenda, keeps the discussion on topic and concludes each meeting with a plan for what needs doing before the next meeting and by who.

## TIPS AND TRICKS

- Have a rotating facilitator (a different person running each meeting). Get a training on effective facilitation or Google the Seeds for Change guide and bring everyone up to speed
- Try to avoid acronyms eg. SU (Students' Union) and EU (European Union)
- Decide on group rules at the start, how all meeting will be run by eg. how long meetings are, how are decisions made)
- Use a system of "parking ideas" writing and putting ideas to one side for later if an issue is important and needs discussing but maybe isn't relevant to that meeting
- In early meetings, set campaign strategy goals. We can deliver training on this. Subsequent meetings can then evaluate the extent to which you've met your goals, or have had to adapt strategies
- Allow everyone to propose agenda items (list of things to discuss) between meetings, and prioritise the proposals at the start of a meeting
- Agree on an end time and stick to it to prevent people leaving annoyed
- Have social meetings to gel as a team
- Ensure every meeting ends with action points for what needs doing before the next meeting and who's doing them.
- Keep copies of all your minutes, plans and committee documents somewhere that can be accessed by everyone, such as a Google Doc, so that future committee can use them.

# BUILD YOUR TEAM

## PARTICIPATORY DECISION MAKING

Participatory decision making is a creative and dynamic way of reaching agreement between all members of a group. A common form of participatory decision making is consensus decision making. This is a process that works to find common ground, values everyone's opinion equally and finds solutions that are acceptable to all and best for the group. Consensus is neither compromise nor unanimity – it aims to weave together everyone's best ideas and key concerns which often results in surprising solutions, inspiring both the individual and the group as a whole.

Consensus is essential for getting a group behind a campaign strategy. Make sure everyone is invited to the strategy meeting and it has been scheduled

sensitively (not during a religious festival, for example) to enable the most amount of people to attend. Campaign strategies that engage everyone, are the most effective.

Don't give up on consensus if it starts getting hard. It might be new to you but it is a really powerful tool for empowering individuals and finding creative solutions that everyone is happy with.

On the other hand, you might want to use simple majority (51%) or a super majority (75%) to decide the time, date and location of your next social event. Be flexible and allow the importance of the decision that has to be made to dictate what's the most useful decision making tool.



Against the Grain Photography

## ROLE SHARING

Different people fulfil different roles within a team, and these roles might change over time depending on things like confidence, personality, and external circumstances. Initially, a quieter person might want to take meeting notes (minutes) and not facilitate a meeting. Someone who works or acts as a career outside of campaigning and studying might not be able to take on as many action points as someone who doesn't. It's important to encourage everyone to take on the roles and responsibilities that they want to, and have capacity for.

Remember to keep checking that everyone is OK, and make sure you are keeping to the agreements you made. You could organise yourselves into pairs or 'buddies' for better support and

vital skill-sharing. Buddies can meet between meetings and raise any issues or concerns between meetings.

## HANDOVER

As people with experience in your team leave or graduate, make sure there is a good handover process. Take time out to try and get all the new and old committee together for a shared handover (also try to follow-up with a social so that everyone feels comfortable enough to ask questions in the future). And if you have to do paperwork to handover to a new committee for your university SU make sure you do this in time and help the new committee complete it as it may be complicated.



# PLAN YOUR CAMPAIGN

## INTERNAL GROUP COMMUNICATIONS

Internal communications serve different purposes to external communications. Communicate among your team regularly, including the timing and location of meetings. Digital tools, depending on how accessible they are to everyone in your team, can be helpful.

### SLACK

A chat-based multichannel messaging system. This platform is easy to use for those familiar with messaging apps such as Whatsapp.

**Pros:** Rapid communications, accessible, can use in combination with other programs

**Cons:** Difficult to keep track of projects and documents

### TRELLO

Like having multiple cork boards pinned up on your computer accessible by your whole team. This makes it easy to keep track of big projects.

**Pros:** Easy to organise documents, good place to plan campaigns

**Cons:** slow communications

Remember, there's no one size fits all mechanism for communicating within groups. The experience and preferences of the people in your group, as well as the nature of what you want to communicate are all factors in choosing a method that works for you. It's also important not to forget that while digital tools are useful, meeting in person is still vital!

### FACEBOOK

Almost everyone knows Facebook! Very accessible, private groups have a good deal of functionality.

**Pros:** Most people already on Facebook, easy to use chat, strong group system

**Cons:** Social website, data tracking, easy to get distracted by other parts of life

### EMAIL

Well tried and tested, email should be your default fallback on if everything goes wrong

**Pros:** Reliable

**Cons:** Slow moving, individuals often have many separate email accounts

## CAMPAIGN STRATEGY

In any campaign – especially one reacting to fast-moving events – it is very easy to get caught up in individual actions without having a bigger picture perspective. Instead, develop a campaign strategy.

## CAMPAIGN AIMS, OBJECTIVES AND TACTICS

Ensure that you, and your team, agree on the aim and core objectives of the campaign at hand. These should be inspired by the context in which you are working (the range of possible issues that could be changed), the key ways in which each of these issues could be resolved and – most importantly – the capacity of your group has to work to achieve these tasks.

**Tactics:** the actions you will take to carry out your objectives to win your aim. (eg. starting a petition, holding a demonstration, meeting with the VC). More ideas on tactics that you can use are on page 16. Make sure your objectives and tactics are **SMART**:

- **S**PECIFIC
- **M**EASURABLE
- **A**CHIEVABLE
- **R**ESOURCED
- **T**IME BOUND

**Aim:** a short statement of what you want to achieve – eg. Your University divests from Fossil Fuels or signs up to Electronics Watch. If you achieved your vision your group would no longer have to exist, or it would have to adapt its aim (eg. Your university as an ethical investment portfolio).

**Objectives:** explain in simple steps how are you going to achieve what you set out to eg. lobby your Vice Chancellor, raise awareness about the campaign.

**Know your limits:** Make sure campaign is winnable and worthwhile – all this effort has to be for something!

**Your target:** specific person or decision-making body who is able to make the change you want as part of your campaign.

## STRATEGY VS TACTICS

A mistake often made by new campaigners is to confuse **strategy** with **tactics** and plan using just the latter. In a nutshell, **tactics** are the individual actions you take throughout your campaign, such as public protest, petitioning and interviews. **Strategy** is the way in which individual actions are stitched together to form a coherent whole, and this is what you should be focusing on at this stage of your campaign.



## COALITIONS AND ALLIES

### Making change happen – the spectrum of allies

The purpose of most campaigns is to persuade power holding individuals or organisations to use their authority in a way that aligns with your campaign aims.

**It might be possible to change their mind directly.** Fear not! Campaigning is very rarely as simple as convincing one person to do one set action – more often it's wiser to focus on a number of key stake-holders. Stakeholders **may already be sympathetic to your cause**, and you can find ways to get them to take practical action in support.

A successful campaign can be measured not by flipping your target from being directly opposes to passionately for your plans, but by moving all (or indeed just some of the groups) further to the left of this spectrum.

Often it is more complicated than this – in particularly divisive campaigns however you can still make change happen if you bring enough people with you.

In addition, you can separate your allies into three broad groups

- 1 Allies: Liaise, coordinate and plan with those groups who are sympathetic to your aims and objectives
- 2 Neutral, weakly opposed: attempt to persuade these individuals about your cause through many forms of nonviolent action (see Gene Sharp's "198 Methods of Nonviolent Action")
- 3 Active opponents: Attempt to create disagreement within these groups or at least neutralise their actions with your own.

## RAISING AWARENESS

This is a common objective for many campaigns. A huge part of running and winning campaigns is informing people about the issue you're campaigning on and winning arguments with your proposed solutions. Through this, you're able to mobilise people to participate in your group and take action.

Here are a few ideas or tactics of how you can raise awareness for campaigns. This is not an exhaustive list, and remember that often the more creative you can get, the better.

### SPEAK TO PEOPLE, GET THEIR SUPPORT, BUILD ALLIANCES.

Identify ways your group can stay visible on campus to build campus support among students and staff. The more people involved, the better!

## PRESENTATION

Prepare a slick intro to the campaign that you can train people up to deliver to different groups on your campus, whether that be your SU, other societies, campus trade unions or academics.

## HOLD A DEMONSTRATION

Having a visual presence on campus is crucial to building support. Make sure you get great photos, send them all over social media and to the press.

## LECTURE SHOUT-OUTS

Give a quick 1 minute announcement at the start of lectures. You've got an engaged audience waiting to learn! Make sure you have a clear outcome – asking people to come to an event, or participate in an action.

## RUN WORKSHOPS

People & Planet can support you by coming to your university and running workshops on the campaigns you're running. This is a great way to educate people on the campaign itself and get them skilled up to take action.

## GET ACADEMICS INVOLVED

Academics can often be just as important in building a movement. When students and staff work together, they're unstoppable. Contact academics encouraging them to sign an open letter to the institution.





# BUILD SUPPORT

## SPEAKER EVENTS

Is there an academic at your institution that researches the issue you're campaigning on? Is there a high profile MP, activist or journalist who has spoken out on the issue? Invite them to talk.

## LEAFLETS AND POSTERS

Plaster your campus with printed materials in all the places where students go. Think halls of residences, lecture theatres, seminar rooms, cafés, bars, the Students' Union.

## FILM SCREENINGS

Film nights are a great way of getting people in a room to start thinking about the issues you're campaigning on. Host a discussion afterwards and use it as an opportunity to bring new people into your campaign.

Showing a film for educational purposes (eg. in a University space) doesn't infringe on copyright law so can be done without a license (under section 34(1) of the Copyright and Designs Patents Act 1988).

## PETITIONS

Petitions are great for increasing awareness about your campaign objectives and demonstrating how much support you've built. People & Planet have a petition tool that you can use to build your petition. You'll have the ability to e-mail everyone who has signed it, and share it around online. You can build your petition at: [act.peopleandplanet.org](http://act.peopleandplanet.org)

## PHOTO PETITIONS

Photograph hundreds of students holding a sign with your campaign demands. Upload them to social media, create collages, spread it around.

## KNOCK ON DOORS

If you have lots of students living in halls, go out and talk to them. Whilst door-knocking can feel intimidating, speaking to people directly is the most effective way of getting them on board and most of the time people are always very impressed and friendly to someone who has knocked on their door.

## RUNNING GOOD STALLS

- **Think about what materials you need on your stall.** It's tempting to lay everything you have out on your stall at once – but remember that less is more. Think about the objective of stall and only use the materials you need to meet that objective.
- **Always ensure you have a mechanism for people to join your mailing list** eg. sign up sheet, laptop
- Be proactive – approach people and stand in front of the stall. It's best not to sit behind the stall and wait for people to come to you. The people who will actively approach your stall are likely to be those already engaged.
- **Have a good opening line.** When you're holding a stall, you'll catch people whilst they are busy doing other things so you need a good opening line to capture people's attention. Your opening line shouldn't be about process, it should be a 30

seconds 'elevator pitch' of what the issue is and what you can do about it. For example, rather than just asking people if they would like to sign your petition, you could state that you're campaigning on an issue and trying to get students involved, and one way they can do that is through the petition.

- **Giveaways.** Having stickers and badges is a really useful way of making your stall a little more enticing. People are more likely to remember you later if they have something to remind them.
- **Smile and be friendly.** Describe your activities in ways that sound fun and enjoyable. If someone stops to sign or read a leaflet, keep talking and fill in the gaps. Smile and thank them, offer to keep them informed and steer them to your sign up sheet. Some people are shy or don't want to start a conversation, so it is up to you to do that.



## BUILD SUPPORT

## CREATIVE ACTIONS

Getting creative with your campaigns is a sure way to build momentum and support. Taking action in a way that's creative, innovative or visual can be incredibly effective in reaching new people, getting people involved and showing that your campaigning is fun, exciting and interesting! Creative actions can get media attention, go viral online and

## CREATIVE STUNTS

From building a divestosaur to setting up fake oil spills made of molasses and corn oil and from 'nearly naked' protests to putting together a giant oil rig outside university management buildings, student campaigners have been thinking up weird and wonderful campaign actions for years.

## SING!

Change the words of a well known song to include your campaign objectives and get busking! Why not try it with a Christmas carol?

## SPELL OUT A MESSAGE

Gather as many students as you can and get them to come together and spell out a message with their bodies. Take a photo from above!

get you new members and supporters. They're also a brilliant way of utilising different people's skills whether that's papier-mâché, poetry or banner-making.

Here are some ideas for creative actions  
but be as inventive as you like.

Check out our tips under 'escalation' from page 22 for more advice on how to run an effective creative action.

## BANNER DROP

Drop a banner from a visible spot on campus to show you aren't going away! Find somewhere interesting or creative to drop it from and get a good photo.

## STREET THEATRE

Can you think of an interesting way to dramatise your campaign objectives? Have someone dress up as a villainous Vice-Chancellor or a reckless banker and build a plot around them being overcome by noble student campaigners.

## PROTEST WITH PROPS

Take to the streets and demonstrate, but this time get arty! Bring along a giant oil pipeline to protest climate change or wear the shackles and weight of student debt.

## TOP TIPS FOR CREATIVE ACTIONS:

- Do you have a colour scheme, image or logo that's consistent for your campaign?
- Keep your message simple so that everyone gets the picture. Make a clear link between your action and your campaign objectives so people don't spend ages working out the link or joke.
- Plan and rehearse any performances you're doing so that you're pitch perfect for the day.
- Try and think of ways to make your action appealing to the media and to wider audiences. What makes this worth covering and worth talking about?
- Take great photos and videos, share them on social media, with the press and include in your leaflets.

## PHOTOS AND VIDEOS

Half of the value of creative actions is that they can make a really great visual way of promoting your campaign afterwards. Here are some top tips:

- Take photographs of high enough quality that can be used online and in print.
- The best images are ones which feature people and show action. Try and capture the most dynamic moment of the action.
- If you are taking video to edit later, take lots of footage so that you can choose the best clips. With audio, try and keep the microphone away from the wind.
- Try and capture an interview with an activist afterwards.
- Subtitle any video you share online.
- Take photos and videos in bright, well lit places with few distractions.



Cadi Cliff

# LOBBYING

In addition to crucial awareness raising activities on campus, you will also need to engage in 'inside track' campaigning. This means engaging with the decision makers (such as your University management) in a respectful and professional way, building and making a serious case for why they should adhere to your demands. To win, you will need to convince the decision-makers.

Once you've built some campaign momentum and student support on campus, it's time to request a meeting with those that hold the power to meet your demands. This will give you a direct opportunity to present your case to the decision-makers.

Good lobbying requires both good preparation and good performance. It can be useful to go through the following steps ahead of lobbying:

- **Who are you going to lobby?** Identify who has the power to achieve your campaign objectives and who you have access to who can influence them;
- **What can they do?** Make sure that you lobby them to do something within their power;
- **How are you going to lobby them?** There are loads of different lobbying tactics out there, be sure to choose one (or many) that are likely to contribute to your objectives?
- **What particular thing are you going to lobby them to do to contribute to**

**your objectives?** Remember that your objectives should be SMART for a reason, so make sure you lobby for something that is Specific, Measurable, Attainable, Resourced, and Timed.

- **How will you communicate your message to persuade them to do the particular thing you want them to do?** Memorise the key points to keep coming back to and think about your body language, tone, and who's doing what.
- **Why would they do it? What leverage do you have to make them?** Powerful people won't just give you things – even if they agree with you, they're often busy and otherwise constrained. Usually, they won't agree with you. What are you giving them? Will you stop causing them embarrassment? Will you give them a nice photo opp? Be cynical. Think about who has what power.

#### After the meeting:

- Send a brief thank you letter summing up the key points and actions
- Consider sending a press release to any local media
- Refer to your campaign strategy and decide what you are going to do next

Remember, politics rarely changes with one meeting, just because you have spoken to your target does not mean you can't take the campaign further.

## USING YOUR STUDENTS' UNION

Students' Unions (SUs) can be really useful to work with – they have access to far more resources and people than your group could have on its own. One of the most effective ways to get support on campus is to get your Student's Union to support your campaign.

Your SU can:

- **Pass policy supporting your campaign.** As well as nominal support, it could mean you get financial resources, or you can mandate Union officers previously against you to support you.
- **Write letters of support.** A letter from (or at least signed by) your SU President carries the weight of however many thousands of students are at your University.
- **Lobby the University.** Most members of the Students' Union sabbatical student officer team regularly meet with the University Vice-Chancellor, while other student officers might have contact with other staff members. This relationship means that student officers are in a great position to help persuade University staff by relaying your arguments and demands to them, and pressuring them to take action. When they meet with University management, get them to take you with them.

"AT UEA, SUPPORT FROM OUR STUDENTS' UNION WAS INVALUABLE FOR PUSHING FORWARD OUR CAMPAIGN. GETTING A MOTION PASSED THROUGH OUR STUDENTS' UNION ENABLED US TO ACCESS FUNDING AND RESOURCES WE WOULDN'T HAVE OTHERWISE BEEN ABLE TO.

OUR SABBATICAL OFFICERS HELPED US TO REACH AND ACCESS UNIVERSITY MANAGEMENT WHICH WAS KEY TO OUR SUCCESS!"  
STUDENT, UEA PEOPLE & PLANET



# ESCALATION

## ACTION PLANNING

Few campaigns are won through private lobbying alone, they will typically need some public facing campaigning as well. There are a whole host of different actions you can take as part of a campaign, some of which are listed earlier on in this guide. What's really important is that when you're thinking of organising a public facing action, you come up with an effective plan for it. There's no fool-proof way of doing this, but going through the Tactic Star below can be a really effective process for planning an action.

### REGROUPING

How do we plan to celebrate and debrief this action? What next?

### GOALS & STRATEGY

How does this tactic fit into our strategy and help us achieve our goals?

### TARGET

Who is the target? How will this action help to influence them?

### RELATIONSHIPS

How will this action affect relationships within the team? And with our allies and key stakeholders?

### REPUTATION

How will this action affect our organisation and how people perceive us?

### TONE

What is the tone of the action and how will people react to it?

### RESOURCES

Is the action worth the limited time, energy and resources of our group?

### TIMING

When should we do the action? Why then? Any external hooks for media coverage?



One thing to think about in particular is that over time the tactics you use and the actions you plan should increase in the levels of pressure they place on decision makers and the numbers of people they involve. Increasing pressure over time is a key component of building momentum. Some campaigns will require less pressure than others, depending on a multitude of factors including the issue, the demand, the decision maker, and the context across similar institutions.

# ESCALATION

## NON-VIOLENT DIRECT ACTION

In some campaigns, there will be times when you'll need to up the ante further to achieve your campaign demands. While petitioning, lobbying and public stunts can occasionally be enough to twist the arm of decision makers, in other cases, you might need to take non-violent direct action to win.

Direct action comes in many forms and has been used by a broad range of people and movements throughout history. Blockading a road, occupying a building, withholding rent payments or going on strike are all forms of direct action. The crucial aspect of all these campaigning tactics is that they disrupt the day-to-day operations of the target as a means of exercising leverage and applying pressure on decision makers. There are countless examples from history of campaigns which were tipped over the edge to victory as a result of strategic direct action. Important points to consider for direct actions, in addition to those in the tactic star on page 22:

- **How does your action relate to your campaign narrative?** If you're campaigning on a housing issue, a rent strike might be the perfect way to apply pressure and directly undermine an institution's ability to profit from housing.
- **Consider the impact your action**

**might have on your potential supporters.** For example, if you're thinking of occupying a space, is it a space that will affect students' lectures? Try and pick somewhere that is disruptive to management, but not your peers. If unavoidable, how do you bring disrupted peers onside by communicating your message?

- **Ensure the direct action is organised with people that you trust.** Try not to use insecure platforms like Facebook to coordinate it. Minimise the possibility of authorities (university or otherwise) discovering your plans by using encrypted communication platforms.
- **Plan for a variety of ways people can participate.** Not everyone has to be on the frontline and immediately vulnerable. An effective direct action requires support roles like welfare officer, police or security liaison, media liaison, legal observers, social media, and organising solidarity actions.
- **Make sure you have everything you need for taking action.** Think about any resources, food, supplies, equipment or entertainment you'll need for an action.

# FUNDRAISING

- **Discuss when you want the action to end.** It's really important that everyone involved is on the same page for this. Events may change those plans, but make sure you have a way of deciding those changes.
- **Before you take direct action, read up on the law.** Check the potential legal consequences of any action and make sure everyone participating is doing so to a level that they feel

comfortable. Green and Black Cross ([greenandblackcross.org](http://greenandblackcross.org)) have a wealth of resources on the direct action and the law, more can be found out about them in useful links at the end of this guide. In the event of any legal action, contact Green and Black cross to find out which local legal firm to use or contact Bindmans solicitors – a legal firm that specialise in protest law.



All campaigns and projects need some materials and resources to keep them running and to expand. It is a really good idea to consider fundraising as part of your campaign right from the start. There are many ways of raising money.

## EVENTS

Putting on fundraising events can be a lot of fun for everyone involved. Get creative! Ideas include benefit gigs, jumble sales and barbecues in the park. If well planned, publicised and attended, these events can raise lots of money and publicity.

- **Publicity** is key to any good event: fly-posting extensively, use all your real-life and social media contacts and hand out flyers at other events. Be creative and try to put a campaign spin on your fundraising.
- Think carefully about the

**admission fee.** It must be enough to make money for the campaign, but not so much that people are excluded. Consider having a concessionary rate.

- Have an **information stall** at the event to get new people involved with leaflets and displays, campaign merchandise and a collection tin for donations. You can also ask to have stalls at events organised by other people, e.g. if a sympathetic band is playing a gig. Ask the band or DJ to point out your stall.



## STUDENTS' UNION FUNDING

Students' Unions exist to support students and that includes supporting students campaigning on issues that are important to them. This means that most Students' Unions have money set aside to help students run campaigns.

## HOW DO YOU APPLY FOR FUNDING?

Every Students' Union is different, and so the specific processes and funding pots available will vary depending on which University you attend. Typically, there will be two different budgets students can apply to: a campaigns budget and or a societies grant budget.

You can take a look on your SU website to find out whether these exist, how much money is available and how to apply, but the best way to find out is to contact someone at the SU. If your SU has a Campaigns, Activities or other relevant student officer, get in touch with them.

## YOUR SU DOESN'T HAVE A FUND?

Universities will often have Alumni Funds or development funds for student activities. A bit of online searching should let you know if your group is eligible. Think about asking other organisations in your town or city too.

## EXTERNAL FUNDING

Applying for a grant is often the only way to get larger sums of money. You could ask for funding for organisational and equipment costs for an event or action, office and staff expenses, action and communications equipment.

There are many organisations that give grants to small campaigns and projects. Your first step is to make a short-list of those that are most likely to support your project or campaign.

Nearly all funders have guidelines for giving out their money. These cover the kind of groups and activities they will fund, how much they will give and how to apply. If they've got a website or printed publicity materials, read them very carefully. A huge proportion of funding applications are rejected because they did not follow the guidelines or forgot to send some requested paperwork, not because the funder didn't like the idea.

There are a number of directories that provide information about funders such as the Directory of Social Change ([dsc.org.uk/](http://dsc.org.uk/)) and the 'other funders' list on the Edge Fund ([edgefund.org.uk/](http://edgefund.org.uk/)) website. Ask your nearest Council for Voluntary Service (CVS) for advice. (Look at the members section on [navca.org.uk](http://navca.org.uk) for your nearest CVS).

## SOCIAL MEDIA

### Using Facebook for campaigns

To start communicating your campaigns on Facebook, you'll want to set up a 'page', a public facing profile for your campaign group. Using Facebook for campaigns is partially about learning some key rules, tricks and tips so here are some ways you can make sure your posts and campaign messages get seen by more people and get shared around.

- Images (sized correctly) and videos (Facebook has a built-in video function which appear higher on news feeds than videos from other sites) perform well. Images appear higher on people's news feeds than other forms of content and people relate much more to visuals than writing.
- Once you paste a link to post an update – an image will appear, along with some summary text underneath it. You can delete the link and the image and summary won't disappear. If you don't like the image, you can upload your own and edit the text that appears in the preview by clicking on it before posting.
- Always write something about the content you're sharing. People want to know why you think something is important.
- Ordinarily, shorter posts perform better than longer ones.
- Try and post something at least once a week as a minimum, but no more than three times a day.
- Have a call to action. Social media should never be an end in itself. It should be tied into your wider campaigns strategy.
- Around half of the people seeing your posts will be viewing them on a mobile. Think about how an image might look on a small screen.
- Facebook events are a great way to promote what you're up to and any events and actions you're hosting by giving people a central place to get all the info from and allows people to be invited and for them to invite others too.
- Facebook has a built-in scheduling function that allows you to schedule posts for the future.



## Using Twitter for Campaigns

Twitter is a little simpler when it comes to rules than Facebook, but there are still a few things to learn if you aren't familiar with the platform:

- Each tweet is no more than 140 characters long.
- Other users can 'follow' your twitter account, meaning that anything you tweet will appear in their feed on the homepage.
- A retweet is a way of sharing somebody else's tweet to anybody who is following you.
- Hashtags can ensure your tweets reach a wider group of people. If somebody is interested in a particular topic – eg. #FossilFree, they can click or search for that hashtag and see a list of all related tweets.
- When posting a link, twitter will automatically shorten it to 23 characters. That means that no matter how long the URL is, you still have 117 characters to use.
- You can send a tweet to anyone by including their 'handle' (eg. @peoplendplanet). Tweets that start with the handle aren't public, so you can get round this either by placing a

full stop before the @, or by placing their handle somewhere else within the tweet.

- The easiest way to build an early Twitter following is by following accounts of groups and people with similar values to you. Try finding other societies or students at your university or your Student Union officers and follow them. In general, more tweets means more followers.
- Tweets with images or videos perform better than tweets without them.
- Try to offer a unique and distinct perspective on the links or images you share.
- When you're organising an event or action, decide on a hashtag and ensure someone covers social media as one of the roles in the action
- Retweeting and engaging with other societies on your campus or groups across the country can help to foster good relationships and makes them more likely to do the same with your content.
- Tweetdeck ([tweetdeck.com/](http://tweetdeck.com/)) allows you to schedule posts for the future.

## ONLINE ACTIVISM – SOCIAL MEDIA STORMS

Social media doesn't just have to be used for communicating messages to supporters, it can also be used to lobby decision makers.

You can organise a Twitter storm by bringing together a group of people to tweet at a campaign target – eg. the Vice-Chancellor's account, multiple times over a short space of time. If you manage to get 50 people tweeting at them multiple times, you can guarantee they'll know the issue isn't going away. You could use Thunderclap to help you – [www.thunderclap.it](http://www.thunderclap.it)

Another method is 'hashtag hacking'. If you can gather a group to tweet your campaign message on a hashtag being used by your university, you'll have a major impact on their image! Think open days, conferences, guest lectures and so on!

## MEDIA

There are loads of different types of media outlets (print, radio, TV and online) around, Student media, Local media, University Media, Alternative/New Media and National media with the first few probably being easy to get coverage in than the others.

### Before you contact the media

- **Background Research.** Get the right email address and phone number for the outlet and for specific reporters (eg. environmental correspondent) as well as the deadline for print or for sourcing content for a broadcast.
- **Appoint a media spokesperson.** Somebody who is willing and available to field phone calls, give interviews and respond to email inquiries. It's beneficial to the culture and skills of your group if you rotate this position among members for different events or actions. You should also try to think about whose voices we typically hear in the media and whether you are able to counter that and help amplify those voices that are heard less often.
- **Finding the right angle.** Stories often need to be new, linked to the local area (for local news sources) and interesting. Think of a 'hook' that makes your story different and worth covering.

# COMMUNICATION

## CONTACTING THE MEDIA

If possible, it's best to contact the media initially by phone. You can do this even if you don't have a story you want them to cover yet. Introduce yourself, explain a little about your group, what you do and why. Let them know you're available for comment on the issues you work on and that you will send them press releases in the future.

### PRESS RELEASES

A press release is the best way to get your story in the media. Press releases are designed to inform journalists of something that is happening, and make it really easy for them to cover. A press release should be short and factual (all opinions should be kept within quotes) and written in the third person and convey all the key information you want to get across to the audience. Check out this short guide from Friends of the Earth on what a press release should look like with lots of important tips too:

[foe.co.uk/sites/default/files/downloads/cyw\\_64\\_press\\_release.pdf](http://foe.co.uk/sites/default/files/downloads/cyw_64_press_release.pdf)

### TIPS FOR PRESS RELEASES.

- Proof read and **spell check** before sending!
- Adapt the press release to include different angles for specific media outlets.
- Use the language and style of the outlets you're sending your press release to.
- You can send a press release before or after an event takes place, or both. If you are sending one before, make clear that photographers and/or sound/video crew can attend. If you're sending it afterwards, send hi-res photos along with it. Photos that work well in the media are ones with people, are dynamic and convey a message.
- It's often useful to follow-up your press release with a phone call to the journalist you sent it to around 3 hours after you sent it.

## PUBLIC SPEAKING AND INTERVIEWS

Public speaking and giving interviews to the media can be daunting. Here are some quick tips to help you out:

- Think through precisely what you want to say and what you want people to remember, the fourth day after receiving your message, most people will have forgotten 80% of what you told them. Find the 3 most important bits of information, make sure your message is consistent and repetitive and have some facts to back them up.
- Rehearse beforehand, try to condense your message as much as possible.
- Don't feel obliged to answer questions that aren't relevant. Don't be afraid to make it clear that this isn't what you came to discuss and revert to your initial message.
- Ask to see questions in advance.
- In a recorded interview, you can ask to give your answers again to make things clearer.
- You can refuse to give interviews to journalists that you think will misrepresent what you're saying or will frame your message in away that is damaging to the campaign.
- Body language. Have an open stance and good eye contact (but don't stare) and make sure you're not getting too up close and personal.
- Identify commonalities. Probe the person you're speaking to for areas of overlap between their interests and your campaign.
- Avoid aggression – this doesn't mean you can't be assertive, but try to challenge specific actions – “I don't agree with what you're saying” – not the entire person – “I don't agree with you”.
- Win-Win – you aim is for everyone in the conversation to leave with that fuzzy feeling of a chat well had.

# GROUP WELFARE

## AVOIDING BURNOUT

### Why is maintaining welfare important?

When contributing to a movement it is easy to place your welfare below the needs of the movement and you can 'burnout'. However, spending time on your personal and group welfare is vital for the success of your movement. As tempting as it is to throw everything you can into a campaign at the beginning, this doesn't work in the long-term if you become exhausted and alienated early on. Winning is a long game and requires campaigners to stay healthy and energised throughout the struggle.

### How to maintain team welfare?

The best thing you can do is to get to know some of your team outside of your projects, through socials (film nights, dinner, whatever you like). This creates a sense of belonging, which makes people more likely to approach each other with any problems. Or, you could set aside dedicated time as a team to discuss your wellbeing, and how you maintain it. This also allows you to see the impact your team's structure is having on your team's welfare.

Everyone has different welfare needs, ensure that you are fully inclusive of everyone, that meetings are safe spaces with different opinions respected and that meetings are accessible to everyone,

whether that be for cultural, mobility or social reasons.

### How to maintain your own welfare?

Try to organise or attend activities that connect you to your community. For example, socials, societies and relaxed voluntary work. Another way to maintain your welfare is to ensure that you factor time into your schedule to do activities that you enjoy with friends or family.

When stressed, people tend to either avoid or dive into the work or problem that is stressing them. Try working with trusted members of your campaign team, or friends who understand your motivations but can bring an outside perspective, to understand the fundamental causes of your stress. Create a plan of action for addressing these causes and cutting stress out at the root. Don't be afraid of taking a step back from campaigns if necessary for your health and their success in the long-term. Communicate your reasons with other campaign members so they can support you, and trust them to do the work you may have done before.

Remember, don't be afraid to talk to your team and friends; or approach your student support service at your university.

## INCLUSIVITY AND SAFER SPACES

Building strong and vibrant movements requires us to create spaces where everyone feels comfortable participating, and where all people are able to contribute. We live in a society that is unjust and oppressive, and where different individuals and groups face a multitude of barriers to living fulfilling lives and engaging fully with society. Our social movements exist within that society and can often replicate the same systems, structures and habits that reinforce oppression and injustice in the wider world.

Building groups that work to cultivate safer spaces is one of the ways of tackling this. Safer spaces are about developing an environment where oppression and injustice are challenged, where barriers to participation are broken down and where active steps are taken to include people of different backgrounds and experiences, ensuring they feel able to contribute. In doing this, we should take leadership and guidance from those people on how they want to contribute and how best to support them in doing so.

Working towards building safer spaces in

our social movements is about celebrating diverse identities and experiences and empowering people to overcome barriers, oppression and injustice within social movements and in wider society. Building safer, more inclusive and diverse social movements is key to building power, winning demands and transforming society. Wider backgrounds and experiences will bring different ideas, energies and skills to campaigning spaces and make our movement building stronger and more effective in the long term.

People & Planet have a wealth of resources on building inclusive groups and safer spaces. Contact [universities@peopleandplanet.org](mailto:universities@peopleandplanet.org) to find out more.

## INDIVIDUAL FEEDBACK

Feedback is a gift. Individual reflection and analysis can also be very useful when evaluating and monitoring campaigns.

A huge part of being involved in a team, working towards something, is what you learn along the way – about what you are doing, about yourself, about everyone in the team.



# GROUP WELFARE

The most fundamental element of giving and receiving feedback (and everything really) is the purpose behind it –to help other people's personal development, to help your development and to help the team's development. Feedback is not just about sharing what could have been done better but it is also about celebrating what went well.

## GROUP FEEDBACK

Monitoring and evaluation your campaign through feedback is not necessarily a set stage of your process –it should instead be an integral part of each stage of the campaign, and be accumulated throughout.

A key tool for monitoring and review is the **SWOT** analysis, which sets out the strengths, weaknesses, opportunities and threats facing an individual, project, organisation or campaign. As you can see, two of these are looking at what happened (strengths and weaknesses) and two are looking at future events (opportunities and threats), so this tool is well suited to use throughout the process of campaigning.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

A reflection session should take place towards the end of your campaign (or chosen mid-point) to assess how effective your efforts have been in achieving your objectives and removing barriers for the future.

Here are some of our top tips for giving and receiving feedback, so that it is rewarding for everyone and the team.

### Giving Feedback.

- **Be honest.**  
People will value your honesty.
- **Be specific.**  
Rather than making general comments try to pinpoint what the person did well or could have done better and what effect it had on you.

### Receiving Feedback

- Remember, it takes courage to give feedback.
- Listen actively to the feedback you're receiving.
- Make sure to thank the person giving you feedback.
- Reflect on what they said and see how it can help you for the future.

# FUTURE EVENTS

## FUTURE PEOPLE & PLANET EVENTS

### Power Shift – Training for Change

A 5 day annual July training camp that brings together some of the most inspiring organisers in the UK to learn together and leave you powered up and charged to shift power from big business and elites to people who believe that another world is possible. Power Shift is organised each year by People & Planet and will build on all of the skills introduced in this guide as well as introduce you to our campaigns.

### National and Regional Events

In the Autumn term, People & Planet coordinates a series of events in the various regions and nations across the UK and Ireland.:

**Northern England:** 4/5 Nov, Leeds  
**South East England:** 11/12 Nov, Surrey  
**South West and Wales:** 4/5 Nov, Cardiff  
**All Ireland:** 28/29 Oct, Belfast  
**Scotland:** TBC

Find out more about People & Planet's events at [peopleandplanet.org](http://peopleandplanet.org)

## FUTURE STUDENTS FOR GLOBAL HEALTH EVENTS

### Students for Global Health Relaunch

After 20 years of being known as "Medsin" – Students for Global Health is the new name of the student network tackling global and local health inequalities through education, advocacy and community action. On October 7 2017, Students for Global Health will be formally launching and building our long term development plan.

### National conference

Attend our national conference in Leeds on sustainability in development. Keep an eye on our website for ticket sales.

Find out more about Students for Global Health's events at

[www.studentsforglobalhealth.org](http://www.studentsforglobalhealth.org)

# THANK YOU

Thank you for taking the time to read this Movement Building Guide. We hope this guide will be useful in planning and running your campaigns on campus.

Remember you can always contact People & Planet or Students for Global Health for support in planning all the different aspects of your campaign as well as letting us know what you're doing so we can publicise everything you're doing to the wider movement.

## PEOPLE & PLANET

[universities@peopleandplanet.org](mailto:universities@peopleandplanet.org)

01865 403225

[peopleandplanet.org](http://peopleandplanet.org)

 [facebook.com/peopleandplanet](https://facebook.com/peopleandplanet)

 [@peopleandplanet](https://twitter.com/peopleandplanet)

## STUDENTS FOR GLOBAL HEALTH

[info@medsin.org](mailto:info@medsin.org)

[studentsforglobalhealth.org](http://studentsforglobalhealth.org)

 [facebook.com/WeAreStudentsforGlobalHealth/](https://facebook.com/WeAreStudentsforGlobalHealth/)

 [@WeAreSfGH](https://twitter.com/WeAreSfGH)

***people & planet***

student action on world poverty and the environment



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STUDENTS  
FOR  
**GLOBAL  
HEALTH**