

people & planet



INTRODUCTION TO MOVEMENT BUILDING

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HOW TO USE THIS GUIDE

Want to improve your teaching or sports facilities? Or get your university to divest from fossil fuels?

How about pushing your university to fund scholarships for people with irregular migration status? Or are you campaigning against rising tuition fees and workers' rights abuses in the UK and abroad?

Do you want to do this 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.

Throughout this guide, you'll find lots of information about how you can run campaigns that are effective, sustainable and built to contribute to wider movements and engender long lasting societal change.

Remember, campaigns can last months or years, and will often need refreshing. Don't be overwhelmed.

This guide is designed to be useful for people who are brand new to organising for change, as well as those who have years of campaign experience behind them. It's important to remember there are always new things to learn and new ways to make our campaigning effective.

The first part of this guide is written in a chronological order of how you might want to think about running your campaigns: Build yourself; Build your team; Plan your campaign; Build support; Lobbying: Inside Track; and Escalation: Outside track.

The final 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 might already be 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.

People & Planet are here to give you advice and support on how to run campaigns. Our team of staff can deliver training on any of the skills in this guide, either online or on campus!

Get in touch at:

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www.peopleandplanet.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 organising for shared goals. It also about learning from those on the front-lines of struggles, and offering practical solidarity. 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.

The core principle of movement building is that, in our campaigning and organising, **we want to move beyond seeing campaigns as one-off events** where we set objectives and wrap them up once they've been achieved. Instead, **movement building is about using the energy that's behind those campaigns to build energy for long-term change.**

You, as potential or current campaigners, are part of this movement. You build it through creating links, running societies and campaign 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

"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

HOW WE CAN HELP YOU

People & Planet have created this guide to support you in your campaigns and movement building activities. People & Planet is the UK's largest student campaigning organisation, coordinating movements for climate and migrant justice. We are a grassroots, student-led organisation with a network of groups on campuses across the UK. We're a democratic organisation, and while we provide support and resources, our groups are autonomous, making their own decisions over the campaigns they run and how they do it. Our core campaigns - currently Fossil Free, Fossil Free Careers and Divest Borders - are selected and steered by our network of students. Each year, we train hundreds of student organisers, helping them to develop the skills required to win campaigns and build sustainable movements.

FIND OUT MORE

WEBSITE

You'll find loads of information on our website about the ways you can get involved in People & Planet, as well as detailed information and updates on our campaigns, and a bunch of extra resources to help you in building a movement on your campus: peopleandplanet.org/

WORKSHOPS

We offer a variety of workshops on the topics covered in this Movement Building Guide, as well as sessions focusing on our current campaigns. If you and your group want to build on a particular area, let us know and we'll come to campus to help you develop the skills you need!

SOCIAL MEDIA

Our socials are always full of interesting resources as well as stories of what is working for other groups in the network and wider movement! Follow to stay updated, and send us a message if there's anything you want us to amplify!

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.

Oppression is the experience of repeated, widespread, systemic injustice. Much oppression is learned through growing up in a world created by centuries of economic, political and social exploitation. While we may not be consciously classist, sexist, racist, homophobic, transphobic or ableist, it's inevitable that we learn ways of interacting that maintain the status quo.

Every person is worthy of dignity, respect and safety. **Systems of oppression are complex and intersect with one another, and everyone suffers within them.**

Our diverse identities and experiences give us the tools to dismantle these systems of economic, political and social oppression. **This makes Collective Liberation not just a value, but an action.**

Think about whether you have access to enough money for food, shelter and travel, whether your presence here is at risk because of a lack of documents. Are you a target of police oppression

because you're a person of colour? Do you, or are you likely, to earn less than your male counterparts for doing the same work? Are you marginalised because of your sexuality or gender? Do you face exclusion as a result of your disability?

To move to a 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 take leadership from those most impacted by injustice.**

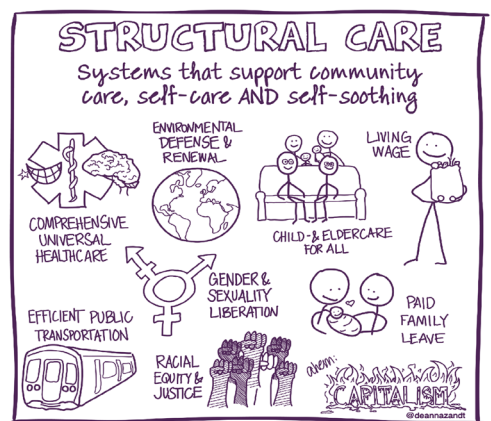
If you're working on climate change, are you listening to those most impacted in the Global South and providing practical solidarity? If you're working to stop tuition fee hikes or cuts to services, are you consulting and taking leadership from people of colour, women and disabled people, who are most impacted by government cuts, and building 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 alliances, 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. 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 stop you from getting overwhelmed, and enable hope. It's also important to combine this vision with concrete steps towards looking after yourself.

As Deanna Zandt says in her comic "[The Unspoken Complexity of Self-Care](#)", self-soothing, self-care, community care and structural care are all crucial aspects of building yourself.



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 groups and societies who will want to recruit new students. That means you need to make sure that your stall 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. Remember to have a time/date/place set up for your next meeting so people know where to find you!

MAKE IT PERSONAL

Get together with friends and others passionate for social change. Once you've done that, email 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 the people who get back to you. Get to know them: even if you can't meet in person, establishing the connection somehow is the most effective way to get them on board!

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. Feeling connected is more important than ever! Why not have a games afternoon on Zoom? Or a film night, quiz or talent show?

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 range 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.

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 FOR GOOD MEETINGS

Have a rotating facilitator: a different person running each meeting. Get everyone trained up on how to facilitate good meetings and check out resources available from organisations like **Navigate**

Try to avoid acronyms eg. SU (Students' Union) and EU (European Union).

Decide on group rules at the start, how all meetings will be run (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 events so everyone gets to know each other and makes friends.

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 committees can use them.

Try assigning new members the role of keeping track of what everyone is doing between meetings. Everyone feeds back to a designated new member between meetings, then they feed back to the whole group! This is a great way to make sure new members feel in the loop but not overwhelmed!

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 a really effective method 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.



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 carer 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. Make sure that those with less capacity are equally valued as part of the team, in order to create an inclusive and accessible environment.



BUILD YOUR TEAM

HANDOVER

A good handover process is really important to making a campaign sustainable, and building a movement that lasts beyond the campaign cycle. It ensures that a cohesive and united movement can be built out of a dynamic and shifting group, which in turn maintains momentum.

As people with experience in your team leave or graduate, make sure there is an explicit effort to ensure that knowledge and skills are retained in the team and movement. Try to plan ahead so that there is plenty of time for this process! This is particularly true if you have to do paperwork for your SU, but for all groups there is plenty to think about - check out our **handover checklist** to help you keep track.

CAMBRIDGE ZERO CARBON HANDOVER TIPS

While formal handovers are important, we have also found that working non-hierarchically has combatted knowledge and experience imbalances within the group.

Handing over basic information is a good place to start: this would include things like email lists, key contacts, social media admin passwords, how often to call meetings etc. We keep all of this information in a centralised Google Drive that is accessible to our active members.

Skillshares involve passing on skills, strategies and tactics, a crucial part of handing over. You could produce written instructions for completing campaign tasks, or, even better, build

skillsharing into the workings of your campaign. One way to do this is by hosting skillshares: workshops run by more experienced members to pass on knowledge and skills in a more interactive way, to share resources and spark productive conversations.

Skillsharing between different campaigns can be really productive, particularly if your struggles are interconnected and you are falling foul of the same repressive structures of uni bureaucracy! New members to the campaign are also immediately "buddied" with older members who can ensure they are comfortable in meeting, taking on action points, or joining in with actions.

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.

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.

EMAIL

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

Pros: Reliable

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

SIGNAL AND WHATSAPP

Instant messaging apps with end-to-end encryption for security. Can be used for 1-2-1 comms or group chats with multiple contacts.

Pros: Rapid communications, accessible, a lot of people already familiar with the apps

Cons: Can often be hard to stay on top of multiple group chats

FACEBOOK

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

Pros: Many people are already on Facebook, easy to use chat, strong group system

Cons: Data tracking and limited privacy, easy to get distracted

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

PLAN YOUR CAMPAIGN

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 to guide you.

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 actions you take throughout your campaign, such as demonstrations, petitioning and interviews. **Strategy** is about the bird's-eye-view of how different individual actions fit together into a coherent plan. Think about how you can use the tactics available to you to achieve your overall aims.

AIMS, OBJECTIVES AND TACTICS

Ensure that 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 key ways in which each of the many issues you're interested in could be resolved and – most importantly – the capacity your group has to work to achieve these tasks.

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 has 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 your 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.

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).

Make sure your objectives and tactics are SMART:

SPECIFIC
MEASURABLE
ACHIEVABLE
RESOURCED
TIME-BOUND

COALITIONS AND ALLIES

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.

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 stakeholders. Stakeholders **may already be sympathetic to your cause**, and you should 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 opposed to passionately for your plans, but by moving all (or indeed just some of the groups) one or two steps further to the left of this spectrum.

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

In addition, you can separate people 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
- 3 Active opponents:** Attempt to create disagreement within these groups or at least neutralise their actions with your own.



BUILD SUPPORT

RAISING AWARENESS

This is a common objective for many campaigns in their early stages. 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. If people don't know about the issues you're working on, how can they 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.

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.

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.

BUILD ALLIANCES

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

RUN WORKSHOPS

People & Planet can support you by running workshops on campus or online. This is a great way to educate people on the campaign itself and get them skilled up to take action.

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.

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 give a 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.

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.

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.

REACH OUT

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.

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).

PHOTO PETITIONS

Photograph hundreds of students holding a sign with your campaign demands. Upload them to social media, spread them around. This helps lots of people feel involved with a small campaign ask.

BUILD SUPPORT

RUNNING GOOD STALLS

THINK ABOUT YOUR MATERIALS

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.

GET DETAILS

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 second '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.

CREATIVE ACTIONS

Getting creative with your campaigns is a sure fire 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 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.

BANNER DROP

Drop a banner from a visible spot on campus to show you're here and aren't going away!

SPELL OUT A MESSAGE

Gather as many students as you can and get them to come together and spell out a message with signs or their bodies. You can also do this digitally with people taking pictures remotely!

CREATIVE STUNTS

From building a divestosauruss to setting up fake oil spills 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.

STREET THEATRE

Can you think of an interesting way to dramatise your campaign? Have someone dress as a villainous Vice-Chancellor or 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 build a border wall and smash it down.



BUILD SUPPORT

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 provide a 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.

LOBBYING

INSIDE TRACK

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 that might be able to 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.

LOBBYING

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

NON-VIOLENT DIRECT ACTION

Few campaigns are won through inside track 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.

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.



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.

ESCALATION

IMPORTANT POINTS TO CONSIDER

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.

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. The government has recently been introducing a range of new laws affecting the right to protest. Check the potential legal consequences of any action and make sure everyone participating is doing so to a level that they feel comfortable.

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?



LOCATION

Where will the action take place? How does the location support our message?

REPUTATION

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

MESSAGE

Is our tactic understandable and the message persuasive?

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?

LEGAL SUPPORT

Green and Black Cross have a wealth of resources on 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.

FUNDRAISING

All campaigns and projects need some materials and resources to keep them running and to expand. It's important to make sure that the majority of your capacity is focused on the campaign objectives, but it's 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 relate your fundraising event to your campaign.

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, or voluntary donation.

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.

Think about setting up an online fundraising system such as a GoFundMe or a joint paypal. Post the donation link in the chat at every online event, or put a qr code on a poster!



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 TO 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 shortlist 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/) and the 'other funders' list on the Edge Fund (edgefund.org.uk/) website. Ask your nearest Council for Voluntary Service (CVS) for advice. Look at the members section on navca.org.uk for your nearest CVS.

SOCIAL MEDIA FOR CAMPAIGNS

USING FACEBOOK FOR CAMPAIGNING

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 campaign 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 CAMPAIGNING

Twitter is in constant flux with regularly changing rules, but it can be a vital campaigning tool if you can familiarise yourself with key principles:

Each tweet is no more than 280 characters long so brevity is key. You can build threads if you want to expand.

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 257 characters to use.

You can send a tweet to anyone by including their 'handle' (eg. @peoplplanet). 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 allows you to schedule posts for the future.

COMMUNICATION

USING INSTAGRAM FOR CAMPAIGNING

Images and videos are the central focus of Instagram, and users are likely to spend less time reading. Be clear and concise in the text that accompanies images, so that you effectively communicate your message.

Instagram bios only allow for one link on your page. Either link to your Facebook page, or use Linktree as a way to store multiple sites/links/article on your bio.

Use Instagram stories to share the work of other groups, links to events and articles relevant to your campaign. You could include campaign wins and other info in your story highlights.

Including calls to action is equally as important on Instagram – get people to sign a petition, or engage with content outside of the app



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 (www.thunderclap.it) to help you.

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

As well as social media, there are loads of different types of media (print, radio, TV and online) and a range of outlets within and across each areas. It can be very valuable for your campaign if you can amplify your messages and calls to action via some of the channels most relevant to your intended audience. Some categories you might think about include: 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

Do your background research. Get the right email address and phone number for the outlet and for specific reporters (eg. immigration) 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.

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.

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

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. Friends of the Earth have a great short guide on what a press release should look like with lots of important tips, different and worth covering.



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, but they offer a valuable opportunity to put across your campaign aims to a wider audience. Here are some quick tips to help you out:

Think through precisely what you want to say and what you want people to remember. Four days after receiving your message, most people will have forgotten 80% of what you told them. Find the 3 most important bits of information that you want people to retain, make sure your message is consistent and repetitive and have some facts to back them up.

Rehearse beforehand and 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.

Repeat if required - 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 common ground - 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 - your aim is for everyone in the conversation to leave with that fuzzy feeling of a chat well had.

GROUP WELFARE

AVOIDING BURNOUT

Burnout is often accepted as a by-product of being involved in activism. There's always so much to do and not enough people to do it, so we just keep on working until we exhaust ourselves.

Often the discussion of burnout is limited to the personal, yet the way that we work together in our groups has a significant impact on whether people end up burning out. There are organisational factors, structures and processes that can make our groups prone to burnout - the burnout cultures that we create in our groups.

COLLECTIVE CARE

If we want to sustain ourselves as a movement for the long haul, we need to ensure that we are developing sustainable work practices and helping our groups avoid burnout so that we can continue our resistance.

There is an ongoing mental health crisis, further exacerbated by the restrictions of the Covid-19 pandemic and rising costs of living. Even groups following best practice might experience burnout and that's okay - the personal is political and we can't isolate our campaign groups from the wider political landscape of higher education at the moment. That said, we can commit to caring for each other in a way that feels meaningful within our groups.

"WE REALLY MAKE SURE WE HAVE A GOOD WAY TO COMMUNICATE BETWEEN MEETINGS, BUT ALSO MAKE SURE THAT WE MESSAGE BETWEEN MEETINGS AS LITTLE AS POSSIBLE TO AVOID BURNOUT. WE'RE MORE AWARE OF ZOOM FATIGUE, MAKING SURE THAT OUR MEETINGS AREN'T TOO LONG AND THAT WE HAVE ACCESS BREAKS."

MADDIE, PEOPLE & PLANET EDINBURGH

This is where collective care comes in! You may have heard of "self-care" or "individual-care" already, which are both also important for our wellbeing as activists. Here's what [Rent Strike have to say about collective care](#):

"Mental health and care also need to be taken into account on a more structural level. In a marketised/ privatised university, most of us go through our degrees with increasing levels of mental health issues, linked to exponential debt, financial problems and ridiculously underfunded mental health services. To top all this, since every student is encouraged to be selfish, apolitical and career-driven the feeling of alienation and atomisation is even more palpable. It's getting harder for us to organise ourselves as depressed, busy, anxious and 'neoliberalised' students, with less people to shoulder more responsibility for action. But this situation makes care absolutely fundamental for any campaign to be sustainable."

"Activism and fighting for things you care about can be damaging- you put too much time and effort into projects, burn out, exhaust yourself and in the end the whole campaign suffers. Obviously this sucks, not least because the distribution of workloads in activist groups is often gendered and racialized, leaving women, non-binary people, and people of colour more prone to burnout. Those who do the care that is fundamental to campaign success often do not get cared for and do not find the kind of comfort they're supposed to in organising. So there's an important politics and distribution of power within care that we need to be aware of and challenged."

- RENT STRIKE

GROUP WELFARE

Care is a hugely politicised issue and the personal is indeed political. Those on the margins of society – for example People of Colour, LGBTQ+ folk, disabled people and working class people have always had to find ways to look after each other, because they could not rely on the state to do so.

By accepting that collective care is a necessary part of campaigning, we can take steps towards dismantling oppressive structures within our campaign groups. This is even more relevant in the aftermath of the pandemic, which has had an undeniable impact on welfare, particularly that of minority groups. Make sure to check in with your members and who might be feeling particularly isolated.

SAFER SPACES

Building groups that actively work to cultivate safer spaces is one of the ways of ensuring that the welfare needs of every member are met.

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 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.

RESOURCES ON COLLECTIVE CARE

Rent Strike's Self-Care, Collective-Care page

Young Friends of the Earth Scotland "Take Care" zine

The Fireweed Collective

FEEDBACK

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.

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 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 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

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.

THANK YOU

Thank you for taking the time to read this **Introduction to Movement Building**. We hope it will be useful in planning and running your campaigns on campus. If you're not yet organising, check out People & Planet's current student campaigns: **Fossil Free**, **Fossil Free Careers** and **Divest Borders**. If there isn't already a group on your campus, we'll help you to set one up!

Remember you can always contact People & Planet:

- For assistance with all the different areas covered in this guide
- For support planning any aspect of your campaign
- To let us know what you're up to so we can share it with the movement

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SUPPORT OUR WORK

If you'd like to support us to continue providing resources, training and guidance to student activists organising for climate and migrant justice, please do visit peopleandplanet.org/donate

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