Tool kit on campaigning

1. Table of content

2. Editorial

The North-South Network is an informal network from different associations working on partnerships with other regions. WAGGGS and WOSM Europe are also partners of the network. The meeting is held twice a year in different location hosted by the troika – which consist of the actual host, the previous host, and the host of the next meeting

In October 2012, Germany (DPSG and VCP) hosted the meeting in Rieneck castle and chose "**communication in the north association"** as main subject of the weekend. On Saturday, the participants worked on this subject: first in five different case studies and then discussed five critical points in a world café.

From the outcome of these case studies and the world café the host team tried to produce this tool kit on campaigning and added some basic information on campaigning. We hope that this tool kit will help you in your daily work within the partnership projects.

The editorial team

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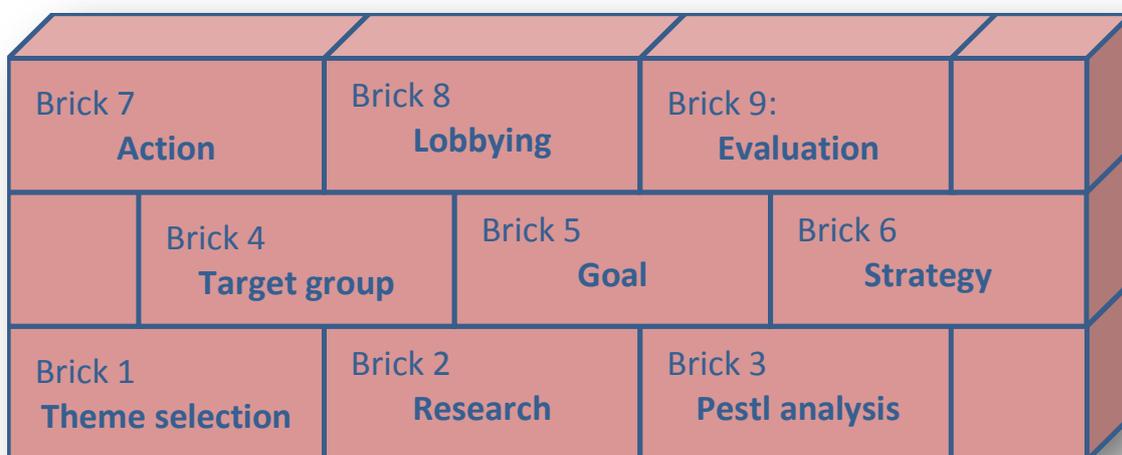
3. Campaigning

3.1. Definition campaign [kæmˈpeɪn]

- A series of coordinated activities, such as public speaking and demonstrating, designed to achieve a social, political, or commercial goal: a presidential campaign, an advertising campaign.
- A number of complementary operations aimed at achieving a single objective, usually constrained by time or geographic area.

The word comes from the Latin word "*Campus*" = field.

3.2. 9 bricks for a successful campaign[1]

This chapter is structured by nine bricks for a successful campaign. When you structure your project in this way, you will easily break down this wall in order to reach the goal behind it.

Brick 7 **Action**	Brick 8 **Lobbying**	Brick 9: **Evaluation**	
	Brick 4 **Target group**	Brick 5 **Goal**	Brick 6 **Strategy**
Brick 1 **Theme selection**	Brick 2 **Research**	Brick 3 **Pestl analysis**	

3.2.1. Brick 1: Theme selection

The theme of the campaign should fit to your association and its vision and mission. The theme should be relevant for the agenda of your guides and scouts in your association or the public in order to give you the audience. Do not only stick to the core theme of scouting – have the

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[1] Source: Buchner et al.

courage to bring new themes into your association. Have a look into your calendar – the world days of the United Nation can be useful to reach a larger public.

3.2.2. Brick 2: Research

Research is the core of your work. Be sure to use professional information. You will find it in the university, on the internet and also from experts. Check and recheck your information.

3.2.3. Brick 3: Pestl analysis

The pestl analysis is the key to the success of your campaign. It consists of three stages:

- **Identification**
  What is the problem? Who are the people and organizations which are involved in the theme?
- **Structuring**
  The SWAT analysis is the most popular method to structure the theme. There is a lot of information on this method available on the internet.
- **Analysis**
  Identify the most important points and work them out as detailed as possible.

Include all information you have in the pestl analysis.

3.2.4. Brick 4: Target group

Define your target group of your campaign. The target group can differ from the target group of your association or even can be a part of the association. After a communication analysis you can communicate goal-oriented. Do not waste resources for people who you can't win for your campaign.

3.2.5. Brick 5: Goal

Set up a goal for your campaign but do not mix it with your vision or mission, but ensure that they fit together. Define your goal in a SMART way:

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**ealistic
- **T**imely

Do not change your goal without changing the strategy and way of the campaign. During the whole process of the campaign you should control and review your campaign.

3.2.6. Brick 6: Strategy

Strategy is the way to reach your goal. Think in scenarios when you set up your strategy. What is the best case, the worst case, or the probable case? Write down your strategy in a document. In this step you have to think about the costs.

3.2.7. Brick 7: Action

First of all begin with the team building. Do you have enough people with the necessary knowledge in your team? Ensure that you all have the same goal and picture of the campaign.

The wording for the campaign is essential. Use always the same name, slogan, and message in the campaign. Keep it short and simple (KISS).

Track the status of your campaign and set up milestones within the plan.

3.2.8. Brick 8: Lobbying

Lobbing of NGOs differs from lobbing of companies. NGOs have less money and are mostly not included in the decision process. For a

campaign within your association lobbying might be necessary to get the opinion leader and members of the board included in your project. Take care about the contacts and supply them with all necessary information.

3.2.9. Brick 9: Evaluation / Documentation

The success of the campaign is hard to measure. There are key factors outside of the campaign which have an influence. Be critical to yourself when you evaluate your campaign. Would you have reached the same goal with less financial and personal resources?

Do not forget to celebrate with all project members and thank them for their work!

3.3.   Literature

Michael   Buchner,   Fabian   Friedrich,   Dino   Kunkel   (Publisher): Zielkampagnen   für   NGO: Strategische   Kommunikation   und Kampagnenmanagement im dritten Sektor, LIT Verlag, Münster [ISBN 3-8258-9069-4], German

Chris Rose: How to win campaigns, Earthscan, London [ISBN 978-1-84971-114-2] English

Andreas Graf von Bernstorff: Einführung in das Campaigning, Carl Auer Verlag, Heidelberg [ISBN 978-3-89670-831-1], German

4. Ideas for campaigning modules

4.1. Promoting partnerships

<u>Task description:</u> *You are the project group in your association for a partnership project and you created a handbook. Shortly think about some concrete content that could be found in this handbook. Your group would now like to implement this toolkit within your association and make it as known as possible!*

The group that worked on this topic firstly mentioned the importance of beginning with an analysis and understanding of a potential partner country/scout group, the kind of games they have, their history, the size of the association, culture and so on. Following such an analysis, one should ask themselves what they could learn from that country and what benefits a partnership would have for both.

The importance of having relevant and usable information for both groups was stated several times and developing the handbook in such way that it can be implemented by all involved in the partnership is a key to achieve this. Something that could be integrated in a partnership handbook could be a small dictionary (both partner languages), thus creating the handbook in such a way that it can exist in both partner countries.

During the brainstorming, the group identified some challenges that could arise when developing a partnership handbook:

- It is not always easy to raise interest in toolkits: not all scout association members are interested in being involved in a partnership experience.
- Distribution of the handbook: sending it out like all other media used by the scout association may lead to the handbook not being read at all.
- Distinguishing the handbook from other media, to make it more appealing: the group decided that this problem could be solved by combining it with a creative training course. The handbook then

serves as a reminder of the course and can be used as additional support material

- Development of a handbook is easier than implementation.

Implementing a handbook is an issue that came up in the discussion of challenges that could occur. Making sure that the toolkit is known by as many members as possible and that its use is widespread can be ensured in some ways through attractive advertising using social media (Facebook, You Tube or Twitter), or in national scouting magazines and newsletters. Of course, face to face communication may have a higher impact, as interested people can ask any open questions there and then. Making use of international events in one's country for the information spread was also an idea raised, the possibility of having the right target group present is of course increased at such events. During training courses linked in any way to partnerships, information about a partnership handbook can also be spread, giving room to immediate response for partnership projects.

Such a toolkit should be easy to understand, accessible, and free. The group agreed that for the outcome to be good and useful it should be worked on by experienced people. The search for experienced people should not only be limited to members of the scout association, international students could be integrated in the process by gathering interviews and input from them.

As most of us probably know, and as the working group pointed out, "boring looking books mostly just lay around". Therefore, the attractiveness of such a toolkit must also be considered during development, if activity sections, case studies and helpful links are included the handbook becomes more interactive and effective.

It was pointed out that the communication pathway of toolkits in general should be transparent and include all relevant heads of working groups in both associations. Ideas and input from association members should be collected if possible and go-aheads from above should be respected.

4.2. Promote new working-group members

Task description: *Your association has had a partnership for many years. However, in the past years the number of active members of the partnership's project group has decreased. And it has become difficult to keep the partnership going smoothly. You would now like to gain more active members in the group.*

The group presented a scenario were the project group for a partnership with Burkina Faso breaks apart due to challenges like lack of time, conflicts, and communication problems. These are problems in groups made up of volunteers. Sometimes people have to give up their voluntary work for different reasons and the other ones have to respect this. The rest of the group has to think about the future and how to handle the incoming work. Looking for new members the following questions arise:

- Who do we look for?
- What is the right age range of group members?
- Do they have enough time?
- Do they have an interested mind-set for work in such a group and are they convinced of what you are currently doing?
- Do they have general experience with international events?

Finding and contacting new members for the group

After answering the questions you have to become active:

- Make use of personal contacts by using all tools possible (phoning, skyping, emailing etc.). Remember the people you met on international events and other scout activities.
- Ask the international team in your NSO about skilled people they may know and try to get them involved in your project group.
- Contact the entire association with all possible strategies: organise a specific event, make an international market, have a stand at international camps and national camps, make advertisements, use social media and the NSO/NSA homepage.

How would merchandising look like in this case?

You could create logos, badges, calendars, leaflets or games to make your group known in the NSO/NSA. When you are searching for people they may have seen a logo o badge before or can remember some activities you did before.

Further remarks from the group

It is a big challenge to find new people for your group. The biggest problem is that they need to have enough time. Also important is their interest in the themes you are working in.

It is harder to find people to work in a partnership project group (budgeting, paperwork etc.) than to find people to travel to a partner country.

4.3.   Promote delegation for leaders

Task description: Your project group want to invite members of your scout association to a trip to your partnering country. As your goals is to have "partner experts" afterwards, you want to motivate the members to take part in the leaders delegation.

Promoting a delegation for leaders requires long-term planning and different forms of advertisement. The group devised both ideas for advertisement and an exemplary schedule for planning a delegation trip.

The group decided that the target group for the trip should be rovers and leaders from 18-25, and the group size should be approximately 25 people. The participants will benefit by getting to know different realities, by taking part a multinational project and by taking new responsibilities.

How to get in contact with the target group?

Face-to-Face Communication	Website
Magazines	Presence at international events
Advertisements in Scout Magazines	Youtube
Social Media	E-Mail / Social Media / Snail Mail

The group proposed this schedule for organizing a delegation trip based on the assumption that the fictional journey would take place in July 2015th.

September 2013	Talk to International Commissioner (IC) and ask for a budget
October/Nov. 2013	Generalized article about partner country in magazines. Early announcement on web site and Facebook ("Save the date") Contact responsible people for program Create material for thinking day
January 2014	Material for Thinking Day (all age groups, handbook with activities) Contact experienced people Proposal for activities
Spring 2014	Promote delegation trip face to face at scout events of your home organization
Summer 2014	More face-to-face promotion with the goal of making people to sign up
September 2014	Send invitation (postal) with invitation letter from partner county
October 2014	Information meeting Pre-sign up
Nov. / Dec. 2014	Updates on social media Selection process for delegation
January 2015	Registration deadline Delegation meeting Website update
Spring 2015	Delegation makes awareness work Face-to-face Activities (+ material) E-Mail + social media
End of July 2015	25 young adults travel to partner country "Raised awareness in us"

4.4. Promote funding

Task description: Your association would like to support a project in your partnering country. Think about an activity that groups in your association could work on, with the aim of collecting as much money as possible to support the project. You would like as many members and groups in your association to be informed about the project.

The group decided to conceptualize a fictional "Anti-Drug"-Project for the Bhutan Scout Association in cooperation with the scouts from Denmark. The group also developed funding and advertisement strategies for such a project.

The foremost goals were defined as follows:

Goal 1: Fight against drug addiction in Denmark and Bhutan

Goal 2: Include local organization from partner country

Goal 3: Rise awareness / donations

The main outcome of the discussion was a list of issues that arise when a donation project is set-up. We now list and comment these issues.

Issue 1: Leaders can not be forced to read information material

If we want to reach out widely into our association, it is necessary that all leaders and groups know about the donation project. Otherwise, the revenue might be rather limited.

Issue 2: Knowledge about partner country

A major challenge is to motivate the need of donating money for a partner country. For this purpose we need to provide solid background information that makes clear why the money is needed and why the campaign is set-up especially with this country.

Issue 3: Overcoming egoism

Many scout troops are short on money as well and rather tend to raise money for their own needs. We need to persuade our members that doing something for the greater good is worthwhile!

Issue 4: No money in the association

Setting up any project requires some money, for instance to produce advertisement media or for paying travel expenses of the organization team.

Issue 5: Transparency – "How do we assure the money reaches the right place?"

This is a very common tropic for any donation project. The German Scout Association of Saint George (DPSG) has frequently cooperated with a well-reputed 3rd party welfare organization to set-up the transfer of funds. This seems to be good solution to address this problem.

Issue 6: Human resources to support the project

Conducing a large-donation project requires staff that is permanently available to deal with a wide range of organizational tasks, ranging from answering the phone to coordinating the shipment of campaign material. Hence, checking if your association has the manpower to support you is important.

Issue 7: How to persuade national board of scout associations to support the project?

Some working groups on donation campaigns do not earn much support for doing donation projects. If you run into such a situation, lobbying and finding partners inside your association is important

A strong emphasis with regard to funding a donation project was placed on merchandising. Here, the group also discussed a numbers of potential issues:

Merchandising: Do they carry the message?

Selling laser pointers or pocket knifes with the logo for your campaign might work well, but do such items carry the message of the campaign? Sometimes finding the right products is a trade-off.

Merchandising: Can the scout shop distribute the merchandising products?

While some organizations like the DPSG or the VCP have own scout shops they can employ for distributing merchandise, other European scout organizations do not have this possibility.

Merchandising: Who takes the risk?

If you produce merchandise articles for selling them to people, you naturally need to take the risk for buying them. Speak to your organization if they can do it; and try to find ways to order small batches of items first. Reorder articles at your supplier if the merchandise runs well.

4.5. Handle conflicts

Task description: *Your association raised money to finance partnership. Now your partnership's project group, unfortunately discovers that the money is gone and is untraceable. Come up with a concrete example of what could have happened with the money.*

The first question that arose when the group worked on this complex case was; whom do you contact first and how?

It became immediately clear that in such situations, no matter what structure a National Scout Association has, it is important to keep it discrete and begin with internal investigations. Internal communications

could potentially involve the working groups of both associations directly in charge of the partnership, external accountants that might be informed about the financing of the partnership, and advisory boards. When the situation is identified noting down information known and all communication done while investigating the situation can be helpful if the investigation is prolonged and pathways need to be analyzed.

As the case is broad many possibilities are open. It is vital, however, that the information flow is done transparently. It is important to keep all working groups of the partnership informed about the steps taken to research on the missing money. As it is with disappearing money mostly the case, the blame game begins. Avoiding the latter, by remaining as objective as possible, is the key to handling the issue well. Given the cultural differences already present in partnerships, hasty decision making and non-diplomatic questioning may lead to difficulties and over reactions.

The funder(s), be it a single source or several scout groups that raised the money through activities, should be informed about the situation as soon as it is certain that an internal communication path has been taken. When funders are informed about such mishaps too late there is the risk of losing a good relationship, trust and future funding opportunities. This may also ruin the reputation of your association no matter what the cause of the money loss is.

It was also noted that involving the media in such issues is not a wise idea as this may lead to tarnishing the images of some or all parties involved. Facts may be misinterpreted and depending on the situation, partnerships of scouting organizations or similar organizations could be not trusted in the future.

Some advice given by participants in successful partnerships is to include funding options and regulations right at the beginning of a partnership. Starting off a partnership with clear methods to deal with the finances in all scenarios possible give partnership working groups something to refer to if situations like 'money disappearing' occur. During a partnership

trainings and information exchange about monetary issues can offer a platform for all partnership stakeholders to gain knowledge and contribute their know-how, thus developing equality in the partnership.

The need for a handbook on funds and finances in partnerships was raised. It was agreed on that a tool like this could be very helpful in partnership implementation.

5. Critical points

5.1. Language

The goal of this discussion was to find out what language is appropriate for communication, both internally and also with external partners. We were able to identify the following key aspects of proper language use.

- Simplicity: Languages and messages need to be formulated in a simple and straightforward way, as not all our members are grown-up super-intelligent academics. In addition, the language used needs to be adapted to the age of the audience.
- Humor: We generally agree that humor is part of scouting and definitely is helpful for advertising and campaigning. For official communication however, no or decent humor sometimes is more appropriate.
- Authenticity: Our communication needs to be authentic. No use of fake youth language. We are who we are and we do not pretend to be others.
- Use of provocative elements: Sometimes helpful for advertising, but needs to be handled with care.

All these aspects also apply to non-verbal communication, for instance pictures or audio-visual material.

5.2. Social Media

Social media is a part of today's life – especially the young guides and scouts grow up with this media like Facebook and Twitter. A lot of people think that these media are the solution for all communication problems. Unfortunately, this is not the truth; but when you handle this media with care and think of the target group you can use it for the communication of the partnership or within it. Be aware that the use of social media is also culturally defined.

There are some positive points of social media like the speed. It is one of the fastest ways to communicate with a lot of people. But fast also means that there is less content what you can transfer within your message and is less personal. Social media are good for the first contact and to spread "appetizers" on more content which you want to transfer in your association. The use of pictures is important, but chose the right picture with the content you want to transfer - political correctness is also a subject for pictures.

As mentioned before there are also some problems with the use of social media. It is less serious than e-mail and the data security is not really given. Before using social media in the partnership communication, please ensure that the people you want to communicate with are using them and that they are connected with you. Maybe the parents of the participants or individuals within your partnership committee don't use them and get lost on the communication way. Last but not least, the communication in the social media has less commitment then the communication in the "old" media (including e-mail).

5.3. Communication in NSO structures

Working on a partnership project in a national scouting or guiding association needs a lot of communication within the association. Building a personal network in the association, which is one of the winning strategies for good communication, needs good knowledge of the NSA structure. A personal contact is preferable compared to electronic media.

Another way to communicate efficient in the association is to build up a database with contacts on all levels of the association. To cover a wide range of different levels and regions, it is important to have a team from different levels and regions within your partnership committee. Be aware to include all personal groups in your partnership communication.

5.4. Media production

A big issue with any larger scout campaign is the amount of media involved. We here need to distinguish between *print media* and *online media*.

- *Print media* comprises anything on paper, ranging from brochures or magazines to stickers or big posters that groups can use for promotions.
    - o Purpose: Print media are important because of their haptic nature or for attracting people to your campaign. They can also be helpful for distributing large amounts of information, for instance stories, games etc. to your groups.
- The term *online media* subsumes all forms of digital communication, for example campaign websites, social media sites (on Facebook, Twitter...), or even applications for smartphones and tablet PCs.
    - o Purpose: Online media are a great tool to reach out if your campaign is already running and you have an audience to talk to. Ask your members to use social media tools to further distribute your content.

Media production often requires advanced or even expert skills in different domains like graphic design, layout, web site programming and so on. This makes the media production generally rather expensive. However, scout organizations are unfortunately short on money.

How can we realize professional media at low-cost?

The first obvious idea is to find people in your organization who can help you out or support you in training others. Some participants have reported that running a blackboard on their website where according job offers can be posted work rather well for this purpose.

Second, why not train others or yourself? Scouting also means learning by doing. If you get your hands on one expert, try to convince him to teach you. Ask question. Get better. Support others.

Finally, you can simply ask experts or professional agencies to help you out by donating their expertise. Maybe they'll help you out if you list them as official sponsors…

5.5. International mindset

What is an international mindset? Can one learn it?

All groups that visited this topic during the world café agreed that there is no single definition for an 'international mindset'. Terms that, combined in some way, could summarize this mindset were collected. These include: openness, empathy, understanding, peaceful communication, patience, respect, brave, recognizing differences, compromise, and patience. According to the groups, a combination of these attitudes would be a great recipe for an international mindset.

The discussions on the topic went on, based on these terms. The question arose whether these mentalities can be learnt? And if so; how? We came to the conclusion, that it does not necessarily require experience in international events to gain an 'international mindset', but as with many other aspects we equip ourselves with in life, starts at home.

Learning by doing is a common aspect to all scouts, and it is in this way that at any age through the scouting programs offered, several competences are gained. These competences become useful in international experiences, no matter how far the location is 'home'. Distance away from a comfort zone was also a factor that was open for different opinions. An example of exchanges with foreigners living in one's own country compared to exchanges with people in country miles away was given to clarify if one weighs more than the other.

How big should a culture shock be for an international feeling, a motivation or even a mindset to kick in? This question was debated on and concluded to be very linked to the character and environment of an individual.

With 30 million scouts all over the world, the expectation of an international mindset might be immediately expected. All groups involved in the discussion on this topic, agreed that this is rightfully expected. A single term for an international mindset may not exist, however it is clear that attributes that contribute to this are packed in our bags and that every step made in the international realm develops them.

The discussion on an international mindset concluded in the recognition of a cycle. Like the chicken and the egg confusion, what came first in our scouting programs: the learning or the doing?

6. Imprint

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