WHO IS THIS GUIDE FOR?

Want to improve resources on your campus, get your university to divest from fossil fuels, fight for migrant justice 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? Wondering how to build a movement during a pandemic? If yes, this guide is for you.

The COVID-19 health crisis has forced us to change the way we think about campaigns, and the way we go about them. This guide, with the input of students, has been created to help you navigate building movements in this new context, whether you’re an experienced activist or have never run a campaign before! It’s important to remember that there are always new things to learn and new ways to make our campaigning effective.

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 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. Then, the sections on digital campaigning, communications, welfare and fundraising are about campaigning skills and how to adapt them to a more digital context.

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 and regional organisers can also come to your campus and deliver training on any of the skills in this guide.

Get in touch at:
universities@peopleandplanet.org
01865 403 225
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 requires working together to share and build the skills we need to effect the change we want to see. It combines accessibility with deeply democratic structures.

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.

HOW CAN PEOPLE & PLANET 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 campaigning to end world poverty, defend human rights and protect the environment.

We are a grassroots, student-led organisation with more than 60 groups on campuses across the UK. Our groups are autonomous, meaning each and every one is able to chose which campaigns they run, and how to run them.

We’re also a democratic organisation. Our core campaigns - currently Sweatshop Free, Undoing Borders, Fossil Free and Divest Barclays - are selected and steered by our network of students.

FIND OUT MORE

» Our website: You’ll find tonnes of information on our website about the ways you can get involved in People & Planet, as well as detailed information and updates on our specific campaigns: Fossil Free, Divest Barclays, Undoing Borders, and a bunch of extra resources to help you in building a movement on your campus and how to get involved with your local group: 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. If you and your group want to get skilled up in a particular area, we’ll come and visit you and help you uncover the skills you need!

» Attend Power Shift: An online training camp in July for students who want to shift power from big business and elites to people who believe that another world is possible.

Find us on Facebook, Twitter (@peopleandplanet) and Instagram (@peopleandplanetnetwork).

Email us at email@peopleandplanet.org.

“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

“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
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.

The COVID-19 pandemic has further exposed and exacerbated pre-existing inequalities, making it more important than ever to ensure our organising spaces are inclusive and welcoming for marginalised groups. 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.

“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 look 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 important 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
Look into how your university is doing freshers’ fairs this year. 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. You will need to make sure that your stall stands out from the crowd, especially in an online context! Include a petition or action that people can take away from the stall, and they’ll be more likely to get involved. Remember to have a time/date/link set up for your next meeting so people know how to stay engaged!

Make it inclusive
Joining a new group can be intimidating, especially if your 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 about who might be more isolated as a result of the pandemic, and who might need a bit more outreach and contact to feel welcomed and engaged. A diversity of experiences and opinions makes a group stronger.

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, sending direct messages or phoning someone 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 an online film night, quiz or talent show?

GOOD MEETINGS
Good meeting facilitation is vital to having a positive, inclusive, accessible and action oriented meeting. A meeting where everyone talks over one another doesn’t make change. Instead, a good facilitator encourages everyone, gets agreement on a clear agenda, and keeps the discussion on topic. They will conclude each meeting with a plan for what needs doing before the next meeting, and who’s doing which task.

Keeping meetings on track and attendees engaged can be more of a challenge in online meetings. Check out page 6 of our Digital Organising Guide for in-depth guidance on running an online meeting!

TIPS AND TRICKS
» Have a rotating facilitator (a different person running each meeting). Get trained up on how to facilitate good meetings and check out resources available from organisations like Navigate.
» Decide on group rules for every meeting at the start (how long meetings are, how decisions are made etc.)
» Take regular breaks to prevent screen fatigue and keep concentration up!
» It’s okay to have your video off! Don’t expect or request everyone to turn their camera on – allowing people to decide makes a meeting more inclusive and less tiring.
» Keep it short and make sure to keep to your timings, in order for everyone to stay engaged and participate fully.
» Use the chat for facilitation signals but not for distracting side conversations!
» Use a system of “parking ideas” writing and putting ideas to one side for later if an issue is important and needs discussing but isn’t relevant to that meeting.
» In early meetings, set campaign strategy goals. 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.
» 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, so that future committees can use them.
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 and inclusive and accessible environment.
BUILD YOUR TEAM

HANDBOVER
A good handover process is really important to making a campaign sustainable, and building a movement that lasts beyond the campaign cycle. The transfer of knowledge and skills is essential to this. 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 a good handover process. Take time out to try and get all the new and old committee together for a shared handover.

And if you have to do paperwork to handover to a new committee for your SU make sure you do this in time and help the new committee complete it as it may be complicated.

HANDBOVER TIPS
Here's some extracts from Cambridge Zero Carbon Society’s blog on their experience of handovers:

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. Read more about digital accessibility in the pandemic on page 18.

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

Pros: Most people are already on Facebook, easy to use chat, strong group system.
Cons: Social website, data tracking and limited privacy, easy to get distracted by other parts of life, some folks don’t want to be on Facebook.

SLACK AND DISCORD
Chat-based multichannel messaging systems. These platforms are 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

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
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. 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 stakeholders. 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 opposed 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 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 (see Gene Sharp’s “198 Methods of Nonviolent Action”). Of course, many of these tactics need to be adapted to a social distancing context, or may not be possible. However, you can find lots of digital organising ideas in our Digital Organising Guide!
3 Active opponents: Attempt to create disagreement within these groups or at least neutralise their actions with your own.

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 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 the Undoing Borders pledge.
Your target: specific person or decision-making body who is able to make the change you want as part of your campaign.
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!
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 pages 19 and 23. Make sure your objectives and tactics are SMART:

» Specific
» Measurable
» Achievable
» Resourced
» Time Bound

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.
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.

SPEAK TO PEOPLE, GET THEIR SUPPORT, BUILD ALLIANCES.
Identify ways your group can stay visible on campus to build 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.

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 online. Zoom is one example of a platform that has a webinar feature.

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

PHOTO PETITIONS
Get students to send you photos of themselves 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.

GET IN TOUCH
Even if it can feel intimidating, speaking to people directly is the most effective way of getting them on board and most of the time people are very friendly to someone who reaches out. Even if door-knocking isn’t possible in your halls, try to talk to those around you, or in different online groups.

BUILD SUPPORT

HOLD A DEMONSTRATION
Having a visual presence on campus is crucial to building support and you can think of creative, socially-distanced actions! 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, even online ones! 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 carrying out online 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.

FILM SCREENINGS
Film nights are a great way of getting people in a room to start thinking about the issues you’re campaigning on. There are different ways to host one online, for example sending out the streaming link in advance and hosting a Zoom discussion at a set time. Use it as an opportunity to bring new people into the campaign.

SHOWING A FILM FOR EDUCATIONAL PURPOSES
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).

LEAFLETS AND POSTERS
Plaster your campus with printed materials in all the places where students go.

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.
CREATIVE ACTIONS
Getting creative with your campaigns is a sure fire way to build momentum and support. This is especially important in cutting through the online noise of social media and getting your message heard! A pandemic doesn’t stop you being creative, innovative and visual in reaching new people, getting members 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, from poetry to graphic designs and banner-making.

Here are some ideas for creative actions to carry out in a socially-distanced way, but be as inventive as you like.

BANNER DROP
Drop a banner with someone else from your household, from a visible spot on campus to show you aren’t going away!

ART BUILDS
Contact as many students as you can and get them to contribute a photo or drawing to a larger piece of art, for example spelling out a phrase. Build a divestosaurus and put photos of it online!

BE CREATIVE!
There are many examples of incredible digital organising out there, such as actions on Animal Crossing. Think outside the box!

VISUAL ACTIONS
There are many visually effective actions you could use in your campaign. Think about mural painting, projecting a message on a publicly-visible wall or putting messages up in windows. These are all ways to get your message seen in a safe way, with little equipment.

THINKING ABOUT DIGITAL ACTIONS
Half the value of creative actions is that they can provide a visual way of promoting your campaign afterwards, so they are still worthwhile in the shift to online organising!

Here are some things to think about:

» Do you have a colour scheme or logo that’s consistent for your campaign?
» Make a clear link between your action and your campaign objectives, making sure to keep the message simple.
» 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 photographs of high enough quality that they can be used online and in print.
» Subtitle any video you share online.
» Make sure photos and videos are taken in bright, well lit places with few distractions.

SOME MORE RESOURCES
Here’s a handy list of resources on organising actions in a time of physical distancing:

Phil Wilmot - 'Digital direct action seize power on the internet without waiting for permission'
Commons Librarian - 'Tactics in a time of physical distancing: Examples from around the world'
Rae Abileah and Nadine Bloch - 'HOLY SH*T! 7 things to do instead of hoarding toilet paper'
Digital artbuild how-to guide
Digital rally reflections
People & Planet petition tool

Check out our Digital Organising Guide for more ideas and advice.
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.

**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.

“**WE’RE DOING MORE LOBBYING (E.G., SENDING EMAILS, ARRANGING MEETINGS, WRITING STATEMENTS) THAN DIRECT ACTIONS AT THE MOMENT. IT’S SIMPLE TO HOLD DISCUSSIONS ON THIS WITHIN THE GROUP ONLINE. THE PANDEMIC HAS ALSO MEANT FOCUSING ON RESEARCH TO INFORM FUTURE CAMPAIGNING, WHICH CAN ALSO BE DONE ONLINE.**”

EWAN, CAMBRIDGE ZERO CARBON
**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.

In a time of physical distancing, it’s important to think of ways you can adapt actions you might usually take to escalate a campaign. For example, occupying your University’s financial building is not going to be possible. But don’t worry – there are still effective and creative actions you can take!

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 on page 25 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.

**VIRTUAL SIT-INS**

This involves disrupting the use of certain spaces and tools in the online world. “Zoombombing” – using the space of online events such as Open Days to challenge or shame the university – can be an effective disruptive tool. You could unmute your microphone, past images/links/text into the chat box, or hold up an image with your camera on.

**PHONE JAMS**

This can be a way to disrupt everyday business as usual. By pulling together a core group of people each armed with a script, a telephone number and a phone you can cause disruption effectively at a distance. “Hello [insert name of decision-maker], are you aware of the ways that you are complicit in the Hostile Environment? Because I’m about to talk you through them all...”

**TWITTER STORMS & HASHTAG HACKING**

You can organise a Twitter storm by bringing together a group of people to tweet at a campaign target – e.g. 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.

**DIGITAL 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. Many of those tactics, such as blockading a road or occupying a road, are less feasible during the Covid-19 pandemic. Withholding rent payments, on the other hand, is not a tactic that requires physical presence. The crucial aspect of all these direct action methods 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. Here are some ideas for direct action, adapted to organising in digital spaces:

Using online direct action can still be incredibly effective! The pandemic also presents us with an opportunity to reflect on the accessibility of in-person direct actions and think of ways to be more inclusive. For example, students in marginalised groups may not feel as comfortable participating in a physical direct action. An action may not be physically accessible for a disabled student, while students of colour and international students may feel less comfortable in a situation where they may have to interact with security or police. Take this time to reflect on collective liberation and inclusivity within your organising spaces!
Some things to consider when you’re organising direct actions are:

» **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 and institution’s ability to profit from housing.

» **Consider the impact your action might have on your potential supports.** For example, if you’re thinking of disrupting an academic space, will it affect students’ lectures? Try and pick an action 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 or exposed. Other roles could be welfare officers, police or security liaison, media liaison, legal observers, social media, and organising solidarity actions (some of which are less relevant to digital actions).

» **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 actions available to you during the pandemic may pose fewer legal consequences, but it’s important to read up on this and make sure everyone participating is doing so to a level that they feel comfortable.

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**TACTIC STAR**

**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?

**LOCATION**

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

**MESSAGE**

Is our tactic understandable and the message persuasive?

**TIME**

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

**REGROUPING**

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

**RESOURCES**

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

**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?
FUNDRAISING

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, online sales and film screenings. 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.

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.

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).

Queer Liberation, the Climate & Disco
3rd July 8pm
Panel & Performances
#DivestPride
COMMUNICATION

With a shift to online organising and events, cutting through the noise of social media is more important than ever. Communicating your message effectively online will be key to your campaigning during the pandemic.

SOCIAL MEDIA

When choosing your social media platforms, think about which are more effective for a given aim. For example, Instagram might be useful for effective visual messaging and photos, but less so for organising and events. Think about who uses which platforms too – which social media networks are your peers using, and which would they find most persuasive?

USING A FACEBOOK PAGE FOR CAMPAIGNING

- Images and videos (Facebook’s in-built video function appears 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 more to visuals than writing.
- Always write something about the content you’re sharing. People want to know why you think something is important.
- Facebook events are a great way to give people a central place to find info on your actions and events.
- Try and post something at least once a week as a minimum, but no more than three times a day – you can also schedule posts for later.
- Have a call to action. Social media should never be an end in itself. It should be tied into your wider campaign strategy.

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.
- Try and post something at least once a week as a minimum, but no more than three times a day – you can also schedule posts for later.
- Include calls to action. Social media should never be an end in itself. It should be tied into your wider campaign strategy.
- Facebook events are a great way to give people a central place to find info on your actions and events.
- 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.

USING TWITTER FOR CAMPAIGNING

- With a character limit of 280 per tweet, it’s important to think about your phrasing. You can also build a “thread” of tweets for longer messages.
- Use hashtags such as #FossilFree can ensure your tweets reach a wider group of people.
- You can send a tweet to anyone by including their “handle” (or @). Tweets starting with the handle aren’t public, so you can get around this by placing a full stop before the @, or by placing their handle elsewhere in 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.
- Tweets with images or videos perform better.
- When you’re organising an event or action, decide on a hashtag and ensure someone covers social media as a role in the action.
- Tweetdeck (tweetdeck.com) allows you to schedule posts for the future.
**COMMUNICATION**

**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. 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.

» **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.

**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), 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](https://www.foe.co.uk) for some tips.

**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 (which is less likely for actions taking place during the pandemic). If you’re sending it afterwards, send hi-res photos – effective images have 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.**
As with “in real life” organising, you should strive to embed accessibility as a key principle within your online organising. As Jeanne Rewa and Daniel Hunter state in their booklet *Leading Groups Online*, oppression is compounded by technology.

Marginalized groups and those with oppressed identities often tend to participate less frequently in online spaces for three key reasons:

1. Oppression hammers people’s confidence, meaning folks’ confidence in navigating a novel online space may be challenging.
2. People with fewer resources have less access to high end tech and a dedicated space to work from.
3. People in money-poor areas have largely been abandoned by internet providers, meaning they may have inferior internet access.

It’s worth bearing in mind that tech can also be an equalizer, for example allowing those who are housebound to participate in trainings. There has been very legitimate criticism from disabled students about the lack of online provision before the pandemic (in both academic and organising spaces).

EQUIPMENT

You shouldn’t assume everyone in your organising group has access to a laptop and stable internet connection. If somebody doesn’t have access to the internet then you should choose a platform that enables people to dial in from a phone.

PLATFORMS FOR EVENTS

Which online platform will you predominantly be using for accessing your university lectures? This could be a good platform to use as presumably the uni will ensure that everyone is able to access it. This article compares different video conferencing platforms on their accessibility for disabled folk.

EVENT ACCESS

It’s important to recognise that access needs aren’t universal, so be flexible towards different options. If someone expresses nerves, offer to do a practice phone call ahead of time. You could also develop a “tip sheet” to send round, containing information such as how to find the chat box.

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. 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, make sure your message is consistent and repetitive. Have some facts to back them up.
- Rehearse beforehand, try to condense your message.
- 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.
- 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 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

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. 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.

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:

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.

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. (Rent Strike)

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)

This is even more relevant during the pandemic, which has had an undeniable impact on welfare, particularly on minority groups. Make sure to check in with your members and who might be feeling particularly isolated. Have a look at page 33 for more information on making sure your digital organising spaces are as accessible as possible, to ensure that everyone in your group feels as included as possible.

MADDIE, PEOPLE & PLANET EDINBURGH

“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
GROUP WELFARE

INCLUSIVITY AND 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.

WE HOPE THIS GUIDE HAS BEEN HELPFUL FOR YOU IN PLANNING YOUR CAMPAIGNS!

“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
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 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.

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